



BUILDING BETTER TOGETHER

2024 SUSTAINABILITY REPORT

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In February 2024, Owens Corning announced that the company decided to review strategic alternatives for its global glass reinforcements (GR) business. The decision to explore alternatives for the GR business is consistent with the company's strategy to focus on building and construction materials. On February 13, 2025, the company entered into a definitive agreement for the sale of our global glass reinforcements business. The sale will complete Owens Corning's review of strategic alternatives for the business, announced on February 9, 2024, and aligns with the strategy to reshape the company to focus on residential and commercial building products in North America and Europe. The transaction is expected to close in 2025 and is subject to customary regulatory approvals and other conditions. This report was designed prior to the definitive agreement and all data for our glass reinforcements business is included throughout the report.



INTRODUCTION



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Artwork created and submitted by:

Liesbeth Beckers | Tessenderlo, Belgium

A MESSAGE FROM OUR CEO & CSO



The theme of our Sustainability Report – Building Better Together – reflects the work of our team in delivering a transformative year for Owens Corning in 2024. We successfully executed major strategic initiatives to reshape and focus the company on building products in North America and Europe and announced several capital investments to drive growth.

At the same time, our colleagues drove breakthroughs in performance across several sustainability measures, including employee safety, greenhouse gas emissions, and waste-to-landfill.

Senior Vice President and Chief Sustainability Officer (CSO)
David Rabuano (left) and CEO Brian Chambers.

Transformation Guided by Our Mission

The three strategic initiatives executed last year touched nearly every part of our company. These strategic moves included:

- Acquiring Masonite International Corporation
- Entering an agreement for the sale of our building materials business in China and Korea
- Initiating a strategic review of our glass reinforcements business, and announcing the sale of this business in early 2025

The acquisition of Masonite added a market leading Doors business to our company. The addition of Doors is not only a significant expansion of our leadership in branded residential building products, but also a powerful opportunity to advance our commitment to sustainability in a new product category.

In addition to these strategic moves, Owens Corning announced several capital investments to grow capacity in Roofing and Insulation in the United States. And in Europe, we continued to make progress toward converting our mineral wool insulation plant in Sweden from coke-fired furnaces to electric melting.

While 2024 was a transformative year for our company, we were guided by our mission “to build a sustainable future through material innovation”. Our mission leverages the dual meaning of several terms. “Build” refers to the literal application of our products as well as the future we are building. “Sustainable” references both the enduring and responsible meanings of the word to describe our future-oriented activities. And “material” speaks to both the importance of our innovation efforts, as well as the way we literally innovate materials to create valued product solutions.

Achieving Breakthrough Results

Thanks to the hard work of our 25,000 colleagues, we achieved another year of breakthrough results in 2024.

Driven by our Safer Together Operating Framework and our care for one another, we reduced recordable injuries and illnesses by 25 percent across our Owens Corning legacy sites, and our Doors business reduced recordable injuries and illnesses by 29 percent from the close of the acquisition in May to the end of the year.

While we transformed and grew our company, and worked safer together, we also reduced the environmental impact of our operations.

2024 marked another significant achievement in our waste-to-landfill performance, with an 11 percent year-over-year reduction. Additionally, we reduced scope 1 and 2 greenhouse gas emissions by 11 percent, moving us to a 43 percent reduction compared to our 2018 baseline. This progress puts our 50 percent reduction goal by 2030 well within reach.

Building Better Together

Looking ahead, we will continue to grow our company by delivering exceptional building products and services for our customers, driving shareholder value, and working to make the world a better place. 2025 will stand as a milestone in our journey toward our 2030 sustainability goals, showcasing our ongoing commitment to progress and innovation.

As we look to the future, we want to recognize that our achievements and future opportunities are made possible by the care, commitment, and hard work of our colleagues. Every day, they strive to help Owens Corning, and our customers, build better together.



Brian Chambers
Chair and Chief Executive Officer



David Rabuano
Senior Vice President and Chief Sustainability Officer

ABOUT OWENS CORNING

Owens Corning is a residential and commercial building products leader committed to building a sustainable future through material innovation. Our businesses provide durable, sustainable, energy-efficient solutions that leverage our unique enterprise capabilities, market-leading positions, and consistent execution to help our customers win and grow. We are global in scope, human in scale with more than 25,000 employees in 31 countries dedicated to generating value for our customers and shareholders and making a difference in the communities where we work and live.



Photo submitted by:

Nathaniel Bauer | Denver, Colorado, U.S.

Owens Corning world headquarters, Toledo, Ohio, U.S.



Across the enterprise we are guided by the following principles:

OUR MISSION

To build a sustainable future through material innovation.

OUR PURPOSE

Our people and products make the world a better place.

OUR VALUES

Global in scope, human in scale.

Caring

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

Curious

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

Collaborative

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

Committed

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



An employee at our plant in Fort Smith, Arkansas, U.S.

Roofing

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

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

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

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

Insulation

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

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

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

We sell our insulation products primarily to insulation installers, home centers, lumberyards, retailers, and distributors largely in North America and Europe.

Doors

Doors make life and living better by meeting human needs for comfort, safety, convenience, and style.

Our primary products in the Doors segment are residential interior and exterior doors made of wood, glass, fiberglass, and metal, and door components such as frames, sills, weather-stripping, hinges, and locks. Other products in this segment are aluminum-framed glass doors and window solutions for luxury homes. Our door products and systems provide comfort, safety, and style for the interior and exterior of homes.

We serve the needs of the residential repair, remodel, and new construction markets in the United States, Canada, and the United Kingdom. Doors are sold through wholesale and retail distribution channels.

Composites

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

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

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

In February 2024, Owens Corning announced that the company decided to review strategic alternatives for its global glass reinforcements (GR) business. The decision to explore alternatives for the GR business is consistent with the company's strategy to focus on building and construction materials. On February 13, 2025, the company entered into a definitive agreement for the sale of our global glass reinforcements business for a purchase price of approximately \$436 million, less costs to sell. The sale will complete Owens Corning's review of strategic alternatives for the business, announced on February 9, 2024, and aligns with the strategy to reshape the company to focus on residential and commercial building products in North America and Europe. The transaction is expected to close in 2025 and is subject to customary regulatory approvals and other conditions.



Owens Corning has manufacturing and research and development facilities in 31 countries around the world.

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

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

Owens Corning posted 2024 net sales of \$11 billion, and we have been a Fortune 500 company for 70 consecutive years.

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

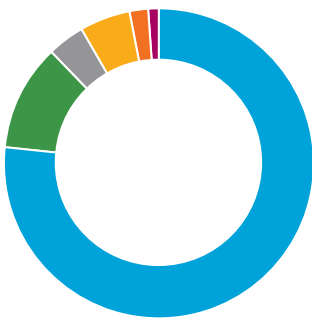
More information about our businesses can be found in the Owens Corning Annual Report on [Form 10-K](#).

2024 Revenue by Segment



- Roofing **36%**
- Insulation **32%**
- Doors **13%**
- Composites **19%**

2024 Revenue by Region



- United States **76%**
- Europe **12%**
- Asia Pacific **4%**
- Canada **5%**
- Mexico **2%**
- Rest of World **1%**

Photo submitted by:
Nathaniel Bauer | Denver, Colorado, U.S.
Detail of our world headquarters in Toledo, Ohio, U.S.

CORPORATE AWARDS & DISTINCTIONS

Owens Corning believes that working toward the greater good is its own reward. Even so, we are grateful for the accolades we have received for our efforts, as they demonstrate our leadership in corporate citizenship and inspire companies everywhere to remain committed to sustainability. The following are among the awards and distinctions Owens Corning received in 2024.

Best Corporate Citizens List

Owens Corning has been ranked among the top 10 Best Corporate Citizens for seven consecutive years.



CDP Lists

In 2024, Owens Corning earned thematic scores of A- for both the Water Security and Climate questionnaires.



Dow Jones Sustainability Indices

In 2024, Owens Corning earned placement on the DJSI World Index for the 15th year in a row, and on the DJSI North America Index for the 7th consecutive year, with industry-leading scores.



EcoVadis

In 2024, Owens Corning received a score of 78/100, earning us a Gold rating with EcoVadis, a company that provides holistic sustainability ratings for businesses worldwide. Owens Corning ranked among the top 5% of all companies.



ENERGY STAR®

Our world headquarters in Toledo, Ohio, U.S., earned the Environmental Protection Agency's ENERGY STAR® rating for 2024.



Fortune 500

As of 2024, Owens Corning has been recognized as a Fortune 500 company for 70 consecutive years. We placed No. 407 on the list.

Green Power Partnership – National Top 100

In its most recent rankings, Owens Corning placed at No. 26 on the U.S. Environmental Protection Agency's (EPA's) National Top 100 List of the largest green power users from the Green Power Partnership. The company was also No. 17 on the list of Green Power Partners from the Fortune 500.



JUST Capital

Owens Corning has been ranked among the Top 100 in the 2025 America's Most Just Companies from JUST Capital and CNBC, measuring priorities for business behavior.



MSCI Ratings Report

In 2024, Owens Corning received an AA rating from MSCI, which measures a company's resilience to long-term, financially relevant sustainability-related risks.

Newsweek's Most Responsible Companies

Owens Corning placed No. 52 on Newsweek magazine's America's Most Responsible Companies 2024 list.

Sustainalytics

Sustainalytics Peer Performance Insights provide analysis of a company's sustainability-related strengths and weaknesses within its industry. In early 2025, Owens Corning received a risk score of 18.5, ranking us 13th among building products manufacturers.

WSJ Management Top 250

Owens Corning has made the WSJ Management list since its inaugural year in 2017, and ranked No. 41 in the 2024 Management Top 250 from the Wall Street Journal and the Drucker Institute.



STAKEHOLDER ENGAGEMENT & MATERIAL SUSTAINABILITY TOPICS

Owens Corning is committed to objectively identifying material issues and evaluating their impact across our value chain. In support of this, we assess our materiality matrix on a five-year cycle. In 2024, we completed our double materiality assessment in accordance with AA1000 methodology, Corporate Sustainability Reporting Directive (CSRD), and European Financial Reporting Advisory Group (EFRAG) guidance. This assessment also received independent assurance from SCS Global Services.

In 2025, we will conduct a refresh for each region where Owens Corning operates and for the company enterprise-wide. As our company evolves through changes, such as the acquisition of Masonite in 2024, we continue to evaluate for potential risks or areas that could impact our stated goals, either positively or negatively. We will also continue to follow our process of stakeholder engagement, reviewing input from both internal and external groups.

Photo submitted by:
Cleveland Thrasher | Brazil
Praia do Moçambique in Florianópolis, Santa Catarina, Brazil.

Stakeholder Engagement

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

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

Stakeholder Consultation and Communication

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

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

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




























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

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





































Sustainability Reporting Topics

We have selected the following issues as our sustainability reporting topics. They were selected after close review of the company's prior work in sustainability and materiality, research into best practices, examination of peer companies within our industry, surveys, and interviews with subject matter experts. We worked with an external consultant to map our existing material sustainability topics to the EFRAG guidance under European Sustainability Reporting Standards (ESRS), which resulted in an updated list of sustainability reporting topics for Owens Corning. Each topic is addressed in detail throughout this report. More information about how we conducted the double materiality assessment can be found in this chapter. Learn more about the Sustainable Development Goals (SDGs) on [page 375](#).

Environment




















TOPICS AND DEFINITIONS	CHAPTER	MOST RELEVANT SDGS
Air Quality Management The impacts of operations and manufacturing throughout the value chain on local air quality. This includes the impacts related to any non-GHG (greenhouse gas) air pollutants, including any adverse impacts on local populations and their right to life and health.	Air Quality Management	  
Climate Risk and Resilience* Operational or financial risks and opportunities that result from climate change — such as more frequent extreme weather events or carbon pricing policies — and the organization's ability to absorb related impacts and recover quickly, while enabling an equitable climate transition for stakeholders.	Combating Climate Change	  
Energy Strategy* Energy supply, demand, cost, and reliability at the site, region, or corporate level, including both traditional and alternative sources of energy.	Energy Efficiency and Sourcing Renewable Energy	  
GHG Emissions* Greenhouse gas emissions across the operations and supply chain that contribute to climate change.	Combating Climate Change	  
Nature The impacts and dependencies of operations and supply chain on natural processes and ecosystems. Includes impacts related to soil (e.g., soil erosion, soil pollution), biodiversity (e.g., impacts on biologically sensitive areas or timber harvesting), and land use change (e.g., land use changes required to mine resources or build new facilities).	Protecting Biodiversity	    
Product Circularity Circularity refers to a model of production and consumption that aims to eliminate waste, reduce raw material extraction, and extend the life of products through practices and processes such as life cycle analysis, reuse, repair, recycling, remanufacturing, and the redesign of business models that align with circular ideals. This may include extending the life of products or materials and managing the product end-of-life process to improve used products' recyclability.	Circular Economy	    
Waste The reduction of the quantity or type of waste generated in product or facilities and the proper handling and disposal of any waste that remains from facilities. This includes improved material efficiency as well as management, proper handling, or elimination of any hazardous materials.	Waste Management	  
Water Use The sustainable use of water and the proper management and reduction of wastewater and water effluent throughout the value chain to minimize impacts on local water systems and water quality, particularly in regions that are water-stressed. This includes preserving the local community's right to clean water and sanitation.	Responsible Water Sourcing and Consumption	 

*Material sustainability topics from the double materiality assessment.

TOPICS AND DEFINITIONS	CHAPTER	MOST RELEVANT SDGs
Access to Basic Goods and Services The availability and pricing of Owens Corning's goods and services that contribute to basic human rights, such as the right to affordable housing.	About Owens Corning Community Engagement	    
Community Engagement Engaging with local stakeholders and communities to ensure their feedback is adequately reflected in company policies and actions that directly impact them. This includes respecting the civil and political rights of local and indigenous communities, such as their land rights, existing community rights and customs, and their right to freedom of expression or assembly.	Community Engagement Safeguarding Human Rights	     
Employee Wellness The mental, physical, and financial well-being of the organization's employees.	Health and Wellness	
Fair Treatment of Workers* The treatment, wages, and working hours of all workers at facilities and throughout the value chain. This includes workers' rights elucidated by the International Labour Organization (ILO) and U.N. Guiding Principles on Business and Human Rights (UNGPs), including the issues of child labor and forced labor throughout the value chain. Forced labor is coerced work through the use of violence, intimidation, or subtle means such as accumulated debt, retention of identity papers, or threats of denunciation to immigration authorities. Child labor is work that deprives children of their childhood, potential, and dignity, and that is harmful to their physical or mental development.	Employee Experience Safeguarding Human Rights	   
Freedom of Association Workers' rights to form and join trade unions of their own choosing, bargain collectively, and engage in peaceful assembly. This also includes the right to refrain from such activities.	Employee Experience	   
Inclusion and Diversity The commitment to create a workforce that is diverse and inclusive at every level, and is free of discrimination. This may include policies to ensure equal pay, healthcare coverage that meets the needs of diverse communities, and diversity goals that seek to better align the company's workforce with the diversity of the local population.	Inclusion and Diversity	    
Talent Retention Attracting, retaining, and developing the best talent through policies and practices related to employees and employee engagement.	Employee Experience	   
Training and Skills Development Development of skills that prepare employees to successfully perform job functions, adapt to changing organizational needs, advance within the organization and job tasks specific to innovation and tools, and succeed in future opportunities outside the company.	Employee Experience Sustainable Growth	   
Worker Health and Safety* Respect for workers' rights to life, health, and safety, and minimizing workers' exposure to potential health and safety hazards at Owens Corning facilities and throughout the value chain.	Safer Together	  

*Material sustainability topics from the double materiality assessment.

Governance

TOPICS AND DEFINITIONS	CHAPTER	MOST RELEVANT SDGS
Cybersecurity and Data Privacy Risks to society and the human right to privacy related to the use or misuse of consumer data collected by Owens Corning products (e.g., smart doors), the disruption of customer operations or services, and/or the loss or compromise of data due to cyberattacks.	Cybersecurity – Risk Management Data Privacy – Upholding Ethical Standards	
Local and Diverse Suppliers The diversification of company procurement relationships to include traditionally underrepresented or marginalized groups, including women-owned businesses, minority-owned businesses, locally owned businesses, or small and medium enterprises.	Responsible Supply Chain	   
Management of Supplier Relationships The ethical management, selection, and continued engagement with suppliers to ensure they are complying with all local laws and requirements, respecting human rights, and helping to achieve progress towards priority sustainability goals, such as climate, worker safety, or water use.	Responsible Supply Chain Safeguarding Human Rights	   
Policy Engagement Efforts to influence legislation, policy, or administrative decisions toward prioritizing industry advantage over public needs. Influence may occur through channels such as direct engagement, trade associations, political donations, or in-kind gifts.	Leadership and Advocacy	
Positive Product Impact* Any positive impacts related to the use of Owens Corning products, such as reductions in energy use, improved resilience to extreme weather, or speeding up the transition to a renewable future, such as through composites that improve wind turbine performance or reduce operating costs.	Product Innovation Sustainable Growth	     
Product Quality and Safety* Creating products that are safe, reliable, and consistent with all product quality control and product safety requirements and promises. Ensuring the use of safe chemicals and reducing hazardous substances contained in products.	Product Stewardship Product Transparency	 
Responsible Business Conduct The standards, policies, and sets of values and norms that uphold ethical business practices and ensure compliance with all relevant laws. This includes any efforts to prevent corruption, bribery, extortion, antitrust and other anti-competitive practices, fraud, and other unethical behavior.	Upholding Ethical Standards Safeguarding Human Rights	

*Material sustainability topics from the double materiality assessment.



CONDUCTING A DOUBLE MATERIALITY ASSESSMENT

Every five years, Owens Corning conducts a materiality assessment. Starting in 2024, this assessment became a double materiality assessment. Double materiality refers to both the impact a topic has on the enterprise itself and its impact on the outside world. The assessment is done to evaluate and contextualize our material topics and SDGs in conjunction with requirements of the CSRD. As our company evolves, material topics can shift in relation to internal and external conditions. This assessment ensures we are tracking and reporting on the most relevant sustainability topics to our business.

The double materiality assessment kicked off with support from an external consultant, creating a plan of action, reviewing the current state, identifying key stakeholders, and developing resources to use for the assessment. Research was also carried out to understand the topics at both regional and global levels and to evaluate Owens Corning's position within the broader industry landscape. The team accounted for aspects of all of our business units, including Doors.

From this first stage, sustainability topics, definitions, and impacts, risks, and opportunities (IRO) statements were developed to create a starting point for the double materiality assessment.

Because double materiality refers to both internal and external impact, we want to be cognizant of how our activities affect the outside world, including natural resources and the communities around our facilities. As such, both internal and external stakeholders were engaged. Our team conducted interviews and developed surveys to gather perspectives from stakeholders on all the sustainability topics and IRO from each topic.

From there, all answers were evaluated and used to complete the assessment. The consultant ranked the most severe IRO statements from each of the sustainability topics.

As a final stage of our assessment, we conducted a validation of the findings from the process to be sure everyone had a mutual understanding of the outcomes. Owens Corning will keep tracking our sustainability topics and will transparently report on them in future disclosures.

For more details on our full double materiality assessment, see our [Sustainability Materiality Assessment paper](#) on our website. See the table below showing the material topics for Owens Corning after the completion of the double materiality assessment in 2024.

MATERIAL TOPICS AS DETERMINED BY DOUBLE MATERIALITY ASSESSMENT	
Climate Risk & Resilience	Positive Product Impact
Energy Strategy	Product Quality & Safety
Fair Treatment of Workers	Worker Health & Safety
GHG Emissions	



Photo submitted by:
Emelia Samuelsson | Skövde, Sweden
Auronzo di Cadore, Italy.

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

Owens Corning's sustainability aspirations are rooted in the SDGs established by the United Nations (U.N.) in 2015. The SDGs serve as a framework that can be used by governments, businesses, and individuals as they come together to address the world's most pressing issues, including the fight against climate change. For more information about each SDG, see the [U.N. SDG Index](#).

The 17 U.N. SDGs are:

	NO POVERTY ³ End poverty in all its forms everywhere.		ZERO HUNGER ³ End hunger, achieve food security and improved nutrition, and promote sustainable agriculture.		GOOD HEALTH AND WELL-BEING ¹ Ensure healthy lives and promote well-being for all at all ages.
	QUALITY EDUCATION ² Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.		GENDER EQUALITY ¹ Achieve gender equality and empower all women and girls.		CLEAN WATER AND SANITATION ¹ Ensure availability and sustainable management of water and sanitation for all.
	AFFORDABLE AND CLEAN ENERGY ¹ Ensure access to affordable, reliable, sustainable, and modern energy for all.		DECENT WORK AND ECONOMIC GROWTH ¹ Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.		INDUSTRY, INNOVATION, AND INFRASTRUCTURE ¹ Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation.
	REDUCED INEQUALITIES ² Reduce inequality within and among countries.		SUSTAINABLE CITIES AND COMMUNITIES ² Make cities and human settlements inclusive, safe, resilient, and sustainable.		RESPONSIBLE CONSUMPTION AND PRODUCTION ¹ Ensure sustainable consumption and production patterns.
	CLIMATE ACTION ¹ Take urgent action to combat climate change and its impacts.		LIFE BELOW WATER ³ Conserve and sustainably use the oceans, seas, and marine resources for sustainable development.		LIFE ON LAND ² Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation, and halt biodiversity loss.
	PEACE, JUSTICE, AND STRONG INSTITUTIONS ² Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable, and inclusive institutions at all levels.		PARTNERSHIPS FOR THE GOALS ¹ Strengthen the means of implementation and revitalize the global partnership for sustainable development.		

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

¹ SDGs for which we believe we have the most direct impact or influence through our core business competencies.

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

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

BOARD LEADERSHIP

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



Current Leadership Structure

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

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

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

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

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

All Board members, other than our Board Chair and CEO, are independent under all applicable legal, regulatory, and stock exchange requirements. Six Board members have relevant experience in industrials and materials sectors where our products are sold. Average tenure on the Board is currently 7 1/2 years. The Board believes that the current and future leadership structure is appropriate for Owens Corning considering our company's governance structure, current needs, and business environment, as well as the unique talents, experiences, and attributes of the individuals in these roles. More information about the individual Board members and their competencies can be found in our most recent [Proxy Statement](#).

Photo submitted by:

Nathaniel Bauer | Denver, Colorado, U.S.

Detail of our world headquarters in Toledo, Ohio, U.S.

Nominating and Selection of Qualified Board Members

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

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

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

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

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

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



Artwork submitted by:
Philippe Bruwier | Tessenderlo, Belgium
Painting of Obama, Fukui Prefecture, Japan.

Board Education

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

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

Board and Committee Evaluation

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

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

Artwork submitted by:
Laura Schneck | Toledo, Ohio, U.S.
Painting of the Owens Corning world headquarters courtyard, Toledo, Ohio, U.S.

Conflicts of Interest

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

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

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

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



Management Oversight of Sustainability

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

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

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

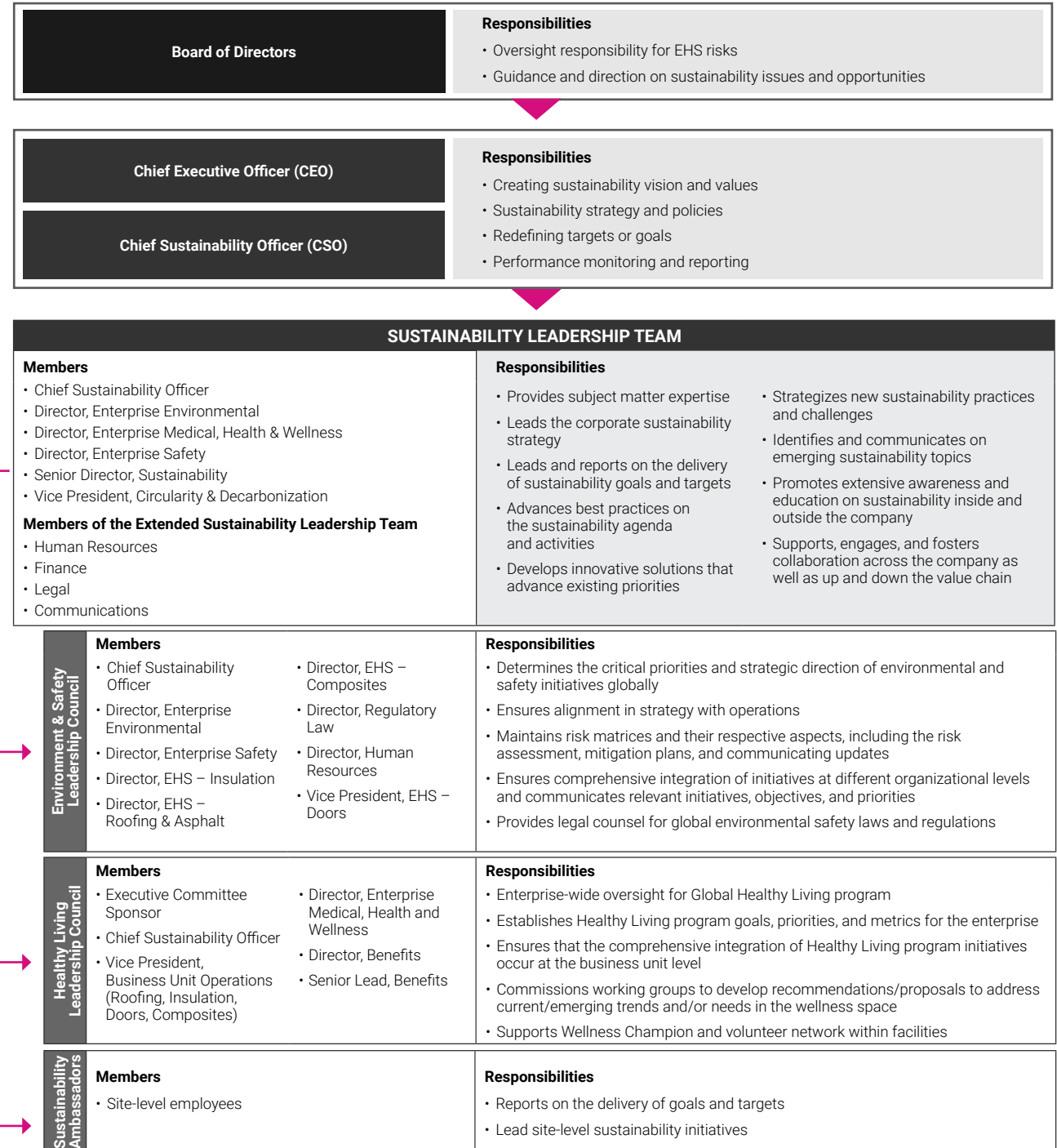
In addition, the Board committees maintain oversight of management's responsibilities for issues relevant to their respective areas. These include the following:

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

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

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

OVERSIGHT OF SUSTAINABILITY



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

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

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

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

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

Climate-related issues are addressed through our risk management process. They are included in our risk registers, which are developed by the business unit and legal teams from the plant level up. Learn more about risk registers on [page 26](#).



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

2024 BOARD LEADERSHIP

The Owens Corning Board of Directors

As of the 2025 Annual Meeting of Stockholders, Owens Corning’s Board of Directors (the “Board”) consists of one Executive Director and nine Independent Non-executive Directors.

