TRAINING AND DEVELOPMENT POLICY

The purpose of this Training and Development Policy (the "**Policy**") is to provide a framework for the development of employees' skills, knowledge and competencies to meet both current and future organizational needs. This policy reflects the commitment of Mohawk Industries, Inc. (the "**Company**") that all employees at all levels will have access to continuous learning opportunities that foster personal growth, enhance job performance and contribute to the Company's success.

> This Policy is designed to balance the Company's global needs while accommodating local variations and employee expectations. It provides a structured yet flexible approach to training and development that supports the Company's goals and workforce growth.

1. **Applicability.** This Policy applies to all employees within the Company, across all regions, business units and functional areas and encompasses a broad range of training and development initiatives, including but not limited to technical skills, leadership development, compliance training, safety protocols and soft skills.

2. **Administration.** Human Resources ("**HR**") shall administer this Policy, subject to the oversight of Mohawk's Sr. Vice President of HR.

3. **Policy Objectives.**

    (a) *Skill Enhancement*: Equip employees with the necessary technical and non-technical skills to perform their jobs safely, effectively and efficiently.

    (b) *Employee Engagement and Retention*: Foster a culture of learning and growth to improve employee satisfaction, engagement, and retention.

    (c) *Leadership Development*: Identify and nurture future leaders through targeted leadership training programs while improving the skills of current leaders.

    (d) *Compliance and Safety*: Ensure all employees are trained on relevant regulatory, health, safety, and environmental standards.

    (e) *Global Consistency*: Maintain consistency in training standards across all regions, while respecting local regulations, cultural norms and business requirements.

    (f) *Access*: Promote training and development opportunities for all employees with accommodations as necessary to ensure that everyone can participate in learning initiatives.

(g) *High Performance Workplace*: Measure the impact of training to ensure that it meets the Company's standards and delivers results that benefit the individuals and the organization.

4. **Training Needs Assessment.**

(a) *Annual Training Review*: Each department will conduct an annual training needs assessment in partnership with HR to identify key training priorities for the upcoming year; this may be complemented by mandatory business unit or corporate training.

(b) *Individual Development Plans (IDPs)*: Managers will work with employees to create personalized development plans, identifying skill gaps and growth opportunities.

(c) *Global Training Matrix*: The Company will track global mandatory training requirements for each role, department, business and region.

5. **Training Delivery**.

Blended Learning Approach: Training will be delivered through a variety of formats, including:

(a) *In-Person Training*: Realistic position demonstration sessions, workshops and classroom training for specific technical skills and safety practices.

(b) *E-Learning*: Online modules for a wide range of topics, including compliance, certifications, technical skills and soft skills.

(c) *On-the-Job Training*: Practical learning through mentoring, job rotation and shadowing.

(d) *External Training Providers*: Partnerships with approved third-party vendors and institutions of higher learning for specialized skills, certifications, degree programs and leadership development.

(e) *Cross-Regional Collaboration*: Where possible, the Company will encourage collaboration across regions to establish best practices, allow employees to attend global training programs or facilitate virtual sessions to foster cross-cultural understanding and knowledge sharing.

6. **Roles and Responsibilities**.

(a) *HR and Training Department*: Responsible for creating, managing and overseeing the implementation of training and development programs, approving attendees, tracking progress and measuring effectiveness.

(b) *First Line Management (Supervisors)*: Accountable for identifying the training needs of their teams, supporting their development plans, ensuring that training opportunities are aligned with department goals and assessing training impact on performance objectives.

(c) *Employees*: Responsible for identifying personal learning goals and career paths, actively participating in training programs and applying the acquired skills and knowledge to their work.

(d) *Executive Leadership Team*: Support the training and development strategy by providing necessary resources and demonstrating leadership commitment to a learning culture.

7. Training Budget.

(a) *Annual Budget Allocation*: A designated portion of each business unit's annual budget will be allocated to employee training and development, which will include internal training resources, learning management systems, online training, third-party facilitated training, tuition reimbursement, certification course work, etc.

(b) *Cost-Effective Solutions*: The Company will prioritize cost-effective solutions, including digital learning tools, in-house training and shared resources across regions, to ensure maximum impact with the available budget.

8. Evaluation and Effectiveness.

(a) *Feedback Mechanisms*: After each training program, employees and managers will have the opportunity to provide feedback on the content, delivery and effectiveness of the training.

(b) *Learning Outcomes*: Training programs will be evaluated based on measurable outcomes such as employee performance, productivity, safety compliance and employee retention.

(c) *Continuous Improvement*: Based on feedback and performance metrics, the Company will continuously improve training programs, materials and delivery methods.

9. Compliance and Legal Compliance.

(a) *Local Compliance*: All training programs must comply with local laws and regulations in each country or region where the Company operates, including labor laws, safety standards and industry-specific certifications.

(b) *Certification and Licensing*: Employees who undergo training that leads to mandatory certification (e.g., safety, quality assurance) will be required to maintain their credentials and comply with recertification processes.

10. Career Development.

(a) *Internal Mobility*: Employees will be encouraged to pursue career development opportunities within the Company through job rotation, stretch assignments, project teams, promotions and cross-functional training programs.

(b) *Mentorship and Coaching*: The Company will provide mentorship and coaching opportunities to help employees identify career goals and access development resources.

(c) *Succession Planning*: The Company will identify high-potential employees for leadership roles, with specialized training programs aimed at preparing them for future responsibilities by closing skill gaps and enhancing existing strengths.

11. Review of Policy.

This Policy will be regularly reviewed by HR and updated as needed to ensure its relevance and alignment with Company goals, employee needs, industry best practices and regional requirements.