NAME	SIGNIFICANT POSITIONS & COMMITMENTS	AGE	INITIAL YEAR AS A DIRECTOR	ROLE
Mr. Brian D. Chambers [^]	President, CEO, and Chair of the Board for Owens Corning; Director of Lincoln Electric Holdings, Inc.	58	2019	Executive
Ms. Michelle T. Collins	Former Senior Audit Partner of Deloitte & Touche LLP	63	2024	Independent Non-executive Director
Mr. Eduardo E. Cordeiro [^]	Former Executive Vice President, CFO of Cabot Corporation; Director of FMC Corporation	57	2019	Independent Non-executive Director
Ms. Adrienne D. Elsner [^]	CEO of Benson Hill, Inc.; Former Interim CEO of Benson Hill; Former President, CEO, and Director of Charlotte’s Web Holdings, Inc.; Former President of U.S. Snacks, Kellogg Company; Director of Benson Hill, Inc.	62	2018	Independent Non-executive Director
Mr. Alfred E. Festa [^]	Operating Advisor at Clayton, Dubilier & Rice; Former Chairman and CEO of W.R. Grace & Company; Director of NVR, Inc.	65	2020	Independent Non-executive Director
Mr. Edward F. Lonergan [^]	Executive Chairman of Zep Inc.; Former CEO of Chiquita Brands International, Inc.; Former Chairman of DRB Systems Inc.; Former Director of The Schwan Food Company	65	2013	Independent Non-executive Director
Ms. Maryann T. Mannen [^]	President and CEO of Marathon Petroleum Corporation; Former Executive Vice President and CFO of Marathon Petroleum Corporation; Director of MPLX LP	62	2014	Independent Non-executive Director
Mr. Paul E. Martin [^]	Former Senior Vice President and Chief Information Officer of Baxter International Inc.; Director of Unisys Corporation and STERIS plc.	67	2021	Independent Non-executive Director
Ms. Suzanne P. Nimocks [^]	Former Senior Partner of McKinsey & Company; Director of Ovinitiv Inc. and Brookfield Infrastructure Partners	66	2012	Independent Non-executive Director
Mr. John D. Williams [^]	Advisor for Domtar Corporation; Former President and CEO and Director of Domtar Corporation	70	2011	Independent Non-executive Director

[^] Denotes Board members who demonstrate skill in furthering sustainable business practices.

Nine of our current Board members demonstrate experience in or management responsibility for furthering sustainable business practices that address environmental, social, or ethical issues. The Board also continues to demonstrate a commitment to diversity, with 20% of Directors identifying as people of color and 30% identifying as women.

During 2024, the Board met eight times. Each of our Directors attended at least 75% of the meetings of the Board and Board committees on which he or she served, with the overall average attendance being 98% for 2024. In 2024, the Non-executive Directors met in executive session at all regularly scheduled Board meetings. Our Lead Independent Director (LID) presides over all executive sessions of the Board’s meetings attended by the LID.



RISK MANAGEMENT

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



Photo submitted by:
Scott Campen | Knoxville, Tennessee, U.S.
Acadia National Park, Maine, U.S.

Sustainability Reporting Topic

Cybersecurity and Data Privacy

For a definition of this topic and more information, see the [Stakeholder Engagement & Material Sustainability Topics](#) chapter.

Relevant United Nations Sustainable Development Goals



Oversight and Management

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

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

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

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

The Audit Committee's responsibilities include:

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

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

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

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

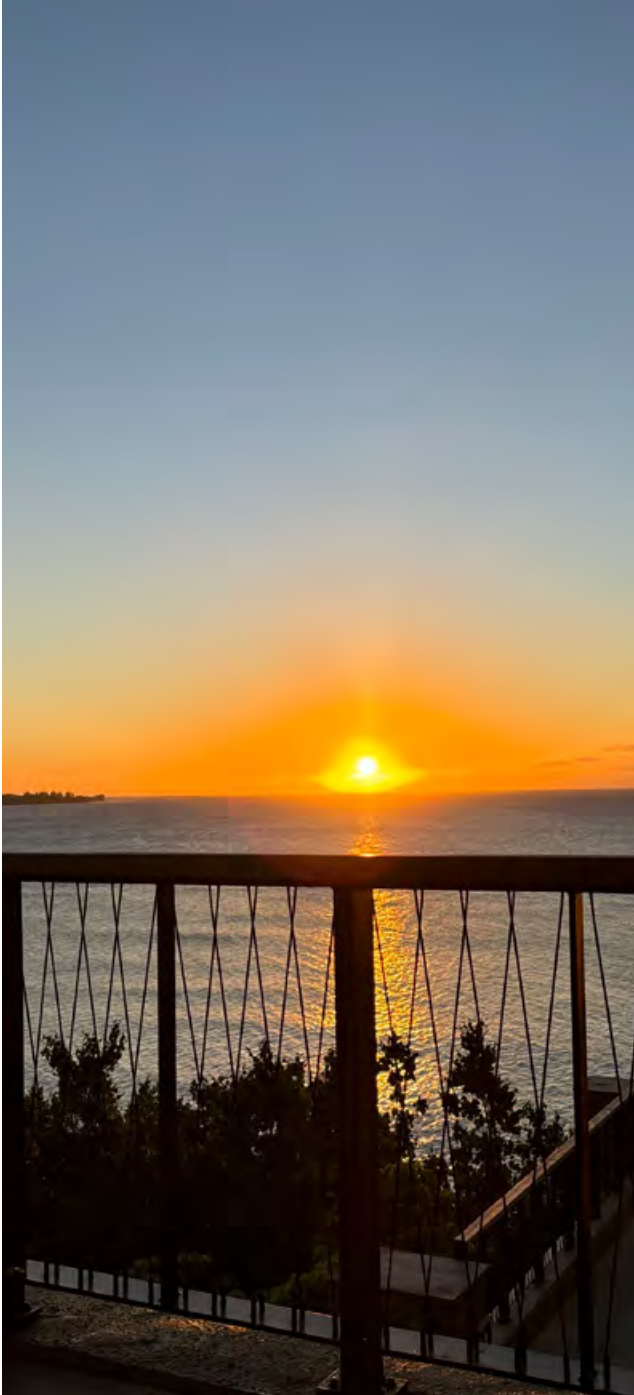


Photo submitted by:
Lauren Diehl | Toledo, Ohio, U.S.
Princeville, Hawaii, U.S.

Risk Registers

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

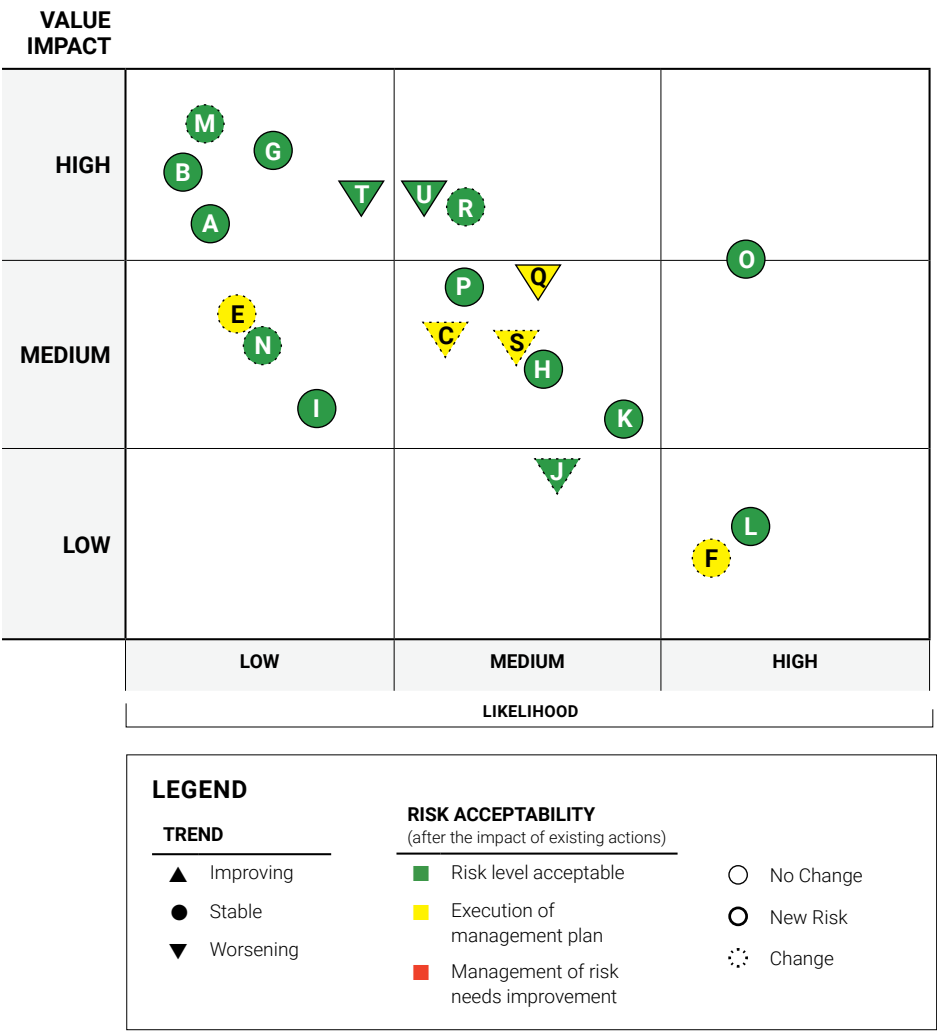
Risks are prioritized based on their placement in the risk register. The Y-axis (“Impact”) represents the potential financial, reputational, compliance, or health and safety impact to Owens Corning, while the X-axis (“Likelihood”) represents the probability of occurrence. Color coding (for risk acceptability)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

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

Risk on a Page

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

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



Example of a risk register for demonstration purposes.



Photo submitted by:

Kelly Al-sorghali | Toledo, Ohio, U.S.
Geneva State Park, Geneva, Ohio, U.S.

Risk Mitigation Framework

Risk Management Training

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

Risk Management and Human Resources

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

Engaging Employees in Risk Management

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

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

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

SUMMARY OF KEY SUSTAINABILITY RISKS

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

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

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

Emerging Sustainability Risks

Development, Integration, and Use of Artificial Intelligence (AI)

Our development, integration, and use of AI technology in our operations remains in the early phases. We have started to assess the use of AI technology to drive productivity and data analytics. While we aim to develop, integrate, and use AI responsibly, we may ultimately be unsuccessful in identifying or resolving issues, such as accuracy issues, cybersecurity risks, unintended biases, and discriminatory outputs, before they arise. AI is a new and emerging technology in early stages of commercial use and presents a number of risks inherent in its use by us, our customers, suppliers, and other business partners and third-party providers, or through the use of third-party hardware and software. These risks include, but are not limited to, ethical considerations, public perception, intellectual property protection, regulatory compliance, privacy concerns, and data security, all of which could have a material adverse effect on our business, results of operations, and financial position. As a result, we cannot predict future developments in AI and related impacts to our business and our industry. If we are unable to successfully and accurately develop, integrate, and use AI technology, as well as address the risks and challenges associated with AI, our business, results of operations, and financial position could be negatively impacted. Additionally, if the content, analyses, or recommendations that AI applications assist in producing are or are alleged to be deficient, inaccurate, or biased, our reputation, business, financial condition, and results of operations may be materially adversely affected.

In 2024, Owens Corning included additional guidance on AI in our Use of Electronic Systems Policy. The Global Information Services team and our Responsible AI Governance team continues to evaluate the adoption and use of AI in conjunction with operational leadership and other stakeholders.

Climate Change and Associated Transitional Risks

Owens Corning is subject to or has chosen to voluntarily participate in Emissions Trading Schemes (ETS) around the world, such as the Alberta Technology Innovation and Emissions Reduction, the EU Emissions Trading System, the Ontario Emissions Performance Standards program, Québec’s Cap-and-Trade GHG Emissions System, and South Korea’s Emissions Trading Scheme. Expansions of these schemes could impact us by reducing our carbon allowances, thus increasing our operating costs in those countries. For example, with the further reductions in allowances through Phase 4 of the European ETS, our annual allowances were reduced, which requires us to purchase credits.

The Phase 4 period began in 2021 and will continue through to 2030. Volatility in carbon market pricing creates additional risk. Our course of action in managing these risks involves interacting with the commission in charge of defining the new allocation rules (in reviewing the rules under EU ETS Phase IV, we determined that the Continuous Filament Glass Fiber sector qualifies to continue receiving free allowances until 2030); pursuit of research and development initiatives involving a change in material composition or in manufacturing processes to enable emissions reductions; and implementation of energy and greenhouse gas reduction projects.

Owens Corning has strategies in place to mitigate these risks. Chief among them is our commitment to the circular economy model, in which we work to avoid the use of virgin raw materials whenever possible, manufacture products to deliver the least negative environmental impact, and ensure that materials used in our products remain in the economy indefinitely. More information about our circular economy approach can be found on [page 186](#).

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

Additional Risks

Cybersecurity Risk

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

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

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

Although we experience cybersecurity incidents from time to time as part of our operations, we have not identified any risks from cybersecurity threats, including as a result of previous cybersecurity incidents, that have had or are reasonably likely to have, a material impact on our business strategy, results of operations, or financial condition. Any breach of our security measures, or those of our third-party service providers, could result in unauthorized access to and misappropriation of our information, corruption of data, or disruption of systems, operations, or transactions, any of which could have a material adverse effect on our business strategy, results of operations, or financial condition. See Item 1A. Risk Factors in our most recent [Annual Report on Form 10-K](#) for further discussion of the risks related to cybersecurity threats.



Photo submitted by:
Kristin Bell | Toledo, Ohio, U.S.
La Jolla Cove, San Diego, California, U.S.

UPHOLDING ETHICAL STANDARDS

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

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



Photo submitted by:

Cleveland Thrasher | Brazil

Michigan Central Station, Detroit, Michigan, U.S.

Sustainability Reporting Topics

**Responsible Business Conduct;
Cybersecurity and Data Privacy**

For a definition of these topics and more information, see the [Stakeholder Engagement & Material Sustainability Topics chapter](#).

Relevant United Nations Sustainable Development Goals



The Owens Corning Code of Conduct

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

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

The policies outlined in the Code of Conduct apply to every employee at Owens Corning, regardless of position, country, business unit, or subsidiary. Through 2024, Doors employees were following their Values Operating Guide as the equivalent document to our Code of Conduct. Compliance with this code was overseen by Owens Corning. Our teams began integrating Doors employees into our ethics processes and programs in 2024. Integration of our Doors employees into our ethics processes and programs was complete as of April 1, 2025. Our Code of Conduct now applies to all employees across all of our businesses.

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

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

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

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



Photo submitted by:
Katelyn Creech | Toledo, Ohio, U.S.
Katelyn Creech and intern Brian Lum
touring the plant in Medina, Ohio, U.S.

Applying Our Values and Principles to Our People

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

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

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

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

OWENS CORNING

ETHICS POLICIES

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

Senior Officer Policies

Ethics Policy for Chief Executive and Senior Financial Officers

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

Reporting on Violations

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

Conflicts of Interest

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

Executive Compensation

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

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

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

Ethics Policies Throughout Owens Corning

Speaking Up and Internal Investigations

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

Employees are encouraged to report their concerns to any manager, member of Human Resources or the Law department, or any member of our Committee. Employees may also submit their concerns (anonymously, if desired) through a confidential Owens Corning Helpline (1-844-787-0337) or web portal, which are operated by a third-party service provider. Employees can also report their concerns using a designated email address or a dedicated postal mailbox.

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

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

Assessment of Our Compliance Program

Owens Corning reviews the effectiveness of our compliance program consistent with guidance from the U.S. Department of Justice. Our review assesses how our program is designed and resourced, and how it works in practice, in multiple ways, including:

- An Enterprise Risk Management (ERM) compliance risk sub-register, which contains the catalog of our compliance risks that are assessed based on the potential likelihood and impact of a compliance failure along with key mitigating actions to prevent, detect, and respond to such risk potential.
- External audit of one high-risk compliance area. In the past several years, these high-risk areas have included, but are not limited to, antitrust, anti-corruption, anti-bribery, trade compliance, and data privacy/general data protection regulation (GDPR). Gaps and opportunities identified in the internal assessment or external audits are assigned to the appropriate subject matter risk owner and tracked for completion as part of the compliance risk sub-register and/or compliance program annual strategic plan.

Employment Standards, Compensation, and Working Conditions

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

Industrial Relations

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

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

Data Governance

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

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

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

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

- Raised awareness of data privacy throughout our organization.
- Applied our data protection standards globally.
- Built privacy considerations into business processes.
- Leveraged a cross-functional team to administer, maintain, and mature our data privacy and protection program.

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

Owens Corning has established information security controls to prevent unauthorized access to our systems. External assessments of our security controls are conducted at least twice a year to validate the effectiveness of the controls and identify areas of continuous improvement. Owens Corning’s world headquarters operates an Information Security Management System, which complies with ISO 27001:2022 and was certified in 2024.

Environmental, Health, Safety (EHS) and Product Stewardship Policy

We work toward continuous improvement in our environmental, health, and safety (EHS) performance. The Product Stewardship Center of Excellence at Owens Corning owns the health, safety, and environmental impact of our products to ensure they are safe to make, use, and perform as expected. Through these efforts, we work to ensure that Owens Corning products are evaluated for health, safety, environmental codes and regulations, quality, and performance. More information about our approach to product stewardship begins on [page 175](#) of this report.

Non-Harassment Policies

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

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

Anti-Corruption

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

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

Anti-Competitive Behavior

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

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

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

UPHOLDING ETHICAL STANDARDS

2024 IN REVIEW



Photo submitted by:

Victor García | Tlaxcala, Mexico

Tlaxcala Governor Lorena Cuéllar Cisneros presents an award to the employees at our plant in Tlaxcala.

Anti-Corruption

In 2024, our anti-corruption efforts resulted in the following outcomes:

- 100% of the members of our Board of Directors received communication on our anti-corruption policies, procedures, and compliance efforts.
- 100% of employees required to abide by our Code of Conduct and policies in 2024 received communications on our anti-corruption policies and procedures, and 100% of staff employees*, which is approximately 31% (5,632) of all employees*, completed training.
- Our internal process calls for all new suppliers to receive a copy of our Supplier Code of Conduct, which includes anti-corruption expectations.
- 100% of our business was assessed for corruption risks, per an annual assessment cycle. Significant risks identified and assessed included customers, independent third parties (including facilitation payments), direct and indirect interactions with government officials (including gifts and entertainment), anti-money laundering, politically exposed persons, and bribery.
- Owens Corning received no fines, penalties, or settlements in relation to corruption in 2024. Furthermore, no employees were disciplined or dismissed due to non-compliance with anti-corruption policies in 2024, and there were no incidents related to insider trading. There were no confirmed incidents of corruption, termination of contracts with business partners, or public legal cases against Owens Corning or its employees related to corruption.

In 2024, Owens Corning had zero substantiated instances of money laundering and had no substantiated reports of conflicts of interest that resulted in employee personal gain.

*Denotes that this does not include our Doors employees, who will receive training and be bound under our Code of Conduct as of April 1, 2025.

Anti-Competitive Behavior

In 2024, we completed an antitrust audit of our Roofing business with assistance from outside legal counsel. This audit continued our trend of not finding any employee conduct or business behavior that could be considered violations of antitrust laws. It also revealed a strong culture of compliance and a program well-tailored to address inherent risks.

Freedom of Association and Collective Bargaining

We do not restrict the rights of workers to exercise freedom of association or collective bargaining in any of our operations. Independent trade unions represent 59.8% of our primary employees, who are also covered by collective bargaining agreements. To support employees' rights to exercise freedom of association and collective bargaining, we had 63 formal consultations (and many informal consultations) or negotiations with trade unions as of the end of 2024. These talks have included discussions on a wide variety of issues relative to our unions, including extensive negotiations regarding wages, benefits, hours, and other terms of employment. We also extend these principles to our suppliers, as outlined in our [Supplier Code of Conduct](#).

In 2024, we had three labor concerns across Owens Corning's U.S. operations that required the use of an arbitrator to reach a final disposition (i.e., grievance withdrawn, granted, or settled).

Executive Compensation

Owens Corning continually monitors the evolution of compensation best practices and reviews the relationship between company performance and compensation realized against the company and individual performance objectives that are established. To ensure appropriate governance, Owens Corning has fully independent voting members of the Compensation Committee. Our CEO and our named executive officers (NEOs) have substantial "pay at risk," with 88% of our CEO's and 74% of our NEOs' target compensation being tied to annual and long-term incentives (as opposed to base salaries). Actual annual incentives and long-term incentive awards are subject to the achievement of pre-established performance requirements and designed to align with stockholder value. For more information on our executive compensation programs, please see the most recent [Proxy Statement](#).

Employee Training

Annually, our employees are trained on all aspects of our Code of Conduct. This is the cornerstone of all our training on compliance and offers employees clear insight into how we do business. In 2024, 6,047 employees took this training and received certification. In August, Doors employees were offered the option to do this training. This was an important step in integrating our Doors colleagues.

We also offer several other training courses to targeted parts of our workforce based on their needs. The topics in these trainings include but are not limited to fraud, harassment, cybersecurity and knowledge security, workplace violence, and privacy. Included in our harassment course is an enhanced module for people leaders to reinforce elevated expectations we have for managers.

Non-Harassment

In 2024, 20.5% of the total workforce was trained on non-harassment. Additionally, people leaders took an enhanced module to reinforce the elevated expectations that Owens Corning has for our managers. This module was completed by 1,794 managers across the organization.

A total of 11 reports of harassment were reviewed and investigated in 2024. Corrective actions and improvements were taken as applicable.

This year 14 reported equal opportunity concerns were reviewed and investigated. Corrective actions and improvements were taken as applicable. None of the 14 concerns resulted in a substantiated finding of discrimination, and five of the 14 resulted in remedial actions.

Helpline Reporting Process

There were no substantiated reports that had an actual or potential material financial impact on the company in 2024. Most reported concerns reviewed were employee-related matters. Fewer than 15% of the reports resulted in a finding of substantiated policy violations. Even if reports were not substantiated, many presented opportunities for improvements in management systems. Identified trends led to enterprise-level changes, including policy updates, targeted training, and improved communication. Since no concerns reported in 2024 were critical, no concerns advanced through our escalation process, nor was the Board of Directors called upon to respond.

Data Governance

Although we experience cybersecurity incidents from time to time as part of our operations, we have not identified any risks from cybersecurity threats, including as a result of previous cybersecurity incidents, that have had or are reasonable likely to have, a material impact on our business strategy, results of systems, operations or financial condition.

Compliance Town Hall

In May, the Compliance team held its first town hall, furthering the conversation about the responsibility all employees have to shape how Owens Corning makes the world a better place. Our Vice President of Compliance, Government Affairs, and Litigation hosted the virtual session, which focused on three themes: creating positive work environments, acting with integrity, and product reliability.

Leaders from across the organization shared stories during the presentation highlighting the importance of compliance to the Owens Corning mission. Each spoke about making sure things are done within our ethical standards, even when it may be the more difficult route. Employees were also given information about the Owens Corning Helpline, which can be used to report problems or answer questions without filing a formal report.

Following the town hall, employees were sent a survey to collect their feedback about compliance issues. The feedback helps Owens Corning measure the compliance climate at all levels of the organization and the effectiveness of our overall program. Ultimately, winning the right way, with integrity, is up to everyone at Owens Corning. We all benefit when employees understand and trust their options for expressing concerns and are comfortable speaking up.

A UNIFIED APPROACH TO ETHICAL BUSINESS

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



Photo submitted by:
Abigail Sprague | Granville, Ohio, U.S.
Dunedin Railway Station, Dunedin, New Zealand.

ENVIRONMENTAL MANAGEMENT & COMPLIANCE

As a global company with operations in 31 countries, Owens Corning is subject to a wide range of environmental laws and regulations. Even as these legal requirements vary from region to region, we are committed to achieving a level of compliance that is in keeping with our position as a leader in corporate sustainability. In fact, in situations where there is a difference between an external requirement and an internal requirement, it is our policy to follow the requirement that is the more stringent of the two.

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



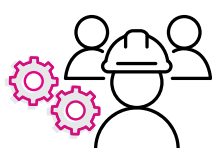
Photo submitted by:

Nathaniel Bauer | Denver, Colorado, U.S.

Nathaniel and Alyssa Bauer at Rainbow Lakes, Colorado, U.S.

Environmental, Health, Safety, and Product Stewardship Policy

Owens Corning is committed to the safety and health of our employees, the principles of environmental sustainability, and product stewardship. To ensure an ongoing commitment to these principles, Owens Corning is dedicated to continuous improvement of EHS (environmental, health, and safety) management systems, EHS performance, and meeting the aspirations outlined below. The full Environmental, Health, Safety, and Product Stewardship Policy can be found on our [website](#).



Safety and Health

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



Environmental Protections and Sustainability

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



Product Stewardship

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

Environmental Management System

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

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

Our EMS includes the following elements:

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

Environmental Risk and Remediation Actions

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

Regulatory environmental activities of particular importance for our operations include those addressing the management of air pollution, water pollution, waste, and chemical control.

We continuously monitor new environmental regulations that may impact our manufacturing operations and ensure that we have evaluated any new laws, regulations, and/or activities that could potentially have a material adverse effect on our current operations, financial condition, or long-term strategy. In support of these efforts, we continue to make progress in the reduction of our footprint.

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

Sustainability Toward a Common Purpose

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

We recognize the responsibility we have to people, the planet, and the future, and that recognition drives the work we are doing every day to create a more sustainable future. We continue to integrate these ideas into our operations, working toward robust community engagement on issues of environmental concern — learn more on [page 154](#).



Photo submitted by:
Olivia Stewart | Tampa, Florida, U.S.
Latourell Falls, Oregon, U.S.

ENVIRONMENTAL MANAGEMENT & COMPLIANCE

2024 IN REVIEW



Our Environmental Management System

In 2024, we standardized our Environmental Permit Management System. This change includes standard requirements for Environmental Permit Compliance Plans. Additionally, our U.S. region focused on utilizing Dakota software for regulatory applicability and a compliance calendar. We also began revising the Environmental Incident Management process.

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

In 2024, the Insulation business was able to build upon the newly established key activity indicators and key performance indicators, which are metrics based on the Insulation Environmental Foundations. Increased visibility led to enhanced evaluations of current practices, fostering improvement in our preventive maintenance activities for air pollution control devices. This valuable workstream is a critical component to our continuous improvement efforts.

Doors Compliance

We began integrating our Doors facilities in 2024. These efforts have included ensuring the facilities maintain environmental compliance, implementing our Environmental Incident Management (including quarterly environmental certification), and building an Environmental Permit Repository.

OC DOORS

Photo submitted by:

Marko Silanterä | Parainen, Finland

Annual TPM assessment in Parainen, Finland.



EMS Assessments

In 2024, we performed our annual enterprise-wide EMS assessment, which enables us to assess the corrective actions needed to improve our EMS. Though facilities are required to perform a self-assessment, this enterprise-wide view of our EMS will aid in prioritizing our focus and resources in the future. Doors facilities will be included in the 2025 assessment.

At the end of 2024, 27% of our facilities were certified to the ISO 14001 for EMS, which accounts for approximately 32% of our employees. In addition, 65% of our facilities use our internal Owens Corning EMS, accounting for approximately 54% of our employees. Therefore, 91% of our facilities have an EMS, accounting for approximately 85% of our employees. Further, 33% of our facilities were certified to the ISO 9001 standard for a Quality Management System (QMS), representing approximately 37% of our employees.

ENVIRONMENTAL MANAGEMENT SYSTEM		
	LOCATIONS	EMPLOYEES
ISO 14001 Certification	27%	32%
Internal Owens Corning EMS	65%	54%
Environmental Management System	91%	85%

Environmental Actions and Remediation

There were zero significant environmental actions reported in 2024. The company has not experienced a material adverse effect on our capital expenditures or competitive position as a result of environmental control legislation and regulations.

We continue to invest in equipment and process modifications to remain in compliance with applicable environmental laws and regulations.

At the end of 2024, Owens Corning was involved in remedial activities at 24 sites worldwide. None of the liabilities for these sites are individually significant to Owens Corning. Changes in required remediation procedures, timing of those procedures at existing legacy sites, or discovery of contamination at additional sites could result in material increases to our environmental obligations.

Environmental Violations*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Number of violations of legal obligations/regulations	1	0	0	2	2
Amount of fines/penalties related to the above	\$69,900	\$0	\$0	\$130,302	\$48,589

Note: Violations included in this table are those that exceed \$10,000 USD.

*This data does not include our Doors business.



Photo submitted by:

Hanna Tauschi | Parainen, Finland
View from a country house in Mynämäki, Finland.

TOTAL PRODUCTIVE MAINTENANCE

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



Photo submitted by:

Danielle Zeiler | Nephi, Utah, U.S.

The Nephi TPM pilot team passed an audit for Autonomous Maintenance (AM) Step 1. The pilot project is focused on the site's new paper pit unwinders.

The Principles of TPM

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

T&D

Training and Development

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

AM

Autonomous Maintenance

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

FI

Focused Improvement

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

PM

Planned Maintenance

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

EM

Early Management

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

QM

Quality Maintenance

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

O&A

Office and Administration

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

EHS

Environmental, Health, and Safety

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

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

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



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

THE PRINCIPLES OF 5S

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

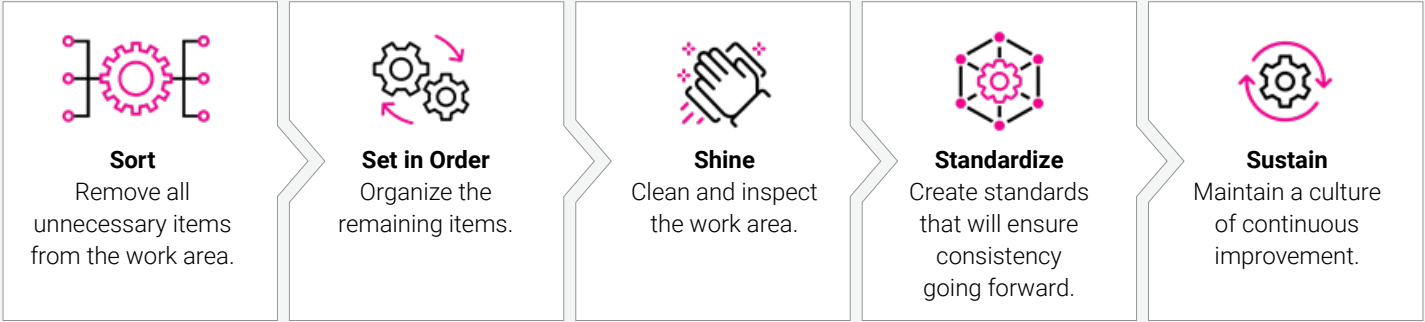


Photo submitted by:
Jorge Goulart | Aiken, South Carolina, U.S.
The Danville, Illinois, U.S., site has started their TPM journey and established a TPM pilot area.

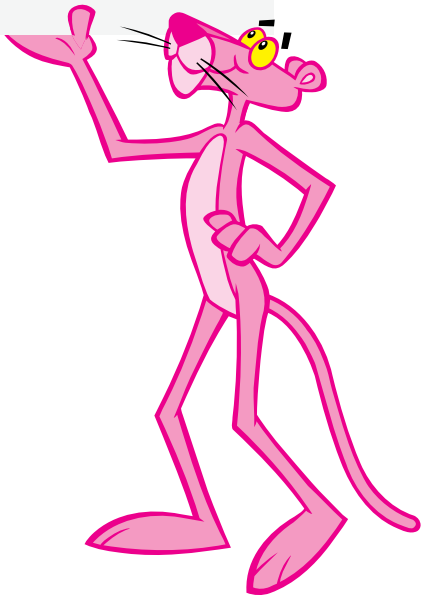
TPM AND SUSTAINABILITY

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

TPM and Environment

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

Examples of how TPM is helping reduce our environmental footprint – including a discussion of waste reduction on [page 50](#) – can be found throughout the report.



TPM and Health

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

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

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

Wellness-based TPM workshops use the following structure:

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

TPM and Safety

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

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

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

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

Photo submitted by:

Kai Cui | Yantai, China

The Yantai team underwent AM Step 5 training in February 2024.

JIPM Excellence Awards

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

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

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

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

This year's JIPM Excellence Award recipients can be found on [page 53](#).



TOTAL PRODUCTIVE MAINTENANCE

2024 IN REVIEW



TPM Plant Initiatives

Throughout the year, Owens Corning facilities apply TPM methodologies to various activities. The following are some of the initiatives in 2024.

- **Newark, Ohio, U.S.** The Newark plant has been executing the principles of Autonomous Maintenance (AM) Steps 1–3 to improve equipment reliability and eliminate oil leaks on their solenator skid. The team utilized Kaizens (a continuous improvement tool) and one-point lessons (specific training documents for operators) to eliminate the sources of contamination and create training for the operators. To ensure the permanence of these improvements, the team has established CILT (Clean, Inspect, Lubricate, and Tightening) standards for the operators to perform as scheduled. Newark is expanding their knowledge and use of AM principles across the site to drive losses to zero.

Photo submitted by:

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

The Blythewood, South Carolina, TPM team received AM Step 0 approval in May 2024.



“Implementation of TPM requires the development of many skills and cultural acceptance of this new way of working, but seeing is believing. The operations and maintenance teams at Newark are starting to see the benefits of TPM with their own eyes and beginning to welcome next steps in the journey.”

Patrick Siewny
Plant TPM Leader

- **Kansas City, Kansas, U.S.** At the glass fiber insulation plant in Kansas City, the TPM pilot team reduced jams in Bagger 4 by 62%, which has helped reduce waste to landfill by 43 metric tons in 2024 and has decreased safety risks in the area. Reapplication to all baggers has now been started.
- **Taloja, India.** The Taloja Composites plant team identified an opportunity in effluent treatment plant (ETP) sludge disposal to reduce environmental load, rather than disposing of the sludge for incineration. The team conducted a root cause analysis (RCA) using the 4M approach (man, material, method, machine). After analyzing their findings, they determined the best solution to be the co-processing of ETP sludge in cement manufacturing industries. This practice reduces waste-to-landfill and achieves an approximate savings of \$312,000 annually. It also helps reduce waste while serving as a replacement for fossil fuels.
- **Kimchon, South Korea.** In 2024, the team at Kimchon focused on rebooting TPM activity. This started with a Gemba walk by natural leadership team members, which is a walkthrough on the shop floor to observe processes in real time. The team found more than 250 tags with 80% de-tag completion through this walk process. Based on their effort, the monthly activity score has improved from 60 to over 80, and there has been an improvement in activity for each of the eight TPM pillars.
- **Asan, South Korea.** In Asan's Roofing plant, there was a focus on doing three times as much recycling for AM Steps 1–4 and improving the working environment with source of contamination (SOC) and hard-to-access areas (HAA).

Photo submitted by:

Lauren Paladino | Kansas City, Kansas, U.S.

The Kansas City TPM team reviewing work in their pilot area.



“Our unwavering commitment to TPM principles in Kansas City is helping us achieve our sustainability goals. We’ve witnessed the transformative power of TPM on a small scale and are convinced that it is the systematic path to eliminating loss and achieving a waste-free operation. The ambitious goals we’ve set for ourselves, both as a company and as a plant, demand rigor and discipline. TPM equips us with the necessary tools, and our consistent and disciplined application of these tools enables us to achieve extraordinary results.”

K.C. Christensen

Plant Leader

- **Hangzhou, China.** Using the principles of the AM pillar, the team in Hangzhou found that one of their scales required a lot of air replacement during unloading; otherwise it would lead to abnormal batching accuracy. Through collaboration with the FI and PM teams, an elliptical straight pipe was used to connect this scale to the large filter bag on the second floor for air exchange, which eliminated the task of cleaning the horizontal pipe. Before improvement, it was connected to a silo through a pipeline and air replacement was carried out with the help of the silo. About one bag of waste was generated every three months. This improvement can reduce 4–6 tons of waste annually.
- **Yantai, China.** The Yantai plant boosted energy savings per unit of product from the ball mill. This was accomplished by the Batch House AM group. Two improvements were made to realize these savings. One was to improve the design of the glass powder outlet to ensure smooth flow of glass powder and reduce motor load. The other was to reduce the number of grinding balls and lower the motor load while ensuring the quality of grinding. After improvement, the operating current was reduced by 20% at the same production speed, saving nearly \$18,000 annually.
- **Guangde, China.** In July 2024, the Guangde mineral wool plant team found an opportunity to reduce energy consumption with a waste heat utilization project of the oven in the packaging area. The waste heat of the incinerator was introduced into the fourth zone of the oven, and the natural gas consumption of the burner in the fourth zone was reduced from 26m³/h to 22m³/h, reducing emissions by over 60 metric tons of CO₂e per year.
- **Tianjin, China.** The Tianjin furnace AM team worked with the FI and PM pillars to improve their furnace emissions. The furnace consumed 20 cubic meters of natural gas per hour before improvement, and the combustion gas emissions became the largest SOC in the area. Switching to electric heating is expected to avoid over 300 tons of CO₂e annually.
- **Guangzhou, China.** The Guangzhou plant AM, PM, FI, and EHS teams worked on a furnace waste heat recovery project this year. Utilizing furnace waste heat to add hot air to the combustion system of the oven, they were able to reduce the amount of natural gas used in the oven and reduce carbon emissions annually by nearly 500 tons CO₂e.



Photo submitted by:
Kai Cui | Yantai, China
Members of the Yantai team attend a meeting to review TPM performance.

Doors Continuous Improvement

Our Doors facilities focus on continuous improvement with a program called M-Vantage. Under this system, designed for discrete manufacturing plants, efforts are concentrated on reducing waste and improving safety, quality, delivery, and productivity.

As part of the M-Vantage program, sites are evaluated against requirements of the program. Based on these assessments, facilities can move up through levels of achievement. In 2024, six Doors facilities made great strides in their continuous improvement efforts through M-Vantage and achieved bronze status. Work is underway to integrate the Owens Corning TPM structure and the M-Vantage system.

- **Charlotte, North Carolina, U.S.** In Charlotte, communication and action tracking were improved by implementing tier boards.
- **Lawrenceville, Georgia, U.S.** Reducing waste was the 2024 focus for the plant in Lawrenceville. The team implemented daily tier meetings and improvement tools, such as Kaizen events. There was also a focus on key metrics hourly and daily to help with waste reduction efforts.
- **Yarrow, British Columbia, Canada.** Getting employees engaged in the continuous improvement process was the highlight in Yarrow for 2024. Trainings, communications, and tier boards have helped shift the culture, allowing more employees to bring forward their ideas for improvement.
- **Monterrey, Mexico.** Tier meetings and the PDCA (plan-do-check-act) method have helped to build a foundation for continuous improvement in Monterrey.
- **Moreno Valley, California, U.S.** The team at Moreno Valley wanted to encourage employees to think outside their normal routines to achieve goals. They used Kaizen events, continuous improvement principles, and tier 1-4 meetings to open lines of communication and benefit the site overall.
- **Mesquite, Texas, U.S.** In Mesquite, the use of continuous improvement tools has resulted in a cleaner facility, easier access to the right equipment, and better communication overall. All this has also improved employee morale and decreased safety concerns.



“We will continue driving the necessary improvements to take us where we want to go. The management team has been committed to this process because our people deserve the very best and, most importantly, the safest place to work.”

Jonathan Bennett
Corporate Quality Manager

Top: The Doors facility in Lawrenceville, Georgia, U.S.

Middle: Paul Arceo, Amos Euins, Ryan Kelley, and Ed White, team members at the site in Mesquite, Texas, U.S.

Bottom: The Leadership team at our Doors facility in Monterrey, Mexico.

2024 Owens Corning JIPM Certifications

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

Special Award (Level 3)

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

Consistency Award (Level 2)

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

Excellence Award (Level 1)

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

*2024 certifications



The Owens Corning Mexico City, Mexico, team celebrating their 2024 JIPM recognition.

“

“We wanted the people to have this engagement, and we are now looking at the results of all the work we’ve had to do the previous years ... It’s exciting to finally get done.”

Anahi Vargas
Senior TPM Specialist

PEOPLE

A woman in a yellow Petzl helmet and orange safety vest is looking towards the camera. She is wearing safety glasses and has her hair in a braid. In the background, another worker in a yellow helmet and orange vest is visible, working on a piece of equipment. The setting appears to be an industrial or construction site.

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

Safer Together	55
Health & Wellness	79
Employee Experience	95
Inclusion & Diversity	113
Community Engagement	127
Safeguarding Human Rights	147

SAFER TOGETHER

At Owens Corning, safety is about more than just guidelines and standards. Safety is a part of our culture. Our Safer Together operating framework has made safety a part of everything we do, and communication is always encouraged. We are consistently working toward our goals so that our employees can go home safely at the end of each day.

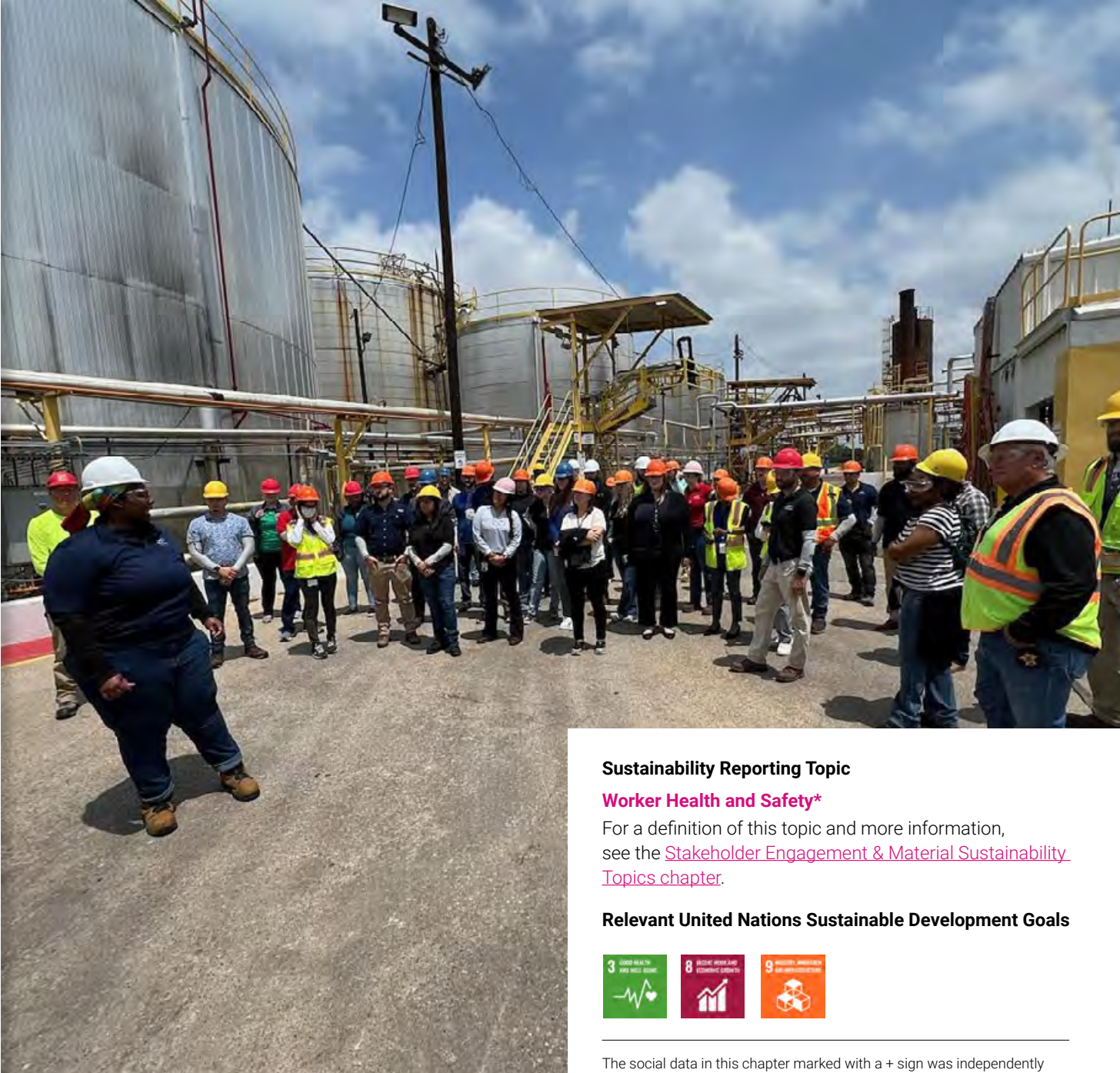


Photo submitted by:
Rebecca Pike | Irving, Texas, U.S.
The Irving plant hosts 42 inspectors for the Annual Stormwater Management Conference.

Sustainability Reporting Topic

Worker Health and Safety*

For a definition of this topic and more information, see the [Stakeholder Engagement & Material Sustainability Topics chapter](#).

Relevant United Nations Sustainable Development Goals



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

*Denotes a material topic. Learn more at the link above.

2030 GOALS FOR SAFETY



By 2030, we aspire to:

- **Ensure everything we do is aimed at eliminating injuries.**

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

- **Achieve a level of safety at least equivalent to the rest of Owens Corning within one year at new or newly acquired sites.**

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

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

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

OUR COMMITMENT TO SAFETY BEGINS WITH OUR LEADERSHIP

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

Owens Corning Safety Organization

Leadership accountability for safety sits with the CSO, who leads a team of safety professionals as an enterprise-wide function and across all of our businesses. All our sites have a designated safety leader who is responsible for site-based implementation of our strategy. Ultimately, though, responsibility for safety is shared among our over 25,000 employees worldwide.

Environmental, Health, and Safety (EHS) Committees

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

Initiatives include the following:

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

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

Risk Assessment and Controls

To help eliminate risks that could lead to the most serious injuries, we must recognize, understand, and assess the risks our employees could face on the job. Owens Corning ranks safety risks based on the following criteria:

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

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

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

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

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

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

After identifying a risk, assessors take the following steps:

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

If the risk is categorized as unacceptable or dangerous, a mitigation plan is required. If incidents do occur, learning is shared within the businesses after the investigation is complete, and between the businesses if same or similar risks may exist.

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

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



SAFER TOGETHER: OUR SAFETY IDENTITY

Through employee interviews and workshops focused on Owens Corning's safety culture, we created a new safety identity in 2023: Safer Together.

Similar to a brand, a safety identity is a phrase that creates awareness and serves as a rallying point for our people. The phrase Safer Together not only came from our people, but it calls upon their strength and their dedication to keeping themselves, and each other, safe.

Throughout 2024, we focused on employee engagement and leadership development. Read more about these efforts starting on [page 69](#). With Safer Together, we have reignited our safety culture and inspired employees to actively engage in safety, making even greater strides on our path to zero injuries.

Photo submitted by:

Katelyn Ireland | Kearny, New Jersey, U.S.

The Owens Corning Kearny team celebrated the successful launch of "Safer Together" with the installation of a new mural.

BUILDING ON THE FUNDAMENTALS OF SAFETY

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

Preventing Serious Injuries and Fatalities

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

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

Our SIF standards are as follows:

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

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

SIF Incidents Among Our Businesses

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

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

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



Photo submitted by:
Janne Harmala | Parainen, Finland
The Europe Insulation Logistics team hosted a joint customer safety initiative.

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



- **Hand injuries.** Our Hand Safety Improvement team determines the best practices to reduce the risk of these injuries, which are frequently related to handling materials and using hand tools. For instance, sliver-like injuries are among the most common in our Composites plants. A team is working to identify factors that contribute to these injuries and implement practices to prevent them. Through a 10-step quality control plan and an improvement to the protective gloves we use, we have been able to significantly reduce these injuries.



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



- **Musculoskeletal injuries.** Repetitive movements done by our employees, particularly our Doors employees, can cause injuries to joints, the back and neck, and other areas. We are looking into automation of some processes and machine assistance to ease these issues. Read more about our automation efforts on [page 177](#). Expansion of programs to condition employees for their work is also underway. Read more about this effort on [page 93](#).

Machine Guarding Implementation

Our operations require employees to work with and around industrial equipment. These machines’ moving parts, hot surfaces, high pressures, or pinch-points represent significant risk potential for injuries such as hand injuries, amputations, burns, or eye injuries.

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

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

Using Data to Improve Safety

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

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

Insights From Data

The data we gather has provided a great deal of valuable information. For example, data allows us to track SIF near-miss frequency rates and potential indicators of risk, such as excessive overtime, safety corrective action closure rates and days to closure, number of employees new to Owens Corning or new to their role, and more. Metrics such as these offer a continually updated picture of our safety. Monthly data collection and analysis give local leadership visibility into the changing level of risk, as well as the opportunity to intervene and reduce that risk before an incident occurs. Based on what we learn, we regularly review and update the metrics and scoring system.

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

In addition, data has indicated that new employees — those who have been at Owens Corning for less than one year — experience injuries at a higher rate than more experienced employees. This has led to improvements to our onboarding process, described in detail on [page 73](#).

Modeled Analytics

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

We are working to develop new ways to leverage our data, including the development of scorecards based on leading indicator information. These scorecards will enable us to use existing data more effectively without requiring sites to generate information each month. One example is our Safety Key Indicators of Health Dashboard that utilizes safety, operations, maintenance, and human resources metrics as part of a model that correlates an increase of risk based on historical data for these metrics.

Health and Safety Assessments

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

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

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

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

Incident Reporting and Investigations

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

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



Occupational Health and Safety Management

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

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

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

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

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

* This does not include select Doors sites due to data availability.

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

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

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

Access to Non-Occupational Health Services

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

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

Crisis Management

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

The plan addresses three primary types of crises:

Emerging Issues

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

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

Business Interruptions

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

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

Emergencies

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

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

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

Emergency Preparedness Procedures

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

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

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

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

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

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

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

Developing and Sharing Action Plans

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

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

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

Partnerships in Safety

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

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

OSHA VPP Star Designation

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

The Campbell Institute

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

DIGITAL TOOLS FOR ENSURING SAFETY COMPLIANCE

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

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

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

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

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

ADVANCING SAFETY WITH TECHNOLOGY

Owens Corning has a vision for a safer future at our plants, one that takes full advantage of the right cutting-edge technologies and enables every team member to work safely. Our EHS Technology Leadership team, made up of cross-functional representatives from across Owens Corning, is helping to advance safety through sound and scalable technology solutions. This unified approach has provided solutions in the following areas:

Reducing and eliminating interactions between powered industrial vehicles and pedestrians.

One in six workplace deaths in the United States involves a forklift. That’s an alarming statistic, but it’s worse when you consider that 70% of forklift accidents are preventable with standard safety measures, according to OSHA. Even with the best training, and an aware driver, there are always risks. To minimize these risks and to find ways to fail safe, we are deploying Visual Artificial Intelligence (VAI) technology on our forklifts, which can provide benefits including:

- **Minimize line of sight issues.** Computer vision systems can monitor the operator’s line of sight in real time, alerting them to any obstructions. This helps prevent collisions with objects, equipment, or pedestrians.
- **Provide blade/mast height position monitoring.** AI can continuously monitor the height of forklift blades and alert operators when they are positioned unsafely, reducing the risk of tipping accidents.
- **Identify overhead load hazards.** Computer vision can detect the proximity of overhead structures and warn operators before collisions occur, ensuring safer load handling practices.
- **Prevent pinned-by hazards.** Advanced detection algorithms can differentiate between inanimate objects and people, providing timely alerts and automated slowing/stopping mechanisms to protect workers from being pinned.

Improving training and proficiency, hazard recognition, and learning from incidents.

- Computer vision, combined with machine learning and AI, is incredibly useful for risk management and safety in manufacturing. It can analyze images and videos utilizing affordable off-the-shelf camera systems to provide insights. These technologies can be the first line of defense, alerting site managers to unsafe conditions, reducing accidents, and saving lives.

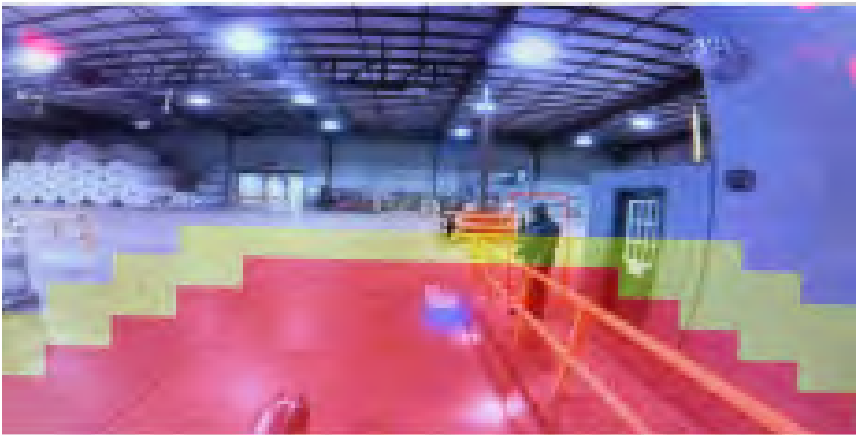


Photo submitted by:

Dennis Helka | Danville, Illinois, U.S.

Top: An employee at the Composites plant in Danville, Illinois, U.S., operates a forklift outfitted with a VAI device.

Bottom: VAI alerts the forklift driver of a pedestrian's presence.

Reducing and eliminating high-risk inspections.

- Inspections of melters are traditionally carried out manually by plant personnel. These manual inspections require downtime and people accessing a space that is characterized by potential thermal and trip hazards. This limits the frequency of inspections and is also subjective to the person doing the work and the information that is captured.
- The EHS Technology Leadership team is supporting a solution developed by the Manufacturing Digital Transformation group that removes people from the hazardous environment and improves the frequency and quality of data capture. This autonomous solution will measure the temperatures of the refractory throughout the area beneath melters utilizing LiDAR (Light Detection and Ranging) and 3D cameras that allow the robot to safely navigate the space, measuring the thermal profile of the area ceiling without the need for downtime.

Strengthening Owens Corning’s safety culture by utilizing advanced analytics to proactively engage our entire team.

- **Incident prevention:** Highlight areas where preventive measures are needed, reducing the likelihood of accidents.
- **Hazard identification:** Monitoring maintenance schedules and safety audits can help identify potential hazards before they cause harm.
- **Regulatory compliance:** Monitoring leading indicators ensures compliance with regulatory bodies, helping to avoid penalties and improve overall safety standards.
- **Operational efficiency:** Helps streamline safety processes, reduce downtime due to accidents, and improve overall productivity.
- **Employee well-being:** Demonstrates our commitment to employee safety and well-being, fostering a positive safety culture and increasing employee morale and engagement.

Enabling teams to safely use new and emerging technologies through the creation and updating of policies.

In the past, policies were put in place that dissuaded our manufacturing operations from leveraging technology on the shop floor. In today’s workplace, not only do our employees expect technology, we know that technology is an enabler to safer operations. These policies help define safe ways to use technology in a way that reduces risk and keeps people from doing dangerous tasks. Examples include:

- **Mobile device policy:** Establish minimum requirements to be applied to the safe use of mobile electronic devices in operational areas for business-related activities.
- **Drone use policy:** Ensure people are following company and government regulations, so they don’t put the company and people at risk.
 - Drones can improve safety, increase efficiency, reduce costs, and provide more frequent, higher-quality data. For instance, plant employees can inspect site stacks, sales employees can take a close look at a roof, and engineers can inspect production lines.

**TRAINING AND EMPOWERING
EMPLOYEES FOR SAFETY**

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

Hazard Recognition and Control (HRC)

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

Lock-Tag-Try Training

In addition to our virtual HRC training, we continue to provide lock-tag-try training to our employees. Lock-tag-try, also known as “lockout, tagout,” is a procedure that ensures power to a machine is cut off before maintenance can occur.

Workplace Violence Training

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

Safety at Non-Owens Corning Sites

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

Contractor Management

Contractors in our facilities are expected to adhere to the same safety standards as Owens Corning employees. To ensure their compliance and understanding of the required standards, Owens Corning makes available appropriate safety trainings to contractors and their employees. Additionally, we partner with our contractors to conduct behavior-based observations, walk-through inspections, and audits to ensure the continued health and safety of our workplace. We also have consistent processes for prequalifying and measuring contractor performance associated with large-scale projects within our facilities, and for contractors we directly manage.

Our Contractor Management Standard establishes the minimum requirements to prequalify, select, orient, monitor, and evaluate contractors who perform higher-risk work at Owens Corning sites globally.

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

Contractor Safety Video

In 2024, a safety video was developed for contractors at all of our facilities. Contractors are held to the same standards as employees, and this video is helping to further expand the message of safety across our business units and around the world. Topics such as SIF and check-in procedures are covered, and viewing it is mandatory for all contractors working at our facilities. The video is available in 10 languages and features employees from several locations. It is a complement to other contractor materials and site-specific orientation.

Contractor Safety Handbook

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

Cell Phone Policy

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

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

SAFER TOGETHER

2024 IN REVIEW



Our commitment to safety is unconditional. Over 20 years ago, this statement became the cornerstone of our safety culture. We reinforce our dedication to safety through three basic beliefs:

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

We have made incredible progress in the years since this original declaration was made. In 2002, our recordable incident rate (RIR) was 5.74. In 2024, it was 0.48*. This RIR data does not include our Doors business. With the inclusion of Doors data, our RIR for 2024 is 0.62*.

Employees reconfirmed their commitment to safety at the opening of the new Pink Cube Total Productive Maintenance training center in Tessenderlo, Belgium.

SAFER TOGETHER: ESTABLISHING OUR SAFETY IDENTITY

As we continue to refine our safety identity, Safer Together, we are still learning from our people. In 2024, we conducted Phases 2 and 3 of our survey plan, building off the work we did in Phase 1 in 2023. We again partnered with a vendor to conduct anonymous employee safety perception surveys, this time polling our global facilities and Doors employees. Phase 2 included locations outside the U.S. and was conducted in 14 languages. Phase 3 focused on the Doors business. These surveys helped us gain insight about site and company safety culture and identify improvement opportunities.

PHASE 2 Global locations outside the U.S.	PHASE 3 Doors employees
6,147 responses	7,545 responses
77% participation rate	90% participation rate

The survey was made up of 24 standard questions divided into three categories:

- Leadership
- Structure
- Processes and actions

Additionally, there were seven questions related specifically to SIF.

After the surveys, the vendor provided site-specific results that roll up to a business and enterprise view. The survey results provided:

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

Based on the results, the vendor provided recommended actions to take that will positively impact each of the three categories. Each location also developed specific action plans for improvement based on their results.

We are continuing work to integrate Doors employees thoughtfully into our culture at Owens Corning. Conducting these safety surveys was an important step in that process. We want all our employees to see themselves in our safety identity. To this end, we conducted seven focus groups and a 3-day workshop with over 120 Doors employees in attendance. A team also visited three Doors locations to capture footage to incorporate into our safety identity video.

In early 2025, each Doors location will hold a launch event to introduce all employees to the Safer Together operating framework. See more about our Doors integration work in safety on [page 74](#).

OC DOORS



THE MARCH TO ZERO INJURIES

We have outlined two workstreams to help create an environment where accidents, work-related illnesses, and other safety incidents are minimized and eventually eliminated.

Creating a Culture of Safety

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

- **Leadership development.** We believe that our employees at all levels must act and make decisions aligned with our unwavering commitment to safety as a core personal and business value — weaving it into the fabric of who we are as individuals and as an organization. All employees should ask themselves why safety is important to them and who the people are that inspire them to remain safe.
- **Voice of employee.** We have been working with a third-party safety expert to gain a deeper understanding of our current safety culture, which will enable us to continue to evolve and improve. In 2024, we expanded the survey to include all global facilities and Doors employees. In total we surveyed 13,692 employees, with an average participation rate of 83%.
- **Safety commitment and engagement.** Our team has refreshed our approach to communicating the importance of safety. This approach is informed by the voice of our employees, as they communicate with us not only how they stay safe, but also why they stay safe. By including the emotional dimension of safety in our discussion, we believe we can have an even greater impact among our people.



Enhancing Safety Processes and Systems

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

- **Data-driven intervention.** One area where we recognize the need for improvement is in the injury rates among new employees. Injury data has indicated that there was a need for a centralized process that includes a greater focus on safety training during onboarding and training. Our team is modernizing our approach, transforming the new hire experience by integrating the latest learning methods for new employees while normalizing for higher turnover.

In 2024, our ISB Centralized EHS Training Platform was expanded to cover all primarily English-speaking locations. The Centralized Training establishes unified training materials maintained and updated for all locations, organizes EHS training at a regular monthly cadence, and provides efficient recordkeeping and reporting for training compliance. Further expansion of the platform has started for our European, French Canadian, and Latin American locations.
- **SIF audits.** Formal safety audits or process checks were completed by the Corporate Safety team, Finance Audit team, or Security team at 23 sites in 2024, in addition to the routine visits sites receive by their business and regional EHS leaders. Safety self-assessments were completed at 59 locations. We continuously review our safety processes to eliminate SIF risks and incorporate learnings from recent incidents.
- **Metrics/leading indicators.** Using data from the last 10 years, we have created a list of the 19 leading indicators that could reduce or eliminate injury potential. These have been incorporated into our Safety Key Indicators of Health Dashboard.

These guidelines provide us with the direction needed to achieve our 2030 goals for safety and our overall objective of eliminating injuries.

HONORING OUR SAFETY CHAMPIONS

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

Individual Awards

Marcel Moraes in Rio Claro, Brazil

Marcel led the plant’s accident prevention internal committee. He took actions such as setting up a safe driving campaign, speaking with local officials about driving safety, and getting a new traffic light installed in front of the plant. The plant had been seeking to have the traffic light installed for many years to help employees enter and leave the plant more safely.

Gaetano Puglisi in Besana, Italy

Gaetano’s efforts helped advance the global and regional initiatives for Composites, such as developing a digital contractor management system. His efforts helped drive down the Composites Europe recordable incident rate from 0.43 in 2022 to 0.18 in 2023. Gaetano also spearheaded the cross-auditing effort at EU sites to increase safety awareness. Read more about Gaetano’s work on [page 75](#).

Terry Benson in Amarillo, Texas, U.S.

As part of the 2023 SIF program relaunch, Terry took the initiative to assess the plant’s powered industrial vehicles (PIV) program and current equipment conditions. He led the warehouse team in an audit, which identified more than 60 corrective actions related to forklift conditions. Terry then implemented a weekly tracking cadence to monitor completion of the actions. Led by Terry, the team also updated traffic assessments and PIV training and began assessing each forklift monthly. He also established new expectations for the PIV maintenance team that integrated safety expectations in the defined planned maintenance process.

Troy Zimmerman in Granville, Ohio, U.S.

Troy played an integral role in the creation and design of our new safety identity refresh, Safer Together. Starting in 2021, Troy began working with a consulting firm to conduct workshops to train leaders on their role in our safety efforts. In 2022, Troy continued work with the consulting group to conduct surveys and gather information about how our employees view safety at work. This and efforts in 2023, such as focus groups, interviews, and additional workshops, helped us shape our Safer Together identity.

Dawn Eytcheson in Duncan (Ridgeview), South Carolina, U.S.

Dawn has worked to revamp the safety programs and culture at Ridgeview since she joined the team. After a small fire in a dust collection system, Dawn conducted a dust hazard analysis and investigation to develop a solution and eliminate risks for employees. She worked with outside resources as well and implemented a new job hazard analysis. Additionally, Dawn reviewed and updated every site safety program to ensure OSHA compliance.

Team Awards

Sandeep Dode, Avijit Ghosh, Sanjay Kolte, Mayur Patil, Vinay Singh, Jayesh Thali, Amol Wadekar, and Sanjaykumar Mhatre in Taloja, India

A project team worked to resolve a safety issue through automation. Roller and conveyor cleaning had been a manual task that involved an operator coming near a moving conveyor, in an environment with high noise, vibration, and pressure. Automating this task removed ergonomic and noise risks and the time required for the task. It also improved operational efficiency. The task’s risk score reduced from 680 to zero.

Bin Chen, YongJun Jian, ZhengXian Mei, Wen Su, Qunca Wang, Qiu Y Xiang, Dang Sheng Yang, and Kenny Zhang in Guangzhou, China

The team in Guangzhou designed and installed a new lifting mechanism to resolve an issue when replacing the facing on a roller. The plant’s lifting mechanism has two rollers of facing. When replacing the facing during production, the second roller could not be lowered from the lifting mechanism. It could only be lifted by the first roller. This meant the second roller fell onto the floor at the facing pit, a height of about 1.2 meters (nearly 4 feet). With each roll weighing about 25 kilograms (55 pounds), the drop damaged the steel plate floor and created risk for a tripping hazard or crushing injury. Now, when employees need to replace the facing, they only operate the lifting mechanism to lower the facing.

Team Awards (continued)

Chen Li, Zeshan Qi, Daoxing Sun, Jian Xing, and Hailong Yu in Tianjin, China

A combination of process improvements and new equipment was used to limit employee exposure to the loudest area of the Tianjin factory. The noise in the forming area could exceed 95 dB/A. The plant's Focused Improvement pillar team installed sound-insulating walls and added cameras in the area to monitor production, which eliminates the need for employees to be in the space. Process improvements have reduced abnormal situations in the forming area so employees spend more time working in the control room, away from the source of the noise.

Jinpeng Li and Jean Yang in Hangzhou, China

Jinpeng and Jean developed several digital tools to support the Safer Together culture in Hangzhou. They created a safety Gemba walk app for people leaders to report hazards in a timely manner and check on their resolution. They also developed a contractor safety management app for supervisors to get information about on-site construction and potential hazards. They also built an EHS portal, which contains all safety information. All employees can access the portal for the latest safety updates and incident details.

Rene Bania, Vladimir Syblik, and Ladislav Trnka in Klášterec, Czech Republic

Using input from their colleagues, the team in Klášterec designed a new machine to take the place of an outdated and dangerous one. This new piece of equipment features safety switches and a closed-off grinding area. The machine cannot start unless all covers are locked properly. This new machine is now the safest in the plant production area. Additionally, the machine's design keeps dust from contaminating the air, and its 3D-printed parts are light and easy to attach.

Erik Kuppens, Maarten Swijns, and Jan Van Lommel in Tessenderlo, Belgium

To eliminate a SIF hazard, the team replaced the rooftop of a glass elevator at the plant with an automatic hatch. Now, those performing maintenance on the elevator can access it more easily, making for safer and faster work. Previously, workers had to remove the roof of the confined space by unbolting it. The plant plans to copy this method in other areas of the facility.

Steven Ashcraft, Dave Hicks, Megan Main, Kourosh Montaser Asadi, Eric Muskovin, and Brad Walker in Granville, Ohio, U.S.

Granville team members became aware of the ergonomic risk of operators using tongs to lift crucibles into and out of furnaces. To remedy this, they paused activity and worked with external engineering partners to design and fabricate a lift cart concept, using input from the glass science and technology lab. The new crucible handling cart decreases the job's risk score from 480 to 30. The cart also moves the operator away from the hot furnace and molten glass, providing an additional benefit.

Drew Pickering, Cherry Valenzuela, and Dago Yanez Loya from our Insulation business

The Insulation Safety Center of Excellence (COE) was formed in 2023 to strengthen safety capabilities for the business. Drew, the COE leader, authored the Insulation hazardous operations (HAZOP) standards as part of this work. Drew also coordinates global activity. Cherry helped develop a central safety training platform, allowing employees to stay up-to-date on standard training topics, content, and more. Dago worked on the Insulation safety vertical startup process, which led to significant risk reduction in key capital projects. All of these efforts contributed to Insulation's improved safety performance in the second half of 2023.

Tyler Albert, Bruce Allen, Russell Ault, Felipe Castro, Kathy Cavalear, Joseph Hester, Hunter Hogoboom, Jason McCreary, Amanda Sattig, and Charles Vaisa from our Roofing business

The Roofing field technical team inspects roofs to support Owens Corning Platinum and Preferred Contractors and ensure their work is performed in accordance with extended warranty requirements. The team also conducts product quality inspections for the warranty claims department. In 2023, the team completed 2,759 roof inspections and 612 claims inspections. They have worked without an injury since 2018. This team also leads twice-yearly ladder safety and roof access training, which is required for all employees authorized to access roofs. In addition, this team worked with the corporate safety team to develop a post-job walk report and risk assessment form.

Safety Training

Owens Corning begins training our employees on safety from the very beginning. Our orientation of new hires includes a mentoring process designed to help reduce injuries among new hires or employees who are new to their position. This is especially important, given that the data we have indicates a higher injury rate among new employees.

To address this concern, we established a cross-functional team that developed new safety onboarding and training processes offering consistent, comprehensive safety and on-the-job training to help new employees perform their tasks safely from the start. Our team reviewed best practices from existing onboarding programs and listened to EHS professionals, site leaders, and new employees.

In the new onboarding experience, employees are trained on human performance indicators, including task demand, individual capability, work environment, and human nature. It is a more comprehensive approach addressing all potential errors and offering a better understanding of the various types of incidents and losses. An audit system for plants can identify human performance factors related to new-hire safety and respond with appropriate programming, training, and coaching initiatives.

In 2024, we made further updates to our onboarding process with pilots at our facilities, including the following:

- We focused on new hire connection and engagement with all leaders — frontline, EHS, and plant leadership teams — across the employee's first year. This includes developing leaders who have accountability and responsibility for their engagements with new hires.
- We deployed EHS experts to the portion of the New Hire Task Force working on operator qualification and skill validation. This helps ensure that safety is more thoroughly baked into the ways we provide job training for employees and coach them for success.

Based on injury data, the New Hire Task Force focused on four key topics, referred to as the HURT approach:

- Hazard recognition
- Upset conditions
- Ergonomics and work conditioning
- Trips, slips, and falls

Training continues throughout an employee's tenure, with activities such as daily safety huddles, scheduled monthly sessions, and annual refresher courses. All employees regularly receive training based on employee health and safety standards.

We develop an annual training matrix, and our facilities use a web-based platform with standard training modules and supplemental, site-specific education through our global corporate intranet. This system is fully integrated with our talent management structure and provides the ability to customize learning plans for individuals.

Global EHS professionals involved in our safety programs receive advanced safety training. Our EHS skill building events are one-hour sessions that allow our EHS leaders to gain additional, practical, state-of-the-art knowledge on specific topics. We host periodic meetings with our EHS leaders to review strategies, share best practices, and provide technical training.

Our in-depth training covers a diverse array of topics, including:

- Proper fall-protection strategies
- Ergonomics
- Incident investigation

In 2025, we will refresh our training methods and content with digital enablement tools, such as microlearning and virtual reality, with a renewed focus on hand safety. We will also work to segment training based on job assignments to minimize overload while improving learning and retention.

ARMA RECOGNIZES ROOFING SITES FOR SAFETY

In June 2024, the Asphalt Roofing Manufacturers Association (ARMA) recognized several U.S. Owens Corning Roofing and Asphalt plants for their commitment to safety. The trade association honored the facilities as part of its annual accident prevention contest, which recognizes manufacturers for achieving low safety incident rates.

A perfect score means that zero safety incidents were recorded. The following Owens Corning plants received the Perfect Employee Safety Certificate for achieving a perfect score in the reporting year.

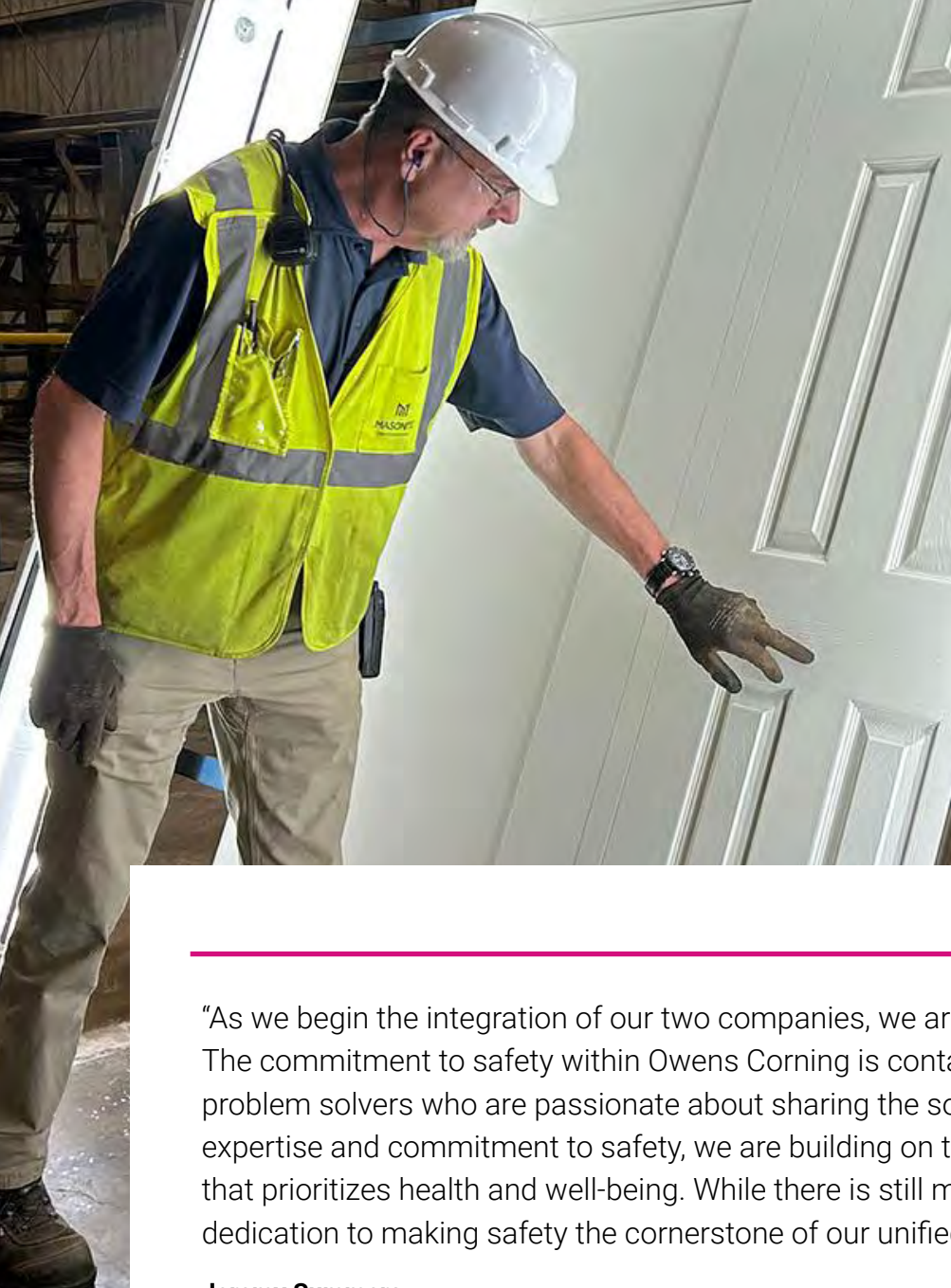
- | | |
|---------------------------------------------|-------------------------------------|
| ■ Atlanta, Georgia (asphalt* and shingle) | ■ Linnton, Oregon (asphalt)* |
| ■ Compton, California (asphalt and shingle) | ■ Medina, Ohio (asphalt) |
| ■ Denver, Colorado (asphalt)* | ■ Memphis, Tennessee (asphalt)* |
| ■ Houston, Texas (shingle) | ■ Minneapolis, Minnesota (asphalt)* |
| ■ Irving, Texas (asphalt)* | ■ Oklahoma City, Oklahoma (asphalt) |
| ■ Kearny, New Jersey (asphalt) | |

*Also received the Award of Excellence for achieving a perfect score for three consecutive years.

The following plants received a Certificate of Safety Improvement for demonstrating an improvement of at least 25% over their previous year's performance.

- | | |
|---------------------------------------------|--------------------------------------|
| ■ Atlanta, Georgia (shingle) | ■ Medina, Ohio (asphalt and shingle) |
| ■ Brentwood, New Hampshire (shingle) | ■ Memphis, Tennessee (shingle) |
| ■ Compton, California (asphalt and shingle) | ■ Minneapolis, Minnesota (shingle) |
| ■ Houston, Texas (shingle) | ■ Summit, Illinois (shingle) |
| ■ Kearny, New Jersey (asphalt) | ■ Portland, Oregon (shingle) |

Facilities were judged based on ARMA criteria derived from the standards set by OSHA, and information was gathered through quarterly safety data reports from the past calendar year.



Bringing Safer Together to Doors

Currently, the processes involved in making products at our Doors facilities are more manual than at our other facilities. Lifting, bending, and turning repeatedly can put strain on the body, and our Doors safety integration team is working to understand the best ways to help Doors employees move toward zero recordable injuries.

A safety integration team was formed with members from both the Doors business and the other Owens Corning businesses. Doors sites with the highest number of recordable injuries were the first on the list for the team to visit and work with the local EHS team to develop an action plan to reduce their number of injuries. The team's goal is to bring the Doors business to Owens Corning's level of safety performance within one year.

The safety integration team has visited several Doors plants to assess the safety culture and current action plans to determine the best way to accelerate their performance. The focus has been on automation and engineering out some of the manual handling of the material. We are using ergonomic software to determine where employees are experiencing elevated stress to specific parts of their bodies, so we can develop solutions to reduce this risk.

The safety policies and procedures that the Doors business already has in place are being reviewed and combined into the Owens Corning structure, where appropriate, to ensure we get to a common approach across all of our businesses. The safety integration team is working hand-in-hand with the Doors EHS Leadership team on Safer Together implementation with the goal that every employee at Owens Corning returns home safe after their workday.

OC DOORS



"As we begin the integration of our two companies, we are already seeing promising strides toward a safer workplace. The commitment to safety within Owens Corning is contagious, and it is really energizing to be surrounded by like-minded problem solvers who are passionate about sharing the solutions they have implemented. I believe that by combining our expertise and commitment to safety, we are building on the existing foundation within both organizations to create a culture that prioritizes health and well-being. While there is still much work ahead, these early improvements reflect our shared dedication to making safety the cornerstone of our unified enterprise."

Jeremy Summers

Director of Global Safety for Doors

A finished door facing is inspected in the light booth at the Laurel, Mississippi, U.S., site to ensure quality paint coverage.



Performing Cross Audits to Increase Safety Awareness

Safety is part of the culture at Owens Corning, and creating that culture requires collaboration. One method being used to boost the message of Safer Together at our EU facilities is cross auditing. Cross auditing is a practice where teams evaluate each other to offer insight, measure success, and increase collaboration.

A regional environmental, health and safety leader, brought his experience with cross auditing to Owens Corning when he joined in 2018. The purpose of cross audits is to measure where our facilities stand with their progress toward safety goals and identify opportunities to learn from each other and improve conditions for everyone. The EHS leader worked with a regional safety leader for Insulation in Europe to develop a cross-business plan for conducting cross audits in Europe, and the first was done in 2023.

As of the end of 2024, 10 plant-level audits were completed, with learnings both about the process itself and about the operations at the facilities. Additionally, more than 20 new leaders have been trained on cross auditing. There are plans in place to continue with the cross auditing and expand and enhance the efforts.



Photo submitted by:

Lukasz Adadynski | Trzemeszno, Poland

A cross audit conducted at the Parainen stone wool plant in Finland marked another significant step toward building a robust safety management system across Europe.

The Principles of Safety Leadership



Be a safety role model.



Seek out feedback and ideas.



Speak up for safety.



Approach safety with a caring attitude.

Safer Together With Our Suppliers

At our global sourcing supplier event in September 2024, a supplier symposium was put on to discuss the highlights of the Owens Corning safety and sustainability approach. At the symposium, a safety panel discussed Safer Together and the measures Owens Corning has put in place to ensure the safety and health of our employees.

Panelists included the Director, EHS, and Communications Leader from Owens Corning. Representatives from suppliers TFS and DHL also joined the panel. After the event, suppliers were invited to sign a Safer Together commitment banner to show support for the initiative. Read more about our global sourcing supplier event in the [Supply Chain chapter](#).



“Sharing our Safer Together operating framework with suppliers is another example of how, together, we can help more people return home safely from work each and every day.”

Geoff Walter
EHS Director

One Year of Safer Together

Keeping the message of Safer Together in the forefront of all employees’ minds is imperative to its success. Safer Together is about building a culture of safety and how we operate as a company. So, throughout its first year, communications were used to emphasize different aspects of safety at Owens Corning.

Quarterly messaging was guided by the Principles of Safety Leadership, which were developed in early 2024. The principles help to further guide and empower all employees to be safety leaders. Each principle has several actions beneath it to help employees live out the principles at work.

2024 PERFORMANCE AND INJURY REPORTING

In 2024, there were 160 recordable injuries among Owens Corning employees, our supervised contractors, or temporary employees.* Quantitative occupational health and safety performance metrics for full-time employees and contractors can be found in [Appendix B](#).

Safety Performance Excluding Doors Business

Powered industrial vehicles were involved in 20% of our SIF or SIF potential recordable incidents.

In 2024, our **recordable incident rate** (the number of injuries x 200,000/total labor hours) was

0.48⁺

This is

83%

below the industry average, as reported by the U.S. Bureau of Labor Statistics for 2023 (the most recent data available).

63%

of our global facilities were **injury-free** in 2024.

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

1.12⁺

Safety Performance Including Doors Business

In 2024, our **recordable incident rate** (the number of injuries x 200,000/total labor hours) was

0.62⁺

This is

78%

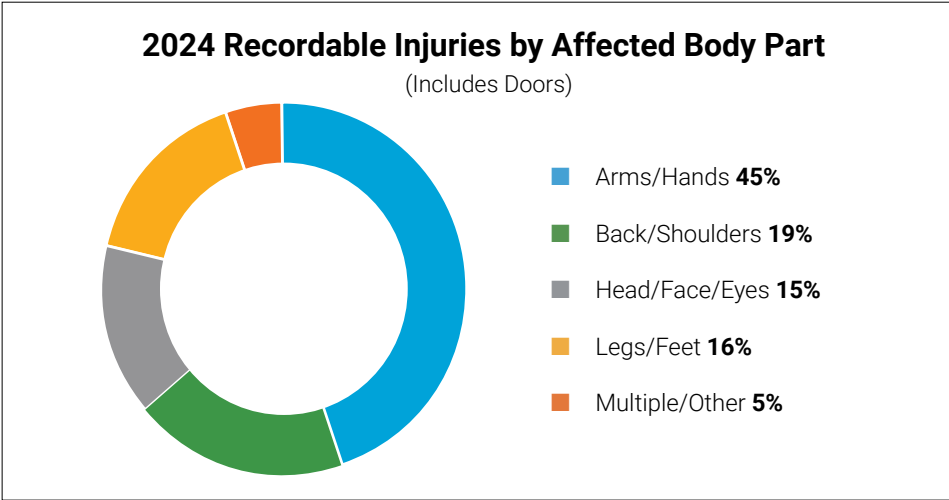
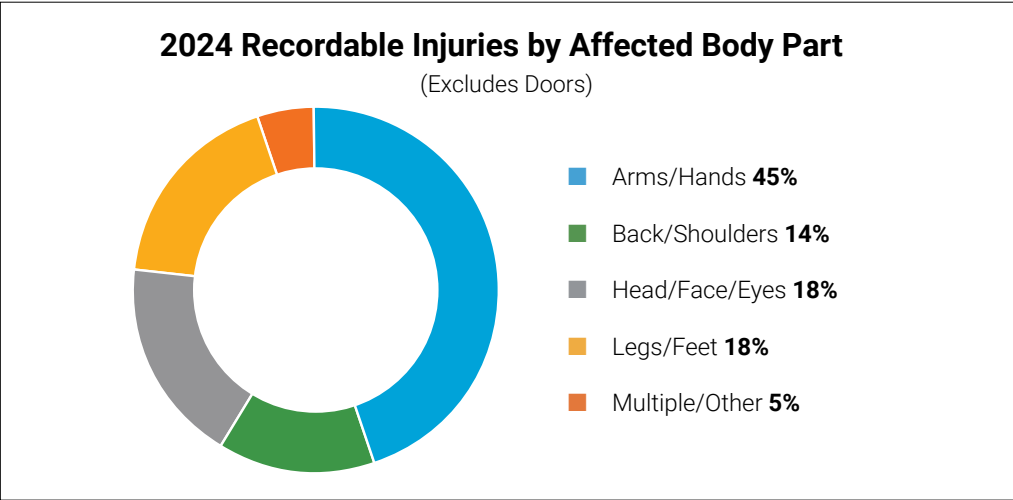
below the industry average, as reported by the U.S. Bureau of Labor Statistics for 2023 (the most recent data available).

58%

of our global facilities were **injury-free** in 2024.

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

1.43⁺



As a result of our comprehensive and rigorous focus on exposure control, as well as a traditional approach to employee health screening where appropriate, none of our worker groups are associated with a high incidence of occupational disease.

Safety Certification in 2024

Owens Corning has continued to make strides in the certification of our people and our sites.

- We obtain third-party safety certifications, such as ISO 45001, when required by our customers. These certifications cover approximately 20% of our sites.
- 10 Owens Corning sites have VPP Star designation, OSHA's highest level of recognition, from undergoing a rigorous on-site evaluation by a team of OSHA safety and health professionals.
- To date, over 2,232* employees around the world have received hazard recognition and control (HRC) certification.
- In 2024, the workplace violence program underwent a thorough review process. Corporate threat management training was revised and conducted. All managers and employees will be required to complete a revised workplace violence prevention and reaction training on a yearly basis starting in 2025.



“Our journey over the past year has been marked by collaboration, innovation, and a deep sense of care for one another. From the employee workshops that gathered voices from all corners of our organization to the site-led launch events and the ongoing safety campaigns and perception surveys, employee engagement has been the cornerstone of our success.”

David Rabuano

Senior Vice President and Chief Sustainability Officer

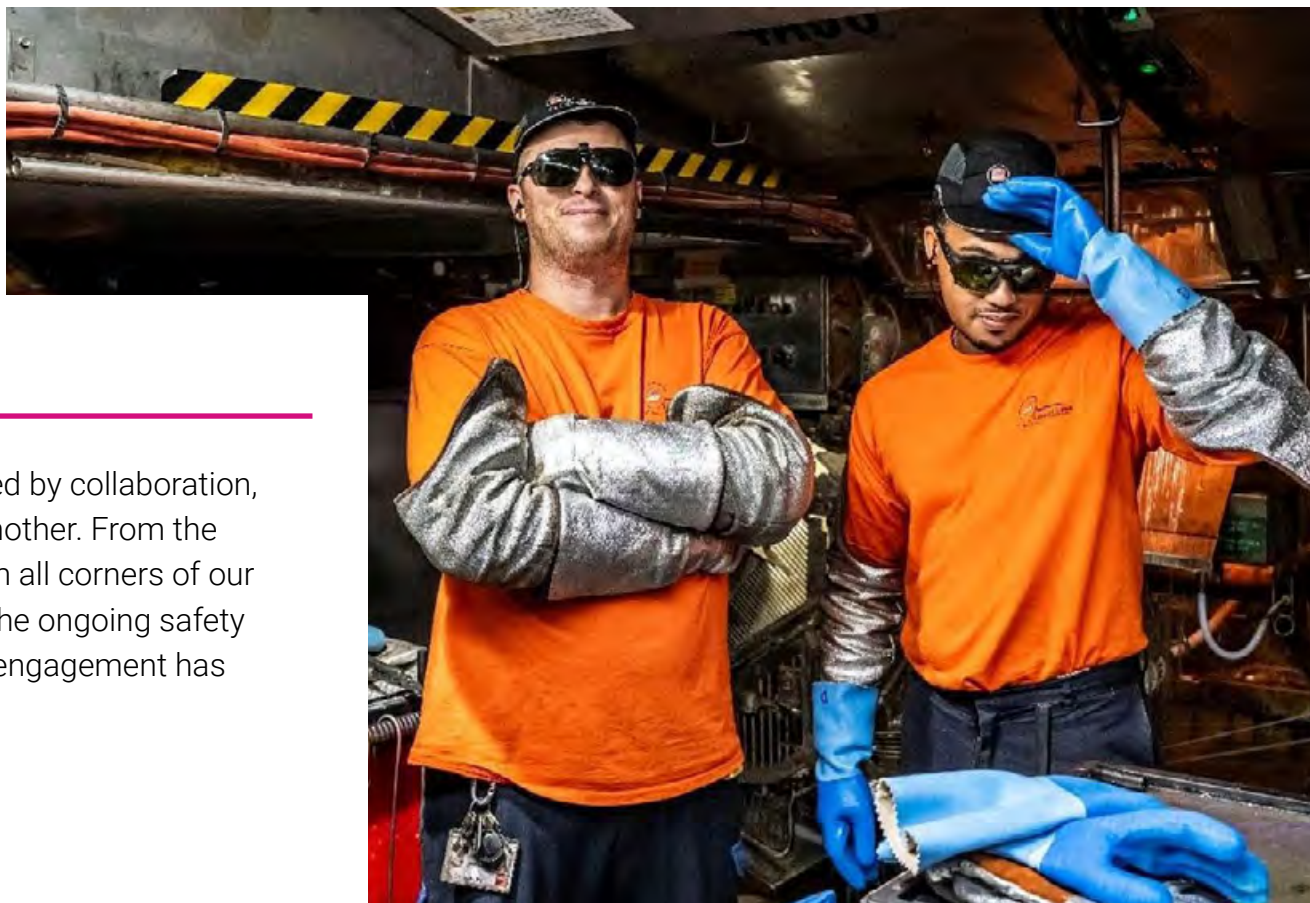
*This data does not include our Doors business.

Contractor Management in 2024

Through our contractor management program, over 6,700* individual safety programs have been reviewed, and in 2024, 3,317* insurance certificates were reviewed in the U.S., Canada, and Mexico. This work helps us understand gaps and standardize how we manage risk when working with our contractors. It ensures that all contractors performing work with moderate or high SIF potential at Owens Corning sites in the U.S., Mexico, and Canada have been verified to our standards through an external party.

We are developing an internal contractor selection system that all sites not currently using ISNetworld will be expected to use. This was piloted at multiple sites in Europe in 2023, with full European deployment in 2024, followed by Asia Pacific and Brazil. We also use a third-party company to vet our contractors, also in the U.S., Mexico, and Canada.

In 2024, we also updated our contractor management safety process to address gaps in our proven process to offset high contractor turnover. In addition, we developed a global contractor safety video that is available in 10 languages. Read more on [page 67](#).



Two employees at the plant in L'Ardoise, France.

OUR SAFETY COMMITMENT

The priorities we have laid out throughout this chapter represent a reaffirmation of our commitment to creating the safest possible work environment for our employees around the world. As we enhance our safety process and systems — improving onboarding and training, performing safety audits, focusing on SIF, and developing effective metrics — we will focus heavily on technology to further strengthen our controls for serious injury and fatality prevention, along with enabling modeling of incidents through audits and metric-tracking. In doing so, we are better positioned to make it impossible for injuries and illnesses to occur.

In addition, we are continuing to create a culture where safety is at the center of our values, and people take appropriate safety measures not because of rules that dictate their behavior, but because they recognize the interdependence that exists between themselves, their co-workers, and people everywhere. It's an approach that starts with caring, prioritizing leadership commitment and engagement, individual empowerment, and a clear understanding of the importance of safety. Through all these efforts, we will continue to define our safety identity by listening to the voice of our employees.

While we have seen tremendous improvements in our safety performance in the past 20 years, it is also true that our numbers have generally plateaued recently. The actions we have taken this year — and which will guide our actions in years to come — have helped us break through that plateau, and they will be an essential part of Owens Corning's path to zero injuries.

During her visit to Klášterec, Czech Republic, Global EHS Director for Insulation Stephanie Couhig was invited to demonstrate her commitment to safety by signing the Safer Together poster.




HEALTH & WELLNESS

Just as we seek to create a culture of safety, we believe we have a responsibility to keep our people healthy in every sense of the word. Our approach to wellness is all-encompassing and is designed to touch employees around the world. We do this because we realize that achieving our mission requires everyone on our global team to be at their optimal state of wellness — physically, mentally, and emotionally.



Photo submitted by:
Stephanie Card | Toledo, Ohio, U.S.
Stephanie Card and her spouse, Dirk Card, canoeing and bass fishing in Gaylord, Michigan, U.S.

Sustainability Reporting Topic
Employee Wellness
For a definition of this topic and more information, see the [Stakeholder Engagement & Material Sustainability Topics chapter](#).

Relevant United Nations Sustainable Development Goals


2030 GOALS FOR HEALTH & WELLNESS

Our well-being approach encompasses all aspects of health and empowers people with access to prevention, programming, and care so they are healthier, in mind and body, because of Owens Corning.

- By 2030, 50% of Owens Corning facilities will have achieved a status of Level 3 on our well-being matrix*.

*Results of this goal will first be available in our 2025 Sustainability Report.

Owens Corning is working to achieve our goals using accessible data, health science, and behavioral science to define metrics that can inform our strategies and tactics. We do this in accordance with privacy laws and local expectations. We also measure aggregate employee health outcomes, guided by the frameworks established by U.S. Healthy People 2030 and the World Health Organization Global Action Plan. Each framework is based on indicators that measure both health risks and the burden of disease around the world.

The workplace environment is critical to achieving good employee health outcomes; therefore, we also focus on maximizing each facility's ability to help every employee achieve their best state of wellness. We have created a roadmap to excellence for our facilities, which they can use to gauge their progress on their journey and help them achieve our goals. Our Healthy Living Matrix will also help us accomplish our aspirations, and we will integrate our Healthy Living program objectives with the principles of Total Productive Maintenance (TPM) at each facility, leading to sustained program progress and continuous improvement.

Photo submitted by:

Sonya Lopez-Ramirez | Memphis, Tennessee, U.S.
The Memphis Roofing team working on CPR certifications.



THE SIX KEY PILLARS OF HEALTH & WELLNESS

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



1. Know Your Numbers

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

Biometric screenings are available to all employees and their covered dependents at no cost. Employees can receive screenings at on-site events in the U.S. and several global locations, with their personal physician using preventive care benefits, and through third-party labs in their local communities.

These screenings help people:

- Learn whether they are achieving their age-appropriate health targets
- Understand the health consequences related to their personal biometric numbers
- Discover actions they can take as needed

We also offer a wide array of free, age-based preventive care screenings to employees and covered family members. At our world headquarters in Toledo, Ohio, U.S., and other Ohio locations, we provide on-site care and biometric screenings in partnership with healthcare provider ProMedica. This collaboration allows employees to easily access care providers, establish a primary care physician, and schedule appropriate age-related services.



Photo submitted by:
Theo Smilaikov | Chambéry, France
Employees gathered to celebrate Safety and Wellness Day at the Chambéry site.



2. Healthy Mind

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

To help our employees balance the demands of a fulfilling career and personal life, we offer broad, comprehensive counseling through the Employee Assistance Program, EAP+ Resources for Living. The program is available to all our employees, even those not enrolled in an Owens Corning health plan, and those who live in their household.

Employees and their household members can have up to eight free counseling sessions, per calendar year, per issue. These sessions can be conducted in person, over the phone, or through video. Sessions offer an opportunity to speak confidentially with counselors about such topics as grief and loss, relationships, stress, and substance abuse. They also have access to the following:

- Work-life resources and support for daily living, including solutions for child care, elder care, pet care, home/auto repair, relationships, nutrition, relocation, and concierge resources
- Financial and legal resources, including budgeting, debt management, wills and trusts, and other topics
- Tobacco cessation, personalized for individuals to help ensure success
- Mobile access via an app designed to help manage everyday issues and life events
- Manager consultation to help leaders with challenging employee issues

In addition, a growing number of Owens Corning employees are certified as EAP Navigators, voluntarily providing support for peers who may be in crisis. EAP Navigators are not licensed mental health professionals and do not give medical or clinical advice, but they are certified in Mental Health First Aid™, which helps them recognize depression and mood disorders, anxiety disorders, trauma, psychosis, and substance abuse disorders. EAP Navigator training also covers risk factors for mental health and substance use problems, experiential activities that build understanding of the impact of mental illness on individuals and families, and action plans that participants can use when responding to crisis and non-crisis situations.



3. Physical Activity

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

We educate our employees about the benefits of physical activity and give them access to tools, resources, and incentives that promote daily movement. Several facilities have an on-site fitness center, offer physical training, and sponsor fitness challenges such as run/walk events. In addition, employees can earn points by recording their steps, sleep, workouts, and other health metrics through our Healthy Living mobile platform.



4. Nutrition

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

Unhealthy food choices can lead to serious health risks. Owens Corning aims to help employees eliminate those risks by providing nutritional education. Many of our U.S. locations now offer fresh fruit and vegetables to all employees free of charge. In addition, many locations have eliminated vending machines in favor of open-kiosk markets that provide fresh, healthy meals and snacks.



5. Tobacco-Free

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

Owens Corning offers many resources to help our employees become tobacco-free, including on-site group coaching, small group discussions, nicotine replacement therapy, and medication.



6. Financial Health

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

We seek to raise awareness of company financial benefits available to our employees. This includes planning tools and resources such as financial, legal, and retirement counseling through our external partners, and the implementation of site visits and online tools with banking partners in our plant communities.

Owens Corning has established a dashboard that measures the extent to which people are taking advantage of our financial health services, including health savings accounts. By collecting aggregate data on this information, we can provide education as needed to help promote these services.



Photo submitted by:

Emelia Samuelsson | Skövde, Sweden

Hiking to Lake Sorapis in the Dolomites, Italy.

OUR INFRASTRUCTURE FOR HEALTH & WELLNESS

From Owens Corning leadership to local employees sharing their passion for wellness, together we are working to create a culture that emphasizes the well-being of our people, helping them prioritize health and wellness in their lives and in the lives of their families.

Wellness Leadership Council

By promoting employee health and sponsoring activities that prevent disease, we are a better, stronger, and more cohesive company. Through our Wellness Leadership Council (WLC), established in 2023, we are able to realize our health and wellness aspirations and help our colleagues lead healthier, happier, and more productive lives, both at work and at home.

The WLC also assumes enterprise-wide oversight responsibilities for the Global Healthy Living program, establishing goals, priorities, and metrics for the enterprise and ensuring that its activities and initiatives are uniformly and consistently implemented. In addition, the WLC commissions working groups to develop recommendations and proposals to address current and emerging trends and/or needs in the wellness space.

Above all, the WLC is an action-oriented group, designed to provide tangible support from the leadership level. By acting in partnership with our health and wellness team, the WLC can do even more to drive progress toward the goals we have in place for our individual leaders, our sites around the world, and the enterprise as a whole.

Within the WLC, Business Unit Operations Vice Presidents are responsible for the implementation of approved initiatives in their business divisions and individual facilities. In addition, an Executive Committee Sponsor is responsible for bringing the Executive Committee perspective into Healthy Living program activities and raising awareness among Executive Committee members. This sponsor also serves as a leader and role model for Healthy Living activities throughout the organization.

Healthy Living Aspiration Team

Owens Corning has established a Healthy Living Aspiration team with members from all around the organization to support our pillars. The team meets throughout the year and works to drive progress in each of the pillars and ensure the program continues to have a positive impact on all employees. Past aspiration teams have led us through the development of tools and resources used in operations, including the Healthy Living Matrix, Power BI dashboards, and the integration of wellness into TPM at the local level.

Champion Network

To achieve our health and wellness goals, we must work to engage our employees at the local level, and our Champion Network has been an essential component of our outreach. The Champion Network consists of employees who are passionate about helping others embrace healthy lifestyles and are committed to increasing participation in our health and wellness programs. Wellness champions help ensure that our Healthy Living platform is locally driven and has broad support among our people. In addition, these people are able to encourage others to join the Champion Network, expanding our influence at all our locations.

Wellness champions have access to a range of materials for each of our wellness pillars, so they have the tools needed to involve their co-workers in wellness activities. In addition, we work to make certain that our wellness champions have support from our leadership, which helps drive further employee engagement with our health and wellness programs.

Sites in different countries and regions have the ability to adopt their own wellness goals and aspirations, ensuring that their activities and areas of focus align with the needs and realities of their people. The teams we have created include leaders from global business and corporate function groups, as well as regional leadership councils, to direct the execution of our global wellness strategy in each region.

Opioid Prescriptions

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

Flu Shots

Owens Corning continues to stress the importance of flu shots as a way to help prevent the spread of the illness, and we remind employees that most Owens Corning sites around the world offer flu vaccines. Given the differences in healthcare distribution in different countries, flu shot campaigns are organized locally throughout our regions.

USING DATA TO PROMOTE BETTER HEALTH

We use aggregated employee data to better understand the health and wellness needs of our employees. This data is obtained from voluntary participation in employee wellness programs and through claims data from U.S. employee health plans.

To protect employee privacy, all the data we use for health trend analysis has been de-identified and obtained in the aggregate. Although the availability of comprehensive aggregate health data is affected by employee privacy expectations and cultural differences and sensitivities regarding health and well-being, our historical focus has helped us establish a solid foundation for developing key health metrics. The data we have aggregated has given us a deep understanding of potential health risks among our employees, which in turn helps us offer services that are truly beneficial.

As a U.S.-based company, we can analyze our U.S. data to connect participation in our wellness programs to improved health measures. By knowing which programs make a difference for our U.S. employees, we can develop tools to benefit our entire global workforce. Through these efforts, we are working to establish metrics that fully represent the needs of all our employees globally.

Healthy Living Platform

Owens Corning helps our employees improve their healthy habits through our Healthy Living digital platform. Through a website and a mobile app, the platform links thousands of employees to our wellness resources, enables them to track their progress, and provides them with daily reminders about their fitness goals.

The platform combines coaching, interactive health risk assessments, biometric screenings, and incentives and rewards to go beyond occupational health, providing an all-encompassing approach that includes employees’ everyday physical, emotional, mental, and financial well-being. As a result, we can help our people see improvements in their health, productivity, and happiness.

In addition to tracking steps, movement, weight, and eating habits, employees can track how many hours they sleep, and that information is sent directly to the platform. This information helps individuals monitor the effects of healthy-habit choices.

The Healthy Living platform makes it easier for employees to take part in many of our health and wellness initiatives. It also provides us with opportunities to offer a range of incentives for enrollment and participation, including cash and other rewards based on employees’ daily activities. When users record their steps or track healthy eating habits, for example, they receive points, which can be redeemed for rewards. Employees can create weekly step and habit challenges and invite others on the platform to join them. There is also an annual company-sponsored step challenge that includes raffle prizes for top steppers. One of the more popular financial incentives allows employees on U.S. health plans to make contributions directly into their health savings accounts (HSAs).

While the Healthy Living platform was initiated in the U.S., we continue to increase our international engagement. In Latin America, Europe, and Asia Pacific, we have created regionally appropriate, fit-for-purpose systems parallel to those we have in the U.S., further driving achievement across all six pillars.

Power BI Healthy Living Dashboards

We have been using Power BI since 2018 to capture key metrics related to platform participation by location, including the percent of employees enrolled in the platform, the percent completing biometrics screenings, levels of engagement with the platform, and average steps synced to the platform.

The dashboard is available to our wellness champions and used to gauge progress toward annual health goals, including attestation to tobacco use. Over the past few years, we have added new views to support our pillars of health, including views for EAP+ data as well as EAP Navigators listed by region and location. In North America, we have financial health metrics through Fidelity reporting to show sites how their employees are maximizing their financial savings options, including 401(k) contributions, HSA utilization and contributions, and percent of loans against their 401(k). All information within the dashboard is anonymized and aggregated — no individual information is shared. The dashboards help to identify key areas that champion teams can focus on for continuous improvement opportunities, and we are able to view detailed results of the Healthy Living Matrix tool.

Reporting Healthy Living Metrics

We monitor our progress toward our Health and Wellness goal through three tiers of metrics.

We maintain a high-level dashboard to centralize our data management and keep aggregated Tier 1 Action-Based and Tier 2 Health Risk Factor metrics. This dashboard is updated weekly and is available to all Owens Corning employees, while aggregated Tier 3 data is available to a limited group of health professionals.

Our health programs are designed to help employees understand how the three tiers address the health issues that can impact their lives, as well as the lives of their families. Our goal is to have programs that change behaviors and bring sustained benefits to employees' lives inside and outside Owens Corning.



TIER 1 ACTION-BASED METRICS

act as leading indicators for tracking program success.

Our key Tier 1 metrics include:

- Percentage of employees enrolled in the Healthy Living mobile platform
- Percentage of employees engaged or highly engaged in the Healthy Living mobile platform
- Percentage of employees completing their annual health risk assessments and biometric screenings
- Average number of steps taken at each facility per employee every week
- All corporate and regional activity-based campaigns and challenges



TIER 2 HEALTH RISK FACTORS METRICS

look at health risk factors that contribute to chronic disease, along with primary preventive measures such as immunizations and age-appropriate screening tests that help prevent illness.

Our key Tier 2 metrics include:

- Tobacco use rates among employees
- Percentage of employees with appropriate body mass index (BMI)
- Percentage of employees receiving appropriate cancer screenings for their age and gender
- Percentage of employees receiving their key age-appropriate immunizations



TIER 3 DISEASE-RELATED METRICS

track actual disease and illness statistics in the aggregate within our program population.

Relevant lifestyle-related morbidities include:

- Diabetes
- Atherosclerotic coronary vascular disease (ASCVD)
- High blood pressure
- Certain cancers

Tier 3 program metrics are longer term, and their success will be measured over years. If Tier 1 and Tier 2 metrics are successful, health science gives us confidence that Tier 3 metrics will improve well into the future.

HEALTH AND WELLNESS

2024 IN
REVIEW



Please note that the data in this chapter does not include our Doors business. Our Doors employees will be brought on to the Healthy Living program starting in 2026. We are working to fully integrate Doors data where applicable for future reporting.

Photo submitted by:
Michael Malone | Memphis, Tennessee, U.S.
Hiking Mount Ida in Rocky Mountain National Park, Colorado, U.S.

Metrics Dashboards

Our metrics dashboards track our facilities' success and provide up-to-date information on programs, offering transparency about our Healthy Living efforts and enabling us to implement policies that, in conjunction with our pillars and wellness teams, help drive better health among our employees.

In 2024, our site leaders were given Healthy Living goals to drive biometric participation and mental health awareness. Some examples of the goals are highlighted in the table below:

	2023 TOTALS	2024 TOTALS*	GOAL
Platform enrollment	77%	82%	80%
Platform engagement – earning >12,000 points	35%	39%	60% or 10% improvement over 2023 results
Health risk assessment questionnaire completion	44%	49%	60% or 10% improvement over 2023 results
Biometrics screening completion	46%	54%	60% or 10% improvement over 2023 results
Average steps per day for employees enrolled in the program	2.603	2.298	5.000
Average steps per day for employees who are enrolled and tracking	7.618	6.943	9.000
Employees reporting they are tobacco free (2023–2024 open enrollment data)	85%	85%	N/A

*This data does not include our Doors business.

All Owens Corning locations are tobacco-free properties globally, with the exception of Doors facilities. We have the goal of getting all Doors locations to this same status by 2028.



Photo submitted by:
Merlyn Hernandez-Opio | Ocala, Florida, U.S.
A biometric screening event hosted for employees at the Ocala facility.

ENCOURAGING HEALTHY LIVING AMONG OUR PEOPLE

Lighten Up! Weight-Loss Challenge

Each year, Owens Corning hosts the *Lighten Up!* Challenge, aimed at helping employees shed extra weight. In 2024, the challenge took place from January 15 through April 15, and employees all over the world participated. Winners are selected based on weight lost and body fat reduction. The sites with the most pounds lost and body fat loss are also awarded.

In total



1,359
PARTICIPATING
EMPLOYEES



7,277
COMBINED
POUNDS LOST

The challenge combines principles from several of our health and wellness pillars. Employees are encouraged to get more physical activity, eat nutritious meals, and get in touch with their biometric numbers.



The Taloja, India, team recognizes winners of the OC Get Active Challenge and the *Lighten Up!* Challenge.

Healthy Living Awards

Owens Corning strives to recognize our employees and plants all over the world for the good they do in advancing our sustainability goals. The Healthy Living Award is given out each year to the plant that leads the way in carrying out our key pillar principles. In 2024, the Tlaxcala Composites plant in Mexico was awarded the top honors for their work. The Atlanta, Georgia, U.S., Roofing and Asphalt plants took second place, and the Kansas City, Kansas, U.S., Insulation plant was third. The Gresham, Oregon, U.S., Foam Insulation facility was named most improved. First, second, and third place plants were given an award to donate to the charity of their choice.

■ **Tlaxcala, Mexico.** At the Composites plant in Tlaxcala, wellness is for the whole family. The Manufacturing HR Leader said initiatives to help employees live healthier extend out to their family members, bringing a sense of community to the workplace and a culture of wellness that makes for a happier workforce and less turnover.

Employees from Tlaxcala visited schools to teach health and wellness principles and invited families to the site for events, such as biometric screenings and employee recognition ceremonies.

Owens Corning’s Medical Director visited the site to present the Healthy Living Award. He said the team at Tlaxcala made health and wellness a part of their daily operations and created an atmosphere where employees can feel proud to work for Owens Corning. The integration of community engagement and workplace safety further boosted health and wellness initiatives.

The Tlaxcala team was awarded \$10,000, which went to the Mexican Red Cross, a non-governmental humanitarian assistance organization that helps those in need after natural disasters and provides health services.



“Working for the benefit of the health of our employees is one of our highest responsibilities. We do it because we believe in it.”

Victor Garcia
HR and EHS Leader

Photo submitted by:
Martha Aragon | Tlaxcala, Mexico
Tlaxcala employees accepting the Health Living Wellness Award.

Some Health and Wellness Pillar Activities Sponsored by Tlaxcala in 2024



Know Your Numbers:
Medical exams with an on-site doctor were made available.



Tobacco-Free:
On-site services and EAP+ were promoted to help employees give up any addictions, including tobacco and alcohol.



Nutrition:
Calorie information was displayed for all foods in the cafeteria, along with provided nutrition education.



Physical Activity:
Along with participating in the *Lighten Up!* Challenge, the plant sponsored a 5k and 10k, gym memberships, nutrition assessments, and Zumba classes.



Healthy Mind:
Employees were offered a survey to assess mental health risk level. Those at high risk were contacted by a psychologist for help.



Financial Health:
Budgeting and money management education was offered.

- **Atlanta, Georgia, U.S.** At the Atlanta plant, nutritious food options on-site were increased, as well as an on-site biometric screening, a gardening club, and one-on-one meetings with a representative from Fidelity Investments about money management.

The Atlanta team was awarded \$5,000, which went to The Stewart Foundation, an organization that provides youth programming that promotes health and financial wellness, community service, and other educational and social programs.
- **Kansas City, Kansas, U.S.** Employees at the Kansas City plant enjoyed a zen room with calming activities, community engagement opportunities, first aid, CPR and AED training, and fitness areas.

The Kansas City team was awarded \$2,500, which went to Hope Faith Ministries Inc., an organization providing basic necessities and assistance, critical services, and other programs to those experiencing poverty and homelessness in Kansas City.



Photo submitted by:
Brianne Bass | Kansas City, Kansas, U.S.
Kansas City team members with the site's Healthy Living Award.
Back row, left to right: Nathan Skaggs, Christina Kidwell, Cristina Morales;
Front row, left to right: Brianne Bass, Shawn Westry.

Focusing on Mental Health

Gold Bell Seal Award

Owens Corning was given the Gold Bell Seal for Workplace Mental Health in July 2024. The program is run by Mental Health America, and designation is granted to U.S.-based employers that show commitment to the mental health of employees.

This is the first year Owens Corning has applied for the seal. Evaluation for the seal takes into account benefits, compliance, culture, and wellness, and Owens Corning scored an 87%. Several company initiatives throughout the year contributed to earning the seal, such as Courageous Conversations (learn more on [page 118](#)), EAP Navigators, and the Healthy Living program.

Notice. Talk. Act.

Notice. Talk. Act. training, which was offered starting in May, helps leaders to take notice when an employee may be struggling with mental health issues. The leaders were trained on how to talk about the concerns with the employee and act when the employee needs assistance. In addition, these leaders were provided with information about the resources available to them and their team and how to provide support. This training was offered to 1,271 leaders within our Composites, Insulation, and Roofing businesses as well as Corporate, and 1,169 completed it with a 92% rate of participation.

Suicide Prevention Awareness Month

September is Suicide Prevention Awareness Month. The Benefits team put together resources and education to help all employees know more about how to stop suicide. Included in the events for the month was the “Talk Saves Lives: Suicide Prevention for the Workplace” training provided by the American Foundation for Suicide Prevention. Nearly 70 employees across all of our businesses attended this virtual training session, which covered risk factors and warning signs that a person may be considering suicide and guidance for how to approach that person and offer help.

Additional educational resources were made available, including “The Important Role Employers Can Have in Workforce Suicide Prevention,” a webinar hosted by Aetna, a healthcare company part of CVS Health. Courageous Conversation sessions were put on for those who have lost someone to suicide or wanted to discuss this often taboo topic and share their personal experiences.



“People are often scared to talk about suicide. But, if we don’t talk about it, educate on it, and bravely share our stories, we can’t bring about change. For all the mental health initiatives we do, our goal is to reduce stigma and get individuals the support they need.”

Dory Hunt
Benefits Specialist

Making Connections With Biometric Events

Many Owens Corning locations in the U.S. host on-site biometric events, which supports our Know Your Numbers pillar. Employees and their spouses are welcome to participate in the events where they can learn their numbers. Along with getting the chance to learn more about their health, employees can also have one-on-one discussions with a nurse supporting the site.

In 2024, there were 188 events completed at 49 U.S. Composites, Insulation, and Roofing locations, with a total of 4,689 employees participating. The events are a joint effort between plant leadership and the Occupational Health team. Some sites have the help of an on-site nurse, while others have a regional member of the team come assist with the event. Participants can get access to their biometric numbers, get advice from the Occupational Health staff or medical case managers, and learn more about what they can do to improve their health and well-being.

Leading Sites for On-Site Biometric Event Participation





Photo submitted by:

Annick Coomans | Tessenderlo, Belgium

The Happy Healthy team organized a walking and cycling event alongside a local charity.

CHAMPION NETWORK

In 2024, the Champion Network made an effort to facilitate health and wellness activities while tying in Total Productive Maintenance (TPM) principles. The TPM methodology can help make health and wellness a part of the company culture, so all employees are aware of the resources available to them and new programs can be developed to address key issues.

Some of the programs and events put on globally by the Champion Network in 2024 included:

- Speakers for events such as breast cancer awareness and prostate cancer awareness
- Cooking classes
- Community charity walks
- Partnerships with local banks to provide financial health talks
- Tobacco cessation programs

The Champion Network works throughout the year to develop initiatives, tackle health and wellness issues, and improve well-being for all employees. In 2024, they oversaw two key projects: the nutrition pilot program and the Mind and Body pilot.



“TPM methodology strengthens our health and well-being program by providing a way to measure success and failures within the six pillars.”

Noreen Powers, RN COHN

Occupational Health Nurse, Wellness Champion

Nutrition Pilot Program

To support the Nutrition pillar of our health and wellness approach at Owens Corning, a nutrition pilot program was launched in 2024. This pilot is focused on U.S. locations in Fairburn, Georgia; Delmar, New York; and Kansas City, Kansas. The goal is to increase healthy food options for employees and encourage more engagement with health and wellness programs.

The team working on the project is gathering data about what employees spend money on in terms of food at the sites and developing metrics to measure the success of the program. On-site nurses are located at Delmar and Fairburn to help facilitate. There are plans to launch the program in 2025.

Mind and Body Pilot

At Owens Corning, we are piloting a work hardening program that prepares plant employees for the physical aspects of their work. This can mean physical as well as mental conditioning. Our pilot program aims to reduce injuries and stressors to help employees stay healthy and happy at work.

At the Doors facility in Lawrenceville, Georgia, U.S., work hardening efforts have been ongoing for more than three years. Owens Corning's Medical Director visited the site to learn about how these efforts have been implemented and understand how the work could benefit other sites as well. A certified athletic trainer works with Doors employees to reduce their risk of sprains and strains. Employees can warm up for the day, learn about biomechanics, and discuss any discomfort they may be feeling as a result of their work. Athletic trainers walk the production lines, providing real-time coaching and mitigation of risks.

OC DOORS

Bringing EAP+ to Doors Facilities

Doors employees were given access to the EAP+ Resources for Living program in January 2025. To socialize the opportunity, sessions were held at the end of 2024 for Doors employees globally. In December, all-employee meetings were held to give an overview of the program with Human Resources teams.

Along with access to the resources of the EAP+ program, the EAP Navigator program was also introduced to Doors employees. At these sessions, anyone interested in becoming a Navigator had the opportunity to sign up for a training session.

OC DOORS



“Our employees are involved in physically demanding job functions for 8–10+ hours a day. They rely on their health and ability to work to be able to provide for their families. By providing an athletic trainer to the employees, we can assist with helping to prepare their bodies for work, educate them on safe biomechanics, reduce their soreness, and teach recovery techniques to ensure they are able to maintain and better their health.”

Katie Nowland
Athletic Trainer

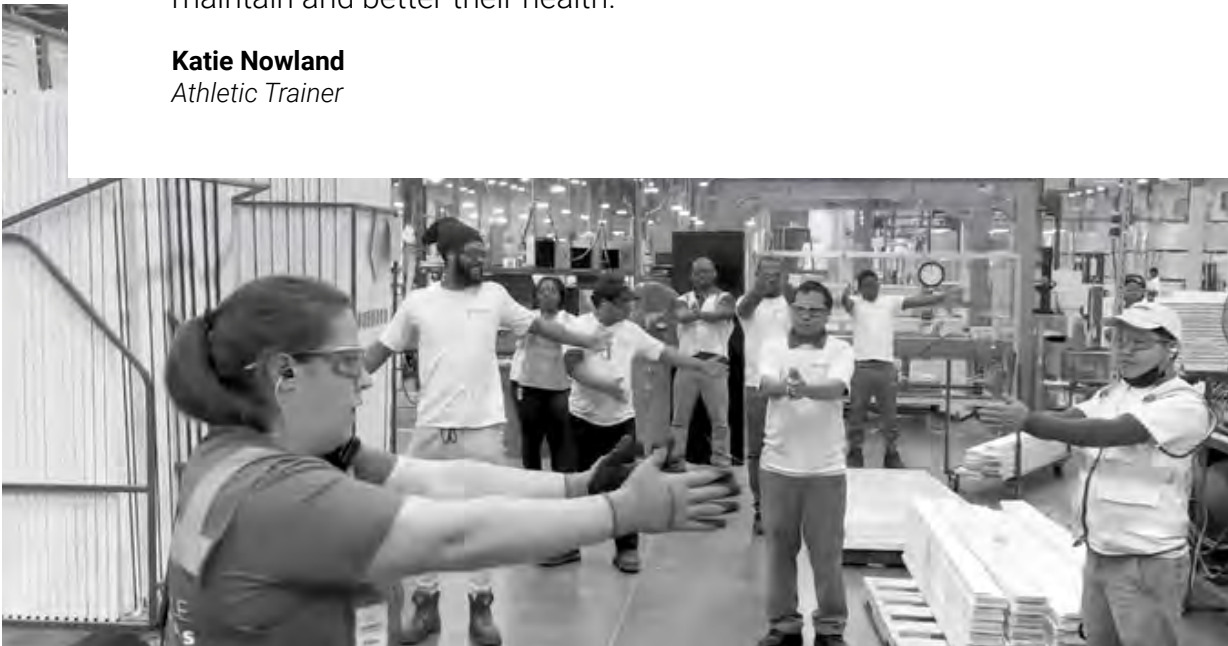


Photo submitted by:

Katie Nowland | Lawrenceville, Georgia, U.S.

Athletic trainer Katie Nowland leads active stretches and exercises to prepare employees on maintaining and bettering their health.



HEALTHY LIVING ALIGNED WITH OUR VALUES

We continue to take a close look at our overall approach to health and wellness, ensuring that we gather the information we need in pre-employment testing and questionnaires in ways that are not too cumbersome for applicants. We expect to be able to share more progress on this topic in future reports.

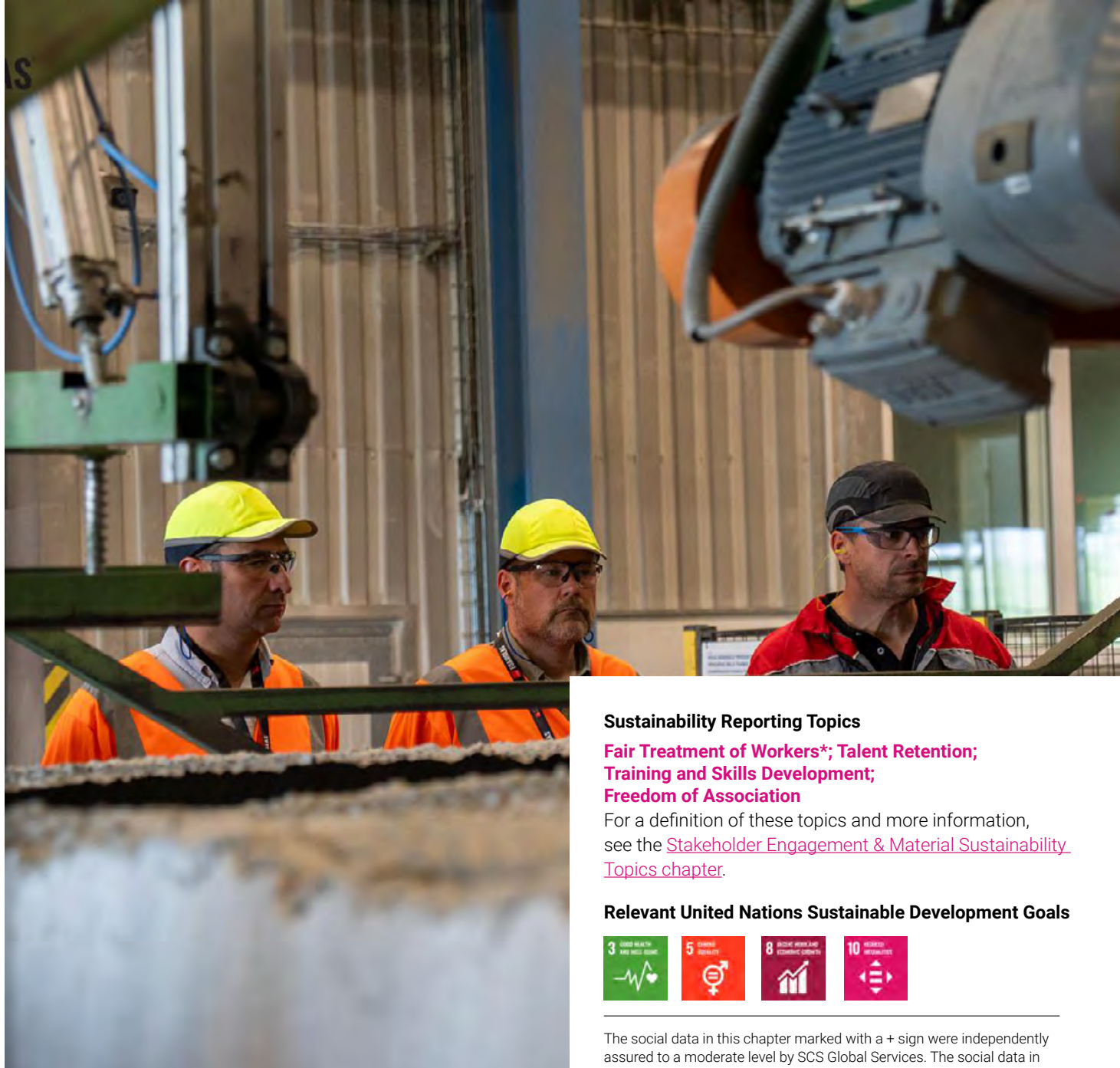
Ultimately, the programs described throughout this chapter demonstrate our commitment to caring for our people and providing an environment where they can truly thrive — and where they are healthier because they work for Owens Corning.

Photo submitted by:

Philippe Bruwier | Tessenderlo, Belgium
Sonian Forest, Brussels, Belgium.

EMPLOYEE EXPERIENCE

We know what it takes to make the world a better place through material innovation – a great team of dedicated people and a work environment that cultivates their talents, empowers them to grow, and fosters the creativity that will lead to the next breakthrough. We are continuously striving to find and nurture talented individuals and ensure that they feel connected throughout their time with us.



President of Insulation Nico Del Monaco and Vice President of Insulation Europe Jari Airola visited the production facilities in Klášterec, Czech Republic, and Trzemeszno, Poland.

Sustainability Reporting Topics

**Fair Treatment of Workers*⁺; Talent Retention;
Training and Skills Development;
Freedom of Association**

For a definition of these topics and more information, see the [Stakeholder Engagement & Material Sustainability Topics](#) chapter.

Relevant United Nations Sustainable Development Goals



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

*Denotes a material topic. Learn more at the link above.

2030 GOALS TALENT STRATEGY

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

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

- 100% retention of high-potential talent between annual talent reviews.*
- 75%–85% internal fill rate for leadership roles.*
- Two “ready now” internal succession candidates for key leadership roles.*
- >80% of our employees report feeling engaged in their work.^
- >70% of our global workforce shares their voice each year through our employee listening program.^

RECRUITING & ONBOARDING GREAT PEOPLE

As the labor market remained tight throughout 2024, Owens Corning recognizes the need to present ourselves as an attractive option for prospective employees. We do this by demonstrating the many advantages that Owens Corning has to offer, from competitive salaries and benefits to a collaborative culture.

We are also working to broaden our outreach, seeking out the best possible candidates from a wide range of backgrounds. Our inclusive recruiting policies are detailed in the Inclusion & Diversity chapter, beginning on [page 113](#).

Hiring and Empowerment at the Local Level

Local hiring is a key component of our overall recruitment strategy. Not only does it help us optimize costs and efficiencies, but it also helps support economic growth in the areas where we operate.

In addition, we work to empower our local teams and leadership, encouraging them to take ownership of their operations. As they are able to make decisions at the level closest to where their work is done, our people report that they are able to respond to the needs of their customers faster and more effectively, which leads to greater success for Owens Corning as a whole.

Internships

In addition to providing college students with valuable work experience, our internship program is an essential part of our recruitment strategy. Giving students an opportunity to learn about our business ensures we remain top of mind as they begin to enter the workforce.



Manufacturing Appreciation Month, Valleyfield, Québec, Canada.

HELPING OUR PEOPLE GROW IN THEIR CAREERS

Creating an environment where employees feel valued and appreciated is imperative. It not only helps ensure the well-being of the people upon whom we rely, but it also creates stability within our organization as employees are motivated to remain with us.

We strive to provide a culture of appreciation throughout Owens Corning, and we have established a number of specific targets aimed at retaining top talent and assessing employee engagement. The successes we have seen in this area are detailed in this section, and they are a testament to the effectiveness of our initiatives.

Engaging Employees Throughout Their Careers

Owens Corning invests in our people at every stage of their careers, from early career development and mid-career advancement to executive-level cohort learning. Our learning and development initiatives are aligned to our business strategies, and they have proven highly beneficial for both our company and our people.

- **Leading Pink** helps strengthen the skills of current people leaders, as well as prepare individuals who are interested in advancing into leadership positions. The program combines self-paced e-learning, individual reflection, and interactive virtual classroom sessions focused on a variety of leadership topics, all rooted in our Leadership Capabilities for Growth.
- **CareerHub** is a one-stop, customized career development experience that facilitates growth in an employee's current role and helps them prepare for future roles. CareerHub enables employees to track and refine their career development plan with support from their leaders, as well as measure their progress along the way. Employees partner with their direct leader to assess their knowledge, skills, and behaviors against what's required in their current roles or other roles of interest. Once employees understand where to focus their development, they can access curated learning resources and connect with a mentor who can help them on their career journey.
- **Coaching for Growth** is an accessible, scalable, modular leadership training program that combines on-demand learning with a collaborative virtual classroom. The program offers a space for employees to practice their skills and receive feedback from their peers.
- **Enhanced Learning**, powered by Percipio, delivers learning resources to support our global staff employees' unique development goals. Percipio offers personal and professional development tools, skills training, continuing education, and professional certification preparation. These learning modules cover a broad range of topics, from leadership skills to technical or data analysis skills.

Early Career Programs

Our long-range commitment to inclusivity is inherently linked to maintaining a sustainable pipeline of diverse talent. Through our Early Career programs, we can foster new talent — often directly from university. These new hires are a constant source of invigoration for our team, as their diverse approaches and backgrounds provide us with exciting new perspectives. In addition, Early Career programs enable us to establish long-term plans for a diverse pipeline of future leaders.

Special Assignments and Training

We help our employees put their leadership skills to use in real-world situations — leading groups, projects, and assignments. They are also given opportunities to lead enterprise resource groups, work on special projects, and participate on rotational assignments.

We use the data recorded in our learning management system (LMS) to track the progress of our formal learning and development activities across the company. Each facility reports participation in such formal learning programs as classes, e-learning courses, and structured on-the-job activities.

Any training recorded in the LMS is recorded as data for the year. This primarily consists of formal learning programs conducted across the company. In recent years, many of our programs were rebuilt as virtual training opportunities. Many other learning and development initiatives at Owens Corning are considered informal learning — coaching, mentoring, social groups, projects, assignments, and suggested reading. Although these informal learning experiences are not captured in the LMS, they represent excellent opportunities for our employees to grow and develop during their time at Owens Corning.

TPM and Employee Training

Our global training and development efforts are rooted in Total Productive Maintenance (TPM) methodology. By empowering employees to participate actively in their continuous improvement on the job, these initiatives are designed to guide the capture and transfer of knowledge. As a result, they provide employees with the skills they need for success. Our programming includes one-point lessons, 3D diagramming, hands-on test-and-learn activities, and one-on-one coaching and mentoring.

Learning and Development Initiatives

We offer a wide range of programs designed to provide our people with opportunities for advancement, including the OC Leadership program and the Leading at the Next Level program. These high-touch programs are designed to provide accelerated coaching, development, and exposure to small cohorts of senior and emerging leaders each year.

Critical Thinking Skills

In addition to providing employees with tangible skills, we also seek to advance people’s ability to think critically and strategically. Employees hone these skills through workshops and projects focused on customer-inspired growth, product management, human-centered design, organizational design, and strategy execution.

Special Assignments and Training

We use the Kirkpatrick model to evaluate the effectiveness of much of our training. This model uses four tiers to measure the extent to which participants benefit from learning opportunities. We ask the following criteria to gauge the success of the training:

- **Reaction.** Did the participants enjoy the training?
- **Learning.** Did the participants gain new knowledge?
- **Behavior.** Will the participants apply the learning to their everyday experience?
- **Results.** What impact has the training had on performance metrics?

Performance Reviews

Through our review process, Owens Corning provides an opportunity for employees and leaders to collaborate on performance and development throughout the year. Employees and leaders work together to establish annual goals at the start of the year, and employee self-reviews and leader evaluations are then formally documented at midyear and year-end.

These formal reviews are supplemented throughout the year through agile check-ins where employees receive continuous feedback regarding progress toward their goals. While not part of the formal annual process, leaders are encouraged to gather performance input from others where applicable, through 360-degree feedback and other methods.

Mentor Platform

Owens Corning is proud of our long-standing emphasis on mentoring and our ability to adapt our programs as needed. The most recent adjustments came in 2021, when we developed a more structured program designed to pair up employees — including those from underrepresented groups — with mentors who can foster meaningful relationships and increase employee engagement.

The playbook for this enhanced program includes a reverse mentoring component, in which junior employees have an opportunity to provide insights into the organization from their perspective, which can help senior employees lead more effectively. The playbook includes checkpoints at three, six, nine, and 12 months, offering recommendations for what should be occurring between the mentor and the mentee.

This approach has received an overwhelmingly positive response, and to expand on the opportunities provided here, we have invested in a platform that uses algorithms that pair up the ideal individuals for these mentoring relationships. The OC Mentoring program is closely aligned to our CareerHub career development toolset, providing salaried employees with a platform to connect with a mentor based on their individual needs. In addition to traditional mentoring for career growth, OC Mentoring emphasizes the ability to upskill leadership capabilities and make the connections needed to better understand another business or functional area.

By tracking and encouraging interactions between mentors and mentees, the program adds structure to an already strong mentoring program and encourages retention throughout Owens Corning. In addition, we are integrating the Dimensions of Diversity from our inclusive leadership workshops into our programming, which will provide further guidance for mentoring conversations.



Photo submitted by:
Michael Malone | Memphis, Tennessee, U.S.
Mt. Ida, Rocky Mountain National Park, Colorado, U.S.

Digital Worker Initiatives

Digital tools are transforming the workplace, helping us organize work and collaborate better. They help us facilitate interactions between employees and stakeholders, and they enable us to analyze large and diverse data sets. Through our digital worker initiatives, we aspire to build an efficient, cohesive work experience for our employees. Digital hubs for each initiative will enable employees to collaborate and connect, anywhere and anytime, as they serve our customers and deliver successful outcomes.

- **Customer Service.** We seek to create an easy and intuitive customer experience, regardless of how the customer chooses to do business with us: voice, text, chat, web, or system integration. This will create a seamless, integrated experience for our customers and, by offering us greater insights into that experience, enable us to serve them better.
- **Human Resources.** We continue to expand our HR technology platform, Talent Center. New platforms for career development (introduced for salaried employees in 2022), onboarding, and recruiting will continue to respond to the changing needs of our current and future workforce.
- **Sourcing.** We can drive a new level of efficiency in our sourcing operations by expanding strategic e-sourcing and e-procurement initiatives. We will do this through a “source to settle” hub that includes a comprehensive, unified view of spending and risks with our suppliers and sourced materials.
- **New Product Development.** By redeploying and digitally connecting our new product development hub, we can evolve the stage-gate core process to organize, prioritize, and execute innovation and facilitate communication for each business and discipline.
- **Capital Engineering.** Our aim is to make the capital delivery process a highly collaborative engineering experience, ensuring a seamless handover of physical assets and digital twins for operational teams to run. By transforming the engineering back-office hub, we can reduce the design time and engineering costs supporting digital engineering initiatives.
- **Enterprise.** We will focus on a common, consistent set of new and existing tools for efficient, synchronous team collaboration. We will create a group productivity hub to streamline access to the tools needed for the team, function, or enterprise to organize work and gain insights.

Each of these strategic initiatives is designed to drive the company forward and help us achieve our efficiency aspirations in a highly productive, engaging work environment. We know that our culture is key to the success of these initiatives, and opportunities for employee engagement, participation, and feedback are planned and will be encouraged throughout their implementation.

EFFECTIVE & EQUITABLE SUCCESSION STRATEGIES

Owens Corning is committed to future success through the development and nurturing of a pipeline of talent. As we watch talented people from diverse backgrounds emerge throughout the organization, we seek to provide opportunities and projects that help these people thrive. In addition, we look at how many employees are part of our career succession plan and how we can prepare them for even greater opportunities.

Each year, we implement a three-phase strategy to anticipate staffing needs and develop succession plans:

1. **Strategy Planning.** In the third quarter of each year, business leaders from across the company come together to discuss our company’s goals and how we will reach them. This in-depth look at the company allows our Human Resources department to anticipate staffing needs.
2. **Operational Planning.** In this phase, we closely examine our budgets, schedules, and needs. This enables our Human Resources department and company leaders to anticipate specific talent needs and cultivate the pipeline for upcoming positions.
3. **Talent Planning.** This final phase identifies our strengths, as well as the gaps in the talent pipeline, including succession at the senior leader level. Critical discussions center on development and business growth. As we proceed through the evaluation process, we ask ourselves the following questions:
 - What capabilities are required in the future that we do not have today?
 - Is it possible to grow these capabilities internally?
 - Are there any retention concerns?
 - What is the existing talent pipeline?
 - What key development needs should our learning and development efforts address?

As part of this process, we evaluate our employees’ overall readiness for future roles and experiences. At the same time, we develop plans for our employees’ growth, ensuring that the next steps are in place for their career development.

High-Performing People

Owens Corning is dedicated to promoting an exceptional environment, with top talent coming together in a shared commitment to excellence — one rooted in clear objectives, effective performance management, and a structure that includes talent review, succession planning, development, and compensation. We view performance management as an opportunity for employees to discuss their performance with leaders in a consistent, ongoing dialogue.

Our process for selecting and cultivating our top talent pipeline is based on key insights from our internal analyses. The process is designed to ensure clear criteria for selection, individual development plans to guide the growth experience, and resource collection tools to help leaders guide meaningful development. We also continue to measure the impact of these improvements against our desired outcomes.

COMPENSATION & BENEFITS

AT OWENS CORNING

One of the key elements of our employee value proposition is our compensation and benefits package, which is performance-driven, market-competitive, and equitable. Through base and variable pay programs, we seek to reward both individual and collective contributions based on our business results. Base salaries are determined by the following factors:

- Job responsibility
- Benchmarking data on market competitiveness and internal equity
- Individual competencies
- Job performance

The design, application, and administration of our global compensation programs adhere to a consistent philosophy — one that ensures equitable treatment for employees, regardless of gender, age, or ethnicity.

Base pay is determined by job responsibility level and targets the market median (the 50th percentile of comparable companies with whom Owens Corning competes for talent). Base pay rates are reviewed and updated annually, based on the job performed and the local market wages for similar skills, to ensure we are providing fair wages. We currently compensate our people at or above all established minimum wage requirements. For Owens Corning, minimum wages are generally not relevant, as most entry-level Owens Corning positions require a higher level of skill or knowledge than jobs at which the minimum wage would apply.

Pay Equity

The company has implemented a robust pay equity program, which includes multiple processes and controls that are executed during the annual merit review as well as compensation recommendations for both internal and external candidates. Further, the company has implemented processes and policies to avoid inheriting unequal pay bias of prior employers. This program is designed to assure equal pay for equal work regardless of race, ethnicity, or gender. We ensure the success of this program by performing a biennial pay equity review with the assistance of a third-party vendor. The third-party review includes a robust, statistical analysis of pay equity across our global salaried workforce.

Variable Incentive Plan

In addition to base pay, most hourly employees are eligible to participate in Owens Corning's Variable Incentive Plan (VIP) at the plant level, which is dependent on individual and plant results. This compensation program provides above market total cash compensation leading to a competitive structure overall.

Corporate Incentive Plan and Sales Incentive Plan

Owens Corning's compensation philosophy is to use all elements of compensation effectively, aligning employees with the goals of the company and its businesses by encouraging our employees to meet and exceed desired performance objectives. Most staff employees are eligible to receive a cash incentive through the Corporate Incentive Plan (CIP), based on the company's year-end results and/or their individual performance. The corporate component is determined through actual adjusted earnings before interest and taxes results against pre-determined targets. The individual component is based on each employee's annual performance. Salaried employees in the sales function are eligible to participate in the sales incentive plan (SIP). Each business designs a sales incentive plan, aligned to their strategy and objectives. These incentive plans are used to drive results and reward employees for meeting business and individual goals.

Long-Term Incentives

Our long-term incentive (LTI) program is an equity-based program that uses a combination of Restricted Stock Units (RSUs) and Performance Share Units (PSUs), dependent upon the level within the company. This program provides an opportunity to retain key talent, build wealth, and recognize extraordinary performance while aligning with shareholder interests. Owens Corning offers these incentives to senior management and a select group of employees below the director level. Employees below the senior management level who receive RSUs encompass about 6% of our staff employees. Vice presidents receive a mix of RSUs and PSUs tied to the enterprise objectives of Total Shareholder Return (TSR), Return On Capital (ROC), and Free Cash Flow Conversion (FCFC). Directors receive only RSUs.

Full-Time Employee Benefits at Select Sites

In addition to providing fair compensation for our employees, Owens Corning offers an array of benefits designed to attract and retain a workforce that is committed to excellence. At Owens Corning, all full-time benefits begin on day one of employment. Benefits are made available to regular, full-time employees and some part-time employees working at least 24 hours per week. These benefits vary by country, business unit, and work location. Not all benefits are available at all locations. These benefits include retirement savings plans, insurance, educational benefits, job security initiatives for redeployment, and more. The benefits highlighted here pertain to our U.S. workforce. A more complete list can be found in [Appendix D](#).

Flexible Work Arrangements

We have long seen flexible work arrangement as a key part of helping people achieve work/life balance. These arrangements include the following:

- **Part-time:** Fewer hours than a full-time schedule.
- **Job sharing:** A special form of part-time work where two employees share the responsibility of one full-time role.
- **Flexplace:** In which an employee works a full-time schedule but works off-site for a portion of the time.
- **Flextime:** In which an employee works a full-time schedule in the office but start and end times fluctuate. This occurs within the guidelines determined by management and ensures the employee works within core hours every day.
- **Compressed work schedule:** In which an employee performs a full-time job in fewer days than a typical work week.

These arrangements are temporary or permanent depending on the employee's needs. The employee and manager work together to develop the most appropriate schedule, authorize the agreement, and ensure work is completed on time and objectives are met. Owens Corning continues to work diligently to be cognizant of the needs of our employees. Currently, many of our employees work in a hybrid arrangement, in which they work from home on select days and in the office on others.

Photo submitted by:
Michelle Wilson | Maumee, Ohio, U.S.
Michelle's son and dog explore Sidecut Park along the Maumee River in Maumee, Ohio, U.S.

Benefits to Assist in Building a Family

Our current U.S. health plan provides coverage for fertility enhancement. It includes a lifetime medical benefit of up to \$15,000 and a \$5,000 annual prescription benefit, as well as comprehensive and advanced treatments within IRS guidelines for Aetna self-insured medical plans.

For U.S. and Canadian employees who are looking to adopt a child under 18 years of age, we now offer expanded benefits that can be put toward the expenses related to adoption, including legal fees. These benefits are \$10,000 per event, with a lifetime limit of \$20,000. In addition, the benefit will now include coverage for expenses related to surrogacy, as well as egg and sperm donation and freezing.

Relocation Assistance

New hires and employees relocating from one site to another may be eligible for relocation assistance. This may include home sale assistance, lease cancellation, household goods move, reimbursement of miscellaneous moving expenses, and tax assistance.

Career Transition Assistance Programs

Our goal is to help employees through every level of their career. For example, Owens Corning seeks to help employees prepare for retirement with on-site planning workshops. Owens Corning has studied its retirement program to ensure it fully supports employees throughout this transition.

To that end, Owens Corning maintains a program through which employees nearing retirement are given the opportunity to work part time while still receiving full-time benefits. Both Owens Corning and individual employees have benefited from this program, as transitions are made easier overall and employees can retire confidently, knowing their legacy will be preserved.

For employees who leave the company due to job eliminations and will be pursuing careers elsewhere, Owens Corning partners with a third-party organization to offer a variety of career transition programs. Individuals benefit from a personalized approach to career transition with flexible access, state-of-the-art technology, and connections to critical resources. Career transition assistance is not available for employees who are terminated for cause.



Labor Relations

The specific language and scope of our labor agreements vary from site to site, but all are structured to recognize the importance Owens Corning and our workers place on health and safety as a guiding principle and core value. In all our facilities, employees are trained to understand, appreciate, and mitigate risk in the interest of their own safety and health, the safety and health of those around them, and of the organization overall. Other elements that are in these agreements, in addition to employee safety and health, include working conditions, discrimination or harassment, training, and career management.

Notice Periods for Operations Changes

The company uses a variety of methods to ensure that workers are informed of operations changes. These include our global intranet site, email communications, and leadership meetings with team members. Owens Corning provides at least the minimum notice required, which varies by local legislation and collective bargaining agreements in the regions where we operate. In many jurisdictions, our union and self-represented employees enjoy similar notice periods because of strong employee relations and labor practices, as well as applicable regulations.

U.S. Leave of Absence Policies

In the U.S., Owens Corning grants up to 12 weeks of leave, as specified by the Family and Medical Leave Act (FMLA). An additional, unpaid leave of absence for personal reasons may be granted when approved by the appropriate management. Maximum leave for personal reasons is 60 days, unless approved by the business unit or process area Vice President of Human Resources.

Personal reasons may include education, family issues, and more. Additionally, U.S. salaried employees are allowed up to four weeks of bereavement leave in the event of the death of a spouse or a child under the age of 18. For other immediate family members (siblings, parents, grandparents, and children over the age of 18), five days of paid time off is provided.

Since 2023, all new parents receive four weeks of paid time off. A new parent is defined as anyone welcoming a child into their family through birth, adoption, or surrogacy. Delivering parents are eligible for eight weeks of medical leave regardless of the delivery type, meaning the delivering parent is now eligible for a total 12 paid weeks of time off. Parental leave can be used in increments of at least one week anytime in the first six months after welcoming a new child. Non-birth parents receive four weeks of paid time off after the birth of the child, as do employees who have adopted a child. Our policies for routine leave, such as sick leave, personal days, and standard paid time off, vary by region, according to local customs, regulations, and laws. In the U.S., the amount of annual standard paid time off granted to salaried employees is determined by an employee’s length of professional experience.

Outside the U.S., Owens Corning adheres to federal leave of absence laws in the countries in which we operate. In addition, we offer benefits to provide income protection for disability leaves and leaves of absence that occur for other reasons.



Photo submitted by:
Kristin Bell | Toledo, Ohio, U.S.
Sea lions at La Jolla Beach, San Diego, California, U.S.

EMPLOYEE EXPERIENCE

2024 IN
REVIEW

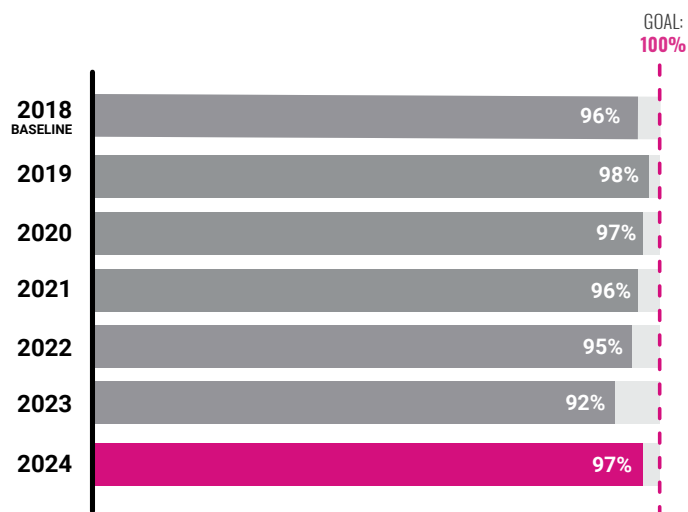


Photo submitted by:
Sonya Lopez-Ramirez | Memphis, Tennessee, U.S.
The Memphis Roofing team celebrated earning their CPR certifications.

PROGRESS TOWARD OUR 2030 GOALS

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

Percentage of High-Potential Talent Retained**



In 2024, 71% of our employees participated in our most recent employee engagement survey, with 78% of them reporting that they are engaged in their work.^

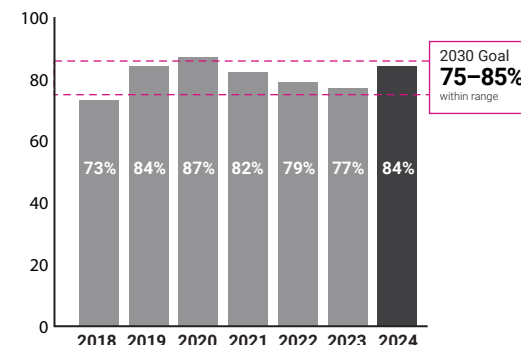
*This data does not include our Doors business.

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

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

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

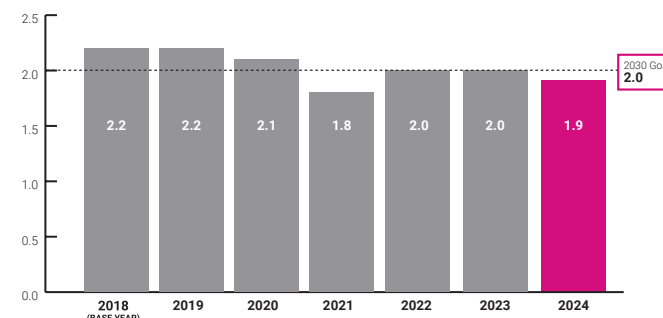
Percentage of Leadership Roles Filled From Within*



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

We calculate this by taking the number of unique candidates who are ready for promotion into the key leadership role divided by the number of succession roles in that business unit. Although strong candidates may be on multiple succession lists, each individual is counted only once. In addition, we have set succession targets to help increase representation of women and people of color in director and above roles. More information about our progress in this area can be found beginning on [page 120](#).

Succession Pipeline Readiness*



Review and Appraisal Percentages

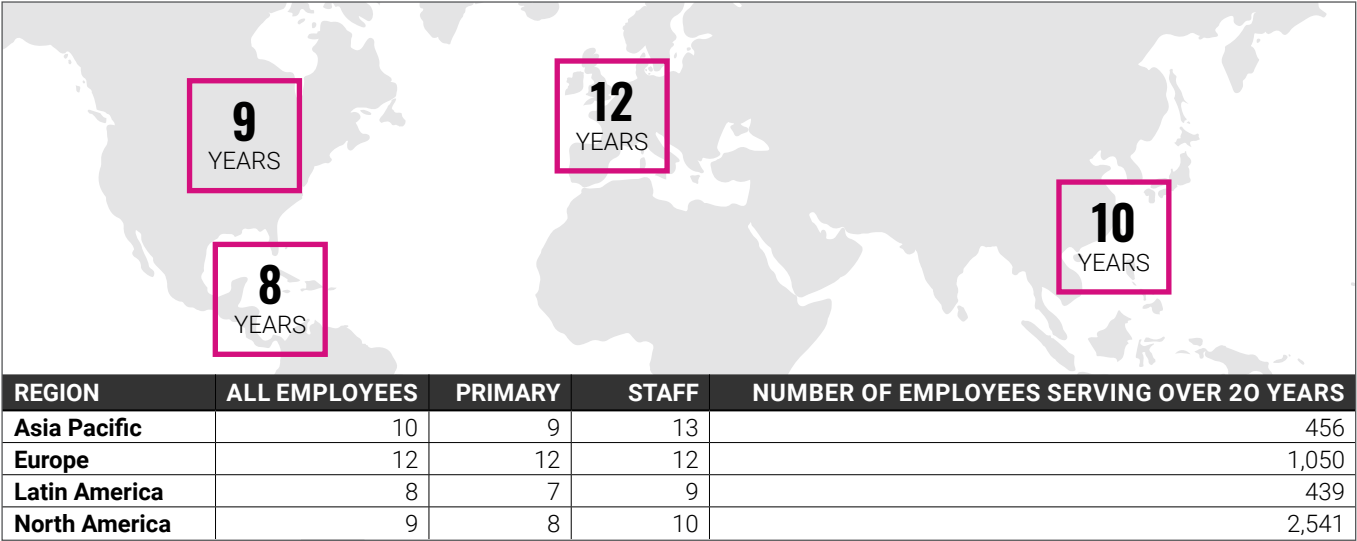
	2021	2022	2023	2024
Men	99.9%	99.8%	99.5%	99.8%
Women	99.9%	99.9%	99.6%	100.0%
TOTAL	99.9%	99.9%	99.6%	99.9%

Of the 0.2% of staff employees who did not receive reviews, most were either on leave during the year, recently promoted into a staff role, or hired after November 1, 2024. Employees are not required to undergo a review until after three months of employment. This data does not include our Doors business.

Employee Milestones

Owens Corning employs approximately 25,000 individuals, many of whom have been with the company for most of their careers. As of December 31, 2024, over 4,400 employees had served 20 years or more with Owens Corning, with the longest term being 54 years. We believe the years of service that so many of our employees have dedicated to our company are a testament to our success in fostering a positive employee experience.

Average Workforce Tenure by Region (in Years)



Learning and Development

2024 Participation in Learning and Development Programs*

PROGRAM	2024 PARTICIPATION	TOTAL PARTICIPATION TO DATE
Leading Pink	65	479
CareerHub Profile Assessments	479	4,111
OC Mentoring Connected Employees	196	937
Coaching for Growth	8	113
Leading at the Next Level	23	367
OC Leadership Program	14	56

In 2024, 10.1%+ of our full-time staff employees participated in leadership development.*

As of 2024, 9%+ of our full-time staff employees are either enrolled in or have graduated from the Early Career Development program. In addition, as of 2024, we have retained 92%+ of Early Career Development program participants after one year, and 62%+ of participants after five years. This is in comparison to benchmark retention rates obtained from LDP Connect (Leadership Development Program), whose 2024 data indicates 96% retention after one year and 59% after five years.*

In 2024, our primary workers recorded an average of 13 hours in our learning management system (LMS), and our salaried workers recorded an average of 6 hours.*

*This data does not include our Doors business.

Turnover Rates

As we look at issues related to retention, we realize that people's decisions are often based on factors beyond our control. Our turnover rates are consistent with global trends, including the U.S. labor shortage and a highly competitive market for talent globally.

Turnover Rates*

	2023	2024
Staff	11%	18%
Primary	29%	30%
TOTAL	24%	26%

Data excludes one Doors site due to data availability.



Photo submitted by:
Nathaniel Bauer | Denver, Colorado, U.S.
Prairie Pasqueflower at Mud Lake, Colorado, U.S.

Retirement Benefits Liabilities

We are committed to providing all employees with comprehensive retirement benefits. Generally, we offer these benefits via defined contributions arrangements. However, defined benefit plans may be provided in accordance with local custom to ensure a competitive overall benefits package.

Of our defined benefit obligations, 96% are payable through a fund held and maintained separately from the resources of the organization. The Canadian qualified plan is 142% funded, as determined by actuarial valuation within the past 12 months. The U.S. and U.K. plans are less than 100% funded, also based on actuarial valuation within the past 12 months. These three plans represent 83% of our defined benefit liabilities.

Our strategy for the U.S. plan is to contribute at least the minimum required amount each year and ensure that the plan is funded at 80% or greater. Other plans are funded to fully comply with local requirements. Approximately 95% of eligible U.S. employees participate in voluntary retirement savings (defined contribution) programs. Owens Corning provides an automatic 2% contribution based on salary to all U.S. employees' 401(k) plans. The company also matches up to 6% based on individual contributions; thus, employees who maximize the company match will save 14% of their salary toward retirement. New U.S. hires are automatically enrolled in our 401(k) plan. Our 401(k) plans represent approximately 95% of our contributory savings plans globally.

Scholarships

Employees who have worked at Owens Corning for at least one year are eligible to apply for the Owens Corning Employee Scholarship for a higher education degree. Recipients are selected based on manager recommendations, statement of career goals, demonstrated leadership, and past academic performance.

To promote our goal of access to education and academic excellence, the Dependent Employee Scholarship was established as an enduring gift for dependents of Owens Corning employees, helping those who demonstrate scholastic aptitude and financial need reach their fullest potential. In 2024, Owens Corning employees and their dependents were awarded \$196,525.32 in scholarships.

In addition, full-time employees seeking to participate in a graduate program while continuing their employment with Owens Corning may be eligible for education reimbursement.

Labor Relations

Owens Corning prides itself on being a good corporate citizen and respecting the rights of our employees. This includes the rights to exercise freedom of association and collective bargaining. In addition, we seek to partner with suppliers who share this philosophy.

Approximately 59.8% of Owens Corning primary employees are covered by collective bargaining agreements.* This includes relationships with unions, work councils, and employee associations around the world.

Employee Development Programs

In addition to the broad portfolio of on-demand professional and career development learning provided to all staff through our Learning Management System, we offer development pipelines and programs focused on leadership development, including our Succession & Emerging Talent pipeline and the “Leading at the Next Level” program. They both target high-runway talent with the express purpose of retaining top talent and preparing them for senior leadership roles. We aspire to have director- and vice president-level roles filled by Owens Corning employees, either through promotion or as a lateral move, as a percentage of all internal fills and external hires for these roles.

Of these internal fills, 73% were graduates of one of our leadership development cohorts or pipelines. There is also a retention savings. In 2024, we averaged 90% retention of staff. By comparison, 2024 Leading at the Next Level cohort grads had 96% retention, with 17% receiving a promotion or new role. The 2024 Succession & Emerging Talent pipeline had a 97% retention rate, with 18% receiving a promotion or new role. This shows benefits to Owens Corning, as our performers continue to have opportunities to grow their career and drive improvements and benefits to the company.

ACTIVELY LISTENING TO OUR EMPLOYEES

One of the most important ways we live our core values is by valuing and appreciating diverse perspectives — and that means listening to our people. Owens Corning leverages a holistic employee listening strategy that enables us to receive input from all our employees around the world, at all points in their Owens Corning career.

OC Pulse: The foundation of our employee listening strategy is the OC Pulse survey. This semiannual check-in helps HR teams and people leaders stay more current on bright spots, thoughts, and concerns of their people, plus provides suggestions for focused action. It is translated into all relevant languages and includes all employees, including frontline plant workers.

Moments That Matter: Beyond the consistent pulse check, we leverage “life cycle” surveys. These automated surveys gather input at moments that matter — those key points in an employee’s time with us when it’s especially important that their voice is heard, from their hiring process and onboarding, through annual reviews, and right up to their exit interview.

360 Feedback: We also offer additional on-demand tools, such as the Leadership 360 feedback platform. Through this tool, employees can gather feedback that helps improve their leadership behaviors, replacing the periodic surveys that had been centrally administered with an opportunity to seek feedback on-demand.

Strategic Research: Beyond these core listening products, we also leverage in-house experts to conduct ad hoc employee research initiatives, as dictated by strategic needs.

Through all of these initiatives, we have received many compelling insights that have led to changes, big and small, across the enterprise.

As we continue to build upon our roadmap for employee listening, we will abide by our guiding principles. So, we will be:

- **Accessible.** All employees have opportunities for sharing their voice without barriers.
- **Inclusive.** All employees feel their voice is not just heard, but also welcomed and valued.
- **Practical.** We apply useful, targeted insights to make things better.
- **Strategic.** We remain focused on business outcomes and strategic needs.

Above all, we will continue to use the perspective gained from our listening to demonstrate our core value of caring and to provide better experiences for employees.

Improving the Experience for New Hires

The onboarding process for a new hire at an Owens Corning facility begins the moment they accept an offer, though it can be hard to make a new hire feel like part of the team before they have arrived.

The Manufacturing Talent Council put together a Preboard and HR Orientation project team to work through a new way to onboard primary employees in our Composites, Insulation, and Roofing facilities in the U.S. The team researched the experiences of employees at the plants, and conducted external research, to identify pain points and put together a roadmap for onboarding.

An initial wave was launched at nine plants in March 2024, with the remaining 46 plants going live in June. Post-launch analysis showed a higher sense of belonging among new hires and meaningful improvement in 30-day and 60-day retention for the plants.

The program targets 10 key experiences for new hires:

- Badges
- Belongingness
- Buddy system
- New hire documents
- Lunch
- Onboarding dashboard
- Employee referrals
- Swag
- System access
- Union welcome

Tenets of the program are centered around the new hire and how to help them feel prepared at key touchpoints. For instance, before they begin, new hires are given swag and documentation to help acquaint them with important Owens Corning programs, like Safer Together. There is also a buddy system put in place so that new hires have a tenured employee who can answer questions or for camaraderie while the new employee gets integrated. The efforts of the team have been well received at the participating facilities.



“When we communicated about the buddy program to our Union Executive Committee, the feedback was overwhelmingly positive. They were so excited to have tenured mentors to guide our new hires so that additional pressure wasn’t put on the trainers.”

Marissa Sherrill
Senior Manufacturing HR Lead

Photo submitted by:
Lee Richards | Toledo, Ohio, U.S.
Paul Ferrara, Senior EHS Lead, Josue Florvilus, EHS Technician, and Kelly Simpson, Environment & Safety Leader, partake in a new hire lunch.

Expanding Our Culture to Include Doors

Integrating our new Doors employees and ensuring they feel part of the culture here at Owens Corning was a priority for 2024. Doors is made up of several businesses, and we are taking the time to learn about their processes, policies, culture, and identities. Understanding how to bring Doors employees into the fold is something we are working on continuously.

To that end, the 3C team was formed to continue integration work. The team is focused on the 3Cs: Culture, Change, and Communication. It is made up of cross-functional leaders from both Doors and other Owens Corning businesses focused on managing effective and thorough integration and communication.

The goals of the 3C team are:

- Integrate Doors with Owens Corning's culture based on mission, purpose, and values.
- Manage through high-change periods and harmonization efforts related to the integration.
- Provide robust and clear communications regarding integration topics.
- Help all employees feel they are a part of the Owens Corning enterprise.



"It's not a one-size-fits-all approach. So, we've communicated information in multiple ways, because different types of communication resonate with people in different ways."

Vivian Nunn

Director of HR Transformation for Doors

OC DOORS

AI Upskilling Drives Employee Productivity

Owens Corning continues to grow capabilities around advanced analytics and artificial intelligence (AI) to enhance decision making and employee productivity. The purpose in using generative AI technologies is clear: Owens Corning will continue to invest in ways to enhance employees' experiences and enable them to work more efficiently. Use cases include generating new ideas, creating rough drafts of documents and emails, and iterating on complex concepts, among others. The result is more time for value-add work requiring critical thinking.



"Since integrating AI tools into my work, I have experienced a significant improvement in my job and overall experience as an employee. I can displace hours per week of administrative tasks and authorship, which has given me the opportunity to rededicate that time to enhancing the quality of what I'm doing or simply getting more things accomplished. This makes me feel more capable in my role, and I've received positive feedback from my leaders as a result."

Daryl Wernette

Senior Research & Development Leader



The world headquarters building recently hosted 230 Owens Corning employees to learn more about how Owens Corning teams are using AI to improve productivity and innovation.

Taking a Pulse on Doors Employees

When planning for the Pulse survey for 2024, we made it a priority to include impressions of our newly acquired Doors employees, even though they were not fully integrated into our systems yet. To do so, our internal employee listening team had to decipher the differences in how surveying was done for Owens Corning's legacy businesses and Doors and make the transition as smooth as possible. This effort included training, communications, and guides to help both leaders and employees take the survey successfully.

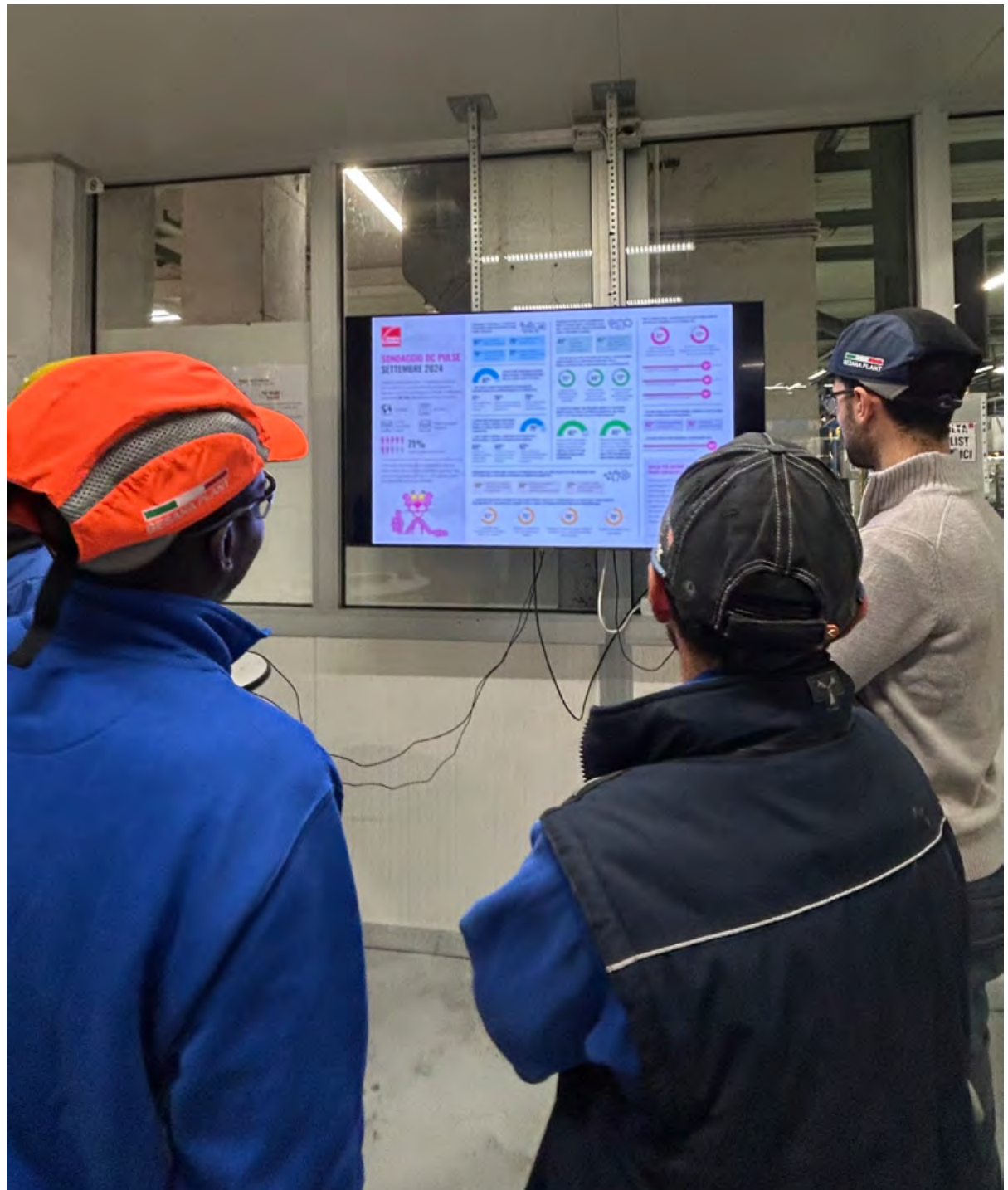
Even with the heavy lift of bringing these new employees on board with the survey process, the stance was that all employees deserve to have their voice heard. By getting baseline information, we can track the impressions of Doors employees over time as they become more integrated into Owens Corning systems and processes.

OC DOORS

Photo submitted by:

Cassie Colton | Princeton, New Jersey, U.S.

Employees view the results of the Pulse survey.



EU Leadership Cohort

In late 2023, the European Leadership Program (ELP) was developed, with coursework beginning in 2024. The goal of the program is to equip talent in Europe with the skills and perspective to lead in the region. The program operates both virtually and in person, with four modules facilitated over 12 months. The four modules focus on Leading Self, Leading Team, Leading Business/Function, and Leading Region. They are designed and run by current regional Owens Corning leaders, and the format allows for learning and open discussion among participants.

The cohort uses a self-nomination process, which is a first for Owens Corning. This process is being run as a pilot, as past similar programs were made up of people who were nominated by leadership. There are 12 seats in the ELP. A Leadership and Development Leader in EU, one of the creators of the program, said using self-nomination can be a trade-off. While there are some well-suited employees who did not apply, the final group of participants represent diverse backgrounds and are eager to boost their leadership skills.

Participants have enjoyed the chance to talk about real situations specific to Owens Corning, which is the benefit of a program designed in-house. The chance to work through practical tips has been a benefit to participants as well.



“We are on the same boat ... there has been a clear challenge from the management that we need to step up and lead the way and have an impact.”

Vicente Pascual
Commercial Excellence Director, ELP participant

Photo submitted by:
Carole Pagis | Chambéry, France
Members of the European Leadership Program attend an event.



OWENS CORNING & THE FUTURE OF WORK

At Owens Corning, we are dedicated to building the workplace of the future, one in which we:

- Attract a diverse range of people representing all walks of life.
- Help our people develop and succeed on their own terms.
- Create a safe, vibrant, modern workplace.
- Foster a culture where every person feels welcomed and appreciated — not despite their differences, but because of them.

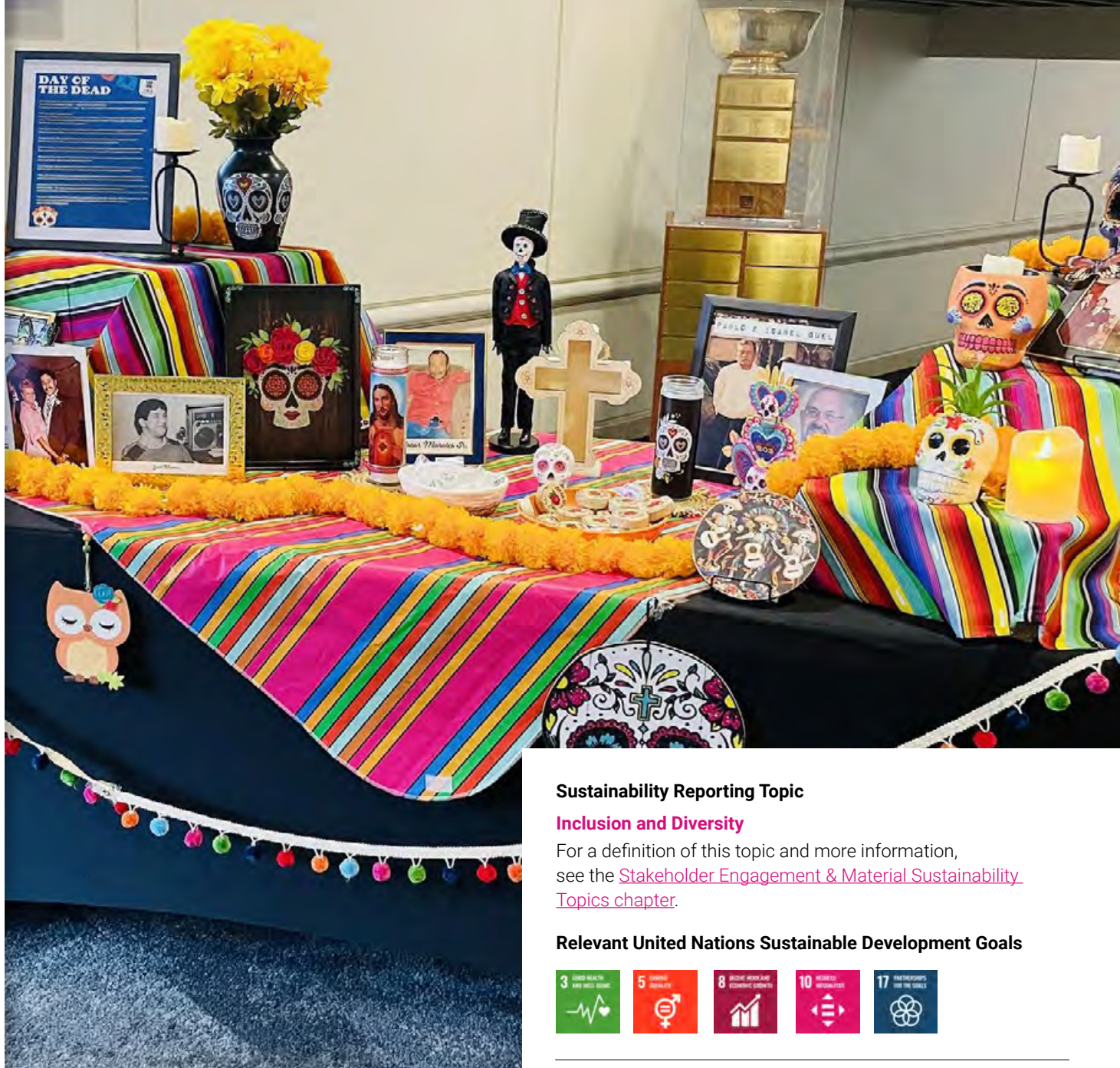
Through this process, we are relying on the voices of our employees, understanding their perspectives, and exploring and identifying our biggest barriers and opportunities. We are also leveraging the available internal data to better diagnose the drivers of employee behavior. Through these efforts, we can establish a foundation for ongoing excellence, enabling us to achieve efficiencies today while building the structures that will help us to transform our workplace into the future.

Photo submitted by:

Megan Moore | Ontario, Canada
Hydrangea in Amsterdam, Netherlands.

INCLUSION & DIVERSITY

Owens Corning is committed to attracting and retaining the best talent in the world to support the growth and success of our global company. We believe that having an inclusive workplace for all employees helps us achieve that goal. We are proud of the positive impact our initiatives toward I&D have made, for our people and our company. We appreciate our broad and global representation of employees who work together to execute our enterprise strategy and deliver value for our employees, customers, and investors. An inclusive workplace for all employees is critical to achieving our business goals, and we remain committed to moving forward on our inclusivity journey.



In honor of Día de los Muertos, or Day of the Dead, members of the HOLA enterprise resource group placed pictures of their loved ones that they wanted to honor and remember on an altar located at the Owens Corning world headquarters, Toledo, Ohio, U.S.

Sustainability Reporting Topic

Inclusion and Diversity

For a definition of this topic and more information, see the [Stakeholder Engagement & Material Sustainability Topics chapter](#).

Relevant United Nations Sustainable Development Goals



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

2030 GOALS FOR INCLUSION & DIVERSITY

We have established four aspirations for inclusion and diversity that complement our overall talent strategy goals, as discussed on [page 96](#).

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

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

A GLOBAL APPROACH TO INCLUSION & DIVERSITY

Every region around the world has its own unique culture, and therefore each one has its own needs as it seeks to create an inclusive, diverse workplace. To address those needs, Owens Corning has created four regional Inclusion and Diversity Councils in the regions where we operate: Asia Pacific, Europe, Latin America, and North America. An overarching Global Council, sponsored by CEO Brian Chambers, provides connection across all four regions, support, and resourcing.

The councils' strategies include the following:

- Enhancing the employee experience
- Establishing sustainable diversity and creating a culture that provides value for employees, customers, shareholders, and communities
- Ensuring that our inclusion and diversity strategies support the business strategy and our company values
- Gathering resources to enable strategy success
- Measuring our success

The progress of each of our regional councils can be found starting on [page 122](#).

SUPPORTING OUR WHOLE WORKFORCE

Our approach to inclusion is about supporting the whole person and offering opportunities for everyone to share their thoughts. We want to create a diverse workforce that takes into account all the traits that make a person who they are. That means all dimensions of diversity are considered — culture, age, race, religion, gender, work experience, sexual orientation, abilities, and many others. From providing various methods of communication to suit different learning styles and offering continuous training for those at all stages of their career to supporting programs where employees can celebrate who they are, we are committed to a culture of appreciating differences.

We want to create a culture at Owens Corning where everyone feels free to share ideas and speak their mind. As such, we have designed several ways in which employees can make their voices heard. We all benefit when our ideas are inclusive of all and discussed openly.

INCLUSIVE RECRUITING POLICIES

Building a diverse workforce — one that includes people from all walks of life — begins early, with recruiting policies that break down the barriers that might discourage qualified people from applying for positions. We are working to recruit from a broad pool of talent and have in place an application process that offers an equitable experience for all applicants. In doing so, we are communicating our values to people even before they join Owens Corning.

We are committed to ensuring that our job descriptions are inclusive and use bias-free language, and we have removed educational requirements when they are not necessary to the position. We also take a strategic approach to inclusive recruiting, developing relationships with a range of groups and institutions.

APPRECIATING DIFFERENCES

As representatives of Owens Corning, all our employees can be a part of our commitment to inclusion and diversity, talent retention, and a culture of appreciation. One way we empower people to join our commitment is through our Appreciating Differences training program. This program empowers our people by providing them with tools to lead in ways that align with our values. In 2024, we upskilled a new team of facilitators and began delivering in-person training in our manufacturing facilities in North America. These sessions are delivered to employees at all levels, from leadership to hourly employees. The training is rooted in the idea that when employees from different backgrounds and experiences are brought together in a setting where each person feels a sense of belonging, the results are truly amazing. The special aspect of this training is that everyone, across every dimension of diversity, can resonate with it, which brings everyone together.

The program touches on three key components:

- **Unconscious Bias.** In training, we discuss how unconscious bias is hardwired into our brains and is natural and normal. Sometimes, it can help us, but it can also cause us to make inaccurate or ineffective assumptions that impact others. The key is understanding the science behind it and having self-awareness to check the accuracy of our thoughts to in turn make the best possible decisions.
- **Dimensions of Diversity.** Although physical differences are easily recognized, they represent only a single dimension of the complex factors that shape individuals. Other dimensions of diversity can include relational, occupational, and societal experience, as well as people's values and their cognitive style and ability. Understanding others through the lens of these interrelated and often subtle dimensions strengthens our ability to relate to each other. This is the basis for inclusion.
- **Inclusion.** Through our training, we provide opportunities to role play and evaluate how our reactions to differences can affect our interactions. To build the culture of appreciation we aspire to, we must understand how our behavior toward others impacts their ability to succeed and do their best work. By running through simulations, employees can increase self-awareness, which can help drive change in their future actions.



Artwork submitted by:

Sara Akbarian-Tefaghi | Granville, Ohio, U.S.

Acrylic painting created in celebration of Mother Nature.

ENGAGING EMPLOYEES IN INCLUSION & DIVERSITY

Owens Corning is proud to have created a wide range of opportunities for employees to be their most authentic selves at work – and to express themselves in ways that can further deepen understandings among our people.

Enterprise Resource Groups

Owens Corning sponsors a wide range of enterprise resource groups that promote the exploration of inclusion and diversity as it relates to several facets of individual identity. These groups encourage employee involvement in the creation of an inclusive workplace where individuals can celebrate and share what makes them unique, as well as embrace their differences.

In 2024, Owens Corning sponsored the following enterprise resource groups, which all employees are welcome to voluntarily join and participate in.



Abilities

The Abilities enterprise resource group provides a community within Owens Corning that fosters the inclusion and growth of employees impacted either directly or indirectly by both seen and unseen physical or mental health disabilities.



African American Resource Group

The mission of the African American Resource Group (AARG) is to advance excellence through attracting, acclimating, retaining, and accelerating career growth, thus enhancing Owens Corning's business performance while leveraging the strength of a diverse workforce.



Connections

Connections strives to engage employees by building relationships at Owens Corning and within the local community. The group aspires to create fulfillment by offering a sense of belonging and encouraging inclusivity.



Harmony

The Harmony enterprise resource group shares their unique Asian voices and viewpoints to shape our culture through education, connection, and influence. The group aims to help Owens Corning build, grow, and retain top talent who aspire to build a more inclusive, diverse, and sustainable company.



HOLA: Hispanic Origin and Latin American Enterprise Resource Group

The HOLA enterprise resource group's objectives are to build a platform for the Hispanic and Latin American community within Owens Corning; create intentional and focused content that engages, educates, and empowers employees; and connect with our local communities and industry partners to build stronger relationships in all communities.



Interfaith Exchange

Interfaith Exchange serves to provide a path for employees to share their beliefs with each other in a way that allows each distinct voice to be included, appreciated, and valued.



OUTreach

OUTreach serves as a network to advance an environment that celebrates and appreciates LGBTQ+ employees for who they are through policy change, education, allyship, and in support of the broader LGBTQ+ community.



RISE

RISE strives to build an inclusive network for all employees new to their careers by leveraging the collective voice to excel career growth at Owens Corning through providing professional development tools, community partnership, and connection.



Salute

The Salute enterprise resource group, a community of Owens Corning employees, is focused on accelerating the inclusion and recognition of our current and former military members through the employment life cycle at Owens Corning.



Women's Inclusion Network

The Women's Inclusion Network (WIN) is a group of highly engaged, empowered, and compassionate people committed to developing outstanding women through professional development and community involvement.

Our Doors business comes with seven enterprise resource groups. The I&D team is in the beginning stages of a project aimed at merging those groups with the 10 current Owens Corning groups. Working with research and consulting firm Gartner, the team will develop a plan based on the needs of our workforce and the work of best-in-class I&D programs across the country. Once finalized, the strategy will be shared with the Executive Committee, HR Center of Excellence, the enterprise resource group leadership, and the enterprise.

- **Abilities.** To create a supportive, inclusive environment for current and future employees, our customers, business partners, and other communities with diverse abilities. The focus will be workplace accommodations, education, and design, as well as outreach and support to specific ability groups on behalf of Doors.
- **Asian.** Open to everyone within Doors as a resource group for discussing and finding support for concerns involving the East Asian/South Asian Pacific Islander community. Their purpose is to provide an open and honest platform to voice challenges and cultural issues. They share and respect different values, beliefs, cultures, traditions, and histories.
- **B.I.G. (Black Inclusion Group)** To provide a platform that opens doors for Black employees and our allies to come together to build community, leadership, and employee enrichment that focuses on equity, inclusion, education, and overall success of its members in the workplace and in the community.
- **LatinX.** To work together to help strengthen equity through the fair representation of the LatinX community. The purpose of this group is to unite the LatinX community and celebrate our heritage, educate on LatinX history, traditions, and culture, and bring awareness to issues affecting Latinos worldwide.
- **PRIDE.** PRIDE seeks to create an inclusive workplace culture where LGBTQ+ employees and allies feel safe, heard, and valued. They raise awareness, create dialogue, and pursue meaningful change in support of overcoming LGBTQ+ issues at work and within the communities we serve.
- **VET.** The Veteran Engagement Team's (VET) goal is to help and support veterans, family members of veterans, and the local military community through outreach with a continued focus on assisting their ever-changing needs. It is their hope to improve engagement with all veterans and to show prospective employees that Masonite is a top-tier employer of choice.
- **WIN.** The WIN (Women's Initiative Network) is paving the way for women within Doors to have a career journey with inclusiveness and empathy. This group welcomes all and offers consistent empowerment to propel each other into achieving goals, initiatives, and dreams with authority, poise, and energy.

OC DOORS



Photo submitted by:

Lauren Diehl | Toledo, Ohio. U.S.
Princeville, Hawaii, U.S.

COURAGEOUS CONVERSATIONS

Throughout the year, Owens Corning presents a series of discussions called Courageous Conversations. The sessions are designed to engage employees in ways that demonstrate respect for various points of view. These conversations provide opportunities for open dialogue and better understanding of each other. By participating, employees can recognize the ways that our differences can strengthen our company and our communities. Employees who take part in these Courageous Conversations enjoy the experience and want them to continue.



Photo submitted by:
Melaney Price | Toledo, Ohio, U.S.
Harmony Summit workshop session at the Owens Corning world headquarters, Toledo, Ohio, U.S.

INCLUSION & DIVERSITY

2024 IN REVIEW



Photo submitted by:

Melaney Price | Toledo, Ohio, U.S.

Melaney Price introduces guest speaker Joy Chen at the Harmony Summit, hosted at the Owens Corning world headquarters, Toledo, Ohio, U.S.



INTRODUCTION

PEOPLE

PURPOSE

PLANET

APPENDICES

PEOPLE | INCLUSION & DIVERSITY: 2024 IN REVIEW

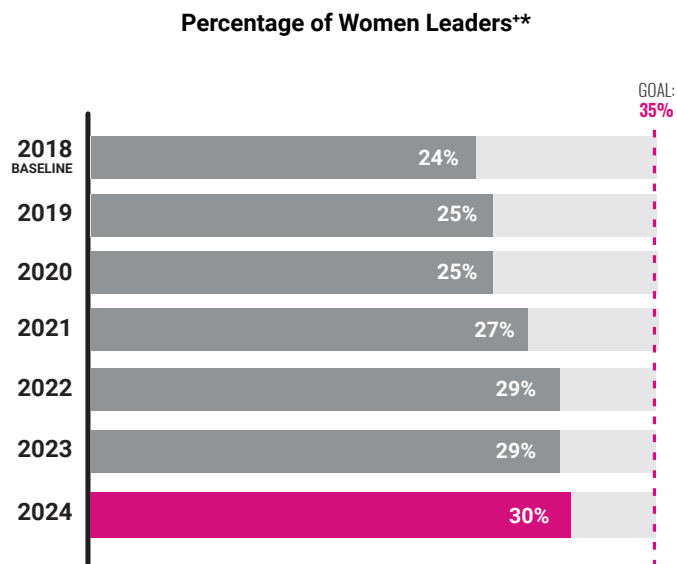
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PROGRESS TOWARD OUR 2030 GOALS

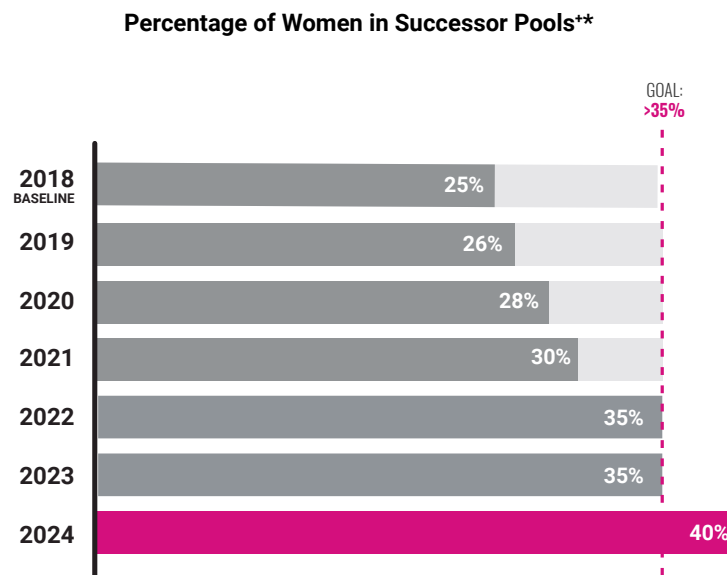
A diverse workforce provides us with the different experiences and unique perspectives needed to deliver better results for our customers. We work to increase gender equality in the workforce and expand diversity in our leadership. In addition, greater diversity helps colleagues from all walks of life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

Women in Leadership

By 2030, we intend to have women fill 35% of global mid-level leader, director, and vice president roles.* In 2024, our representation in these roles was 30%.*



In addition, we have a target for 35% representation by women among successors for identified key roles, which is part of our overall succession goals for 2030.* In 2024, our representation in these pools was 40%.*



*This data does not include our Doors business.



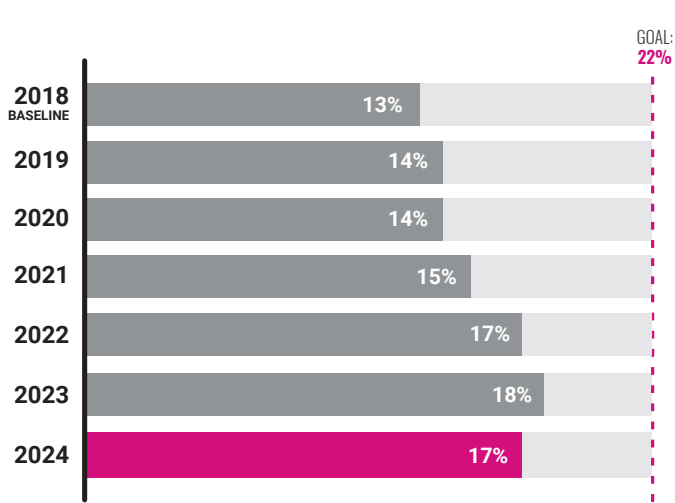
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People of Color in Leadership

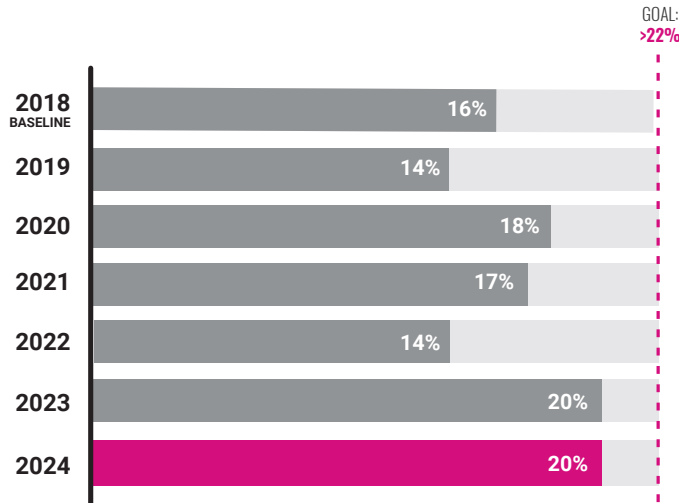
As part of our 2030 goals, we have set a target that people of color will fill 22% of our U.S. mid-level leader, director, and vice president roles. In 2024, our representation for these roles was 17%, while overall, approximately 48% of U.S. hires were people of color.*

This voluntarily disclosed data is only available for our U.S. workforce. On [page 99](#), we discuss our commitment to diversity in our pool of succession candidates for leadership roles, with respect to women and people of color.

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



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



*This data does not include our Doors business.

INCLUSION & DIVERSITY COUNCIL **ACTIVITY IN 2024**

Each global region has been active throughout 2024, developing and implementing the following inclusion and diversity initiatives.



Asia Pacific

Following a strong foundation established in 2022 and 2023, the Asia Pacific Inclusion and Diversity Council laid out a robust plan to advance their initiatives across the region in 2024. These initiatives are meant to foster an inclusive work environment and support diverse talent through key programs and partnerships. Some of those initiatives are listed below.

- **Building an Inclusive Work Environment:** Inclusive leadership workshops were provided to nearly 90 people leaders, empowering them to build more inclusive teams and promote diversity within their respective work areas.
- **Reverse Mentoring Program:** Focused on topics such as digital literacy and intergenerational collaboration, the program provides senior leaders an opportunity to connect with a diverse talent pool and better understand the evolving needs of the workforce.
- **Asia Pacific Women's Network (AP WIN):** This platform enables women to connect, share experiences, and grow professionally while ensuring that the voices of women in the workplace are heard, celebrated, and developed.
- **I&D Outreach Program:** The I&D Outreach Program in India aims to empower surrounding communities near Owens Corning plants, with a focus on economically strengthening women and supporting their families.



Europe

This year, the Inclusion and Diversity Council in Europe restructured its approach to activities by calling on volunteers across the region to manage and promote monthly initiatives. These initiatives were focused around a single monthly topic, and activities included podcast recommendations, open conversations, articles, and more. Topics throughout the year included:

- **March:** Gender equity
- **April:** Multigenerational
- **May:** Mental health
- **June:** LGBTQIA+
- **October:** Abilities month
- **November:** Multicultural and colorful communities

Other activities included:

- Inclusive leadership trainings were delivered more broadly across the organization thanks to a more mature and expanded Train-the-Trainer program.
- Inclusion and diversity plans were designed and executed by each European plant management team with the sponsorship and supervision of the EU Operations Leadership Council.
- The Women in Operations initiatives were promoted throughout the year.
- The members of the EU council also partnered with the EU leadership team for each of its members to operationalize I&D inside of their functional and business operating model and management system.



Latin America

One key initiative of the Latin American Council is the Inclusion and Diversity Committee at each site, which lead numerous activities to ensure a culture of respect and equity. The council has positively impacted over 2,100 employees through inclusivity courses for leaders, diversity conferences on topics such as generational differences, and Courageous Conversations. Events like Pride and Women's Day that promote respect, awareness, and visibility of the challenges faced by these groups are also part of the council's initiatives. The team in Latin America has also worked to develop a hiring process that attracts a diverse pool of candidates.

The plant infrastructure is designed to accommodate all individuals, enabling everyone to work at Owens Corning without any limitations. Lactation spaces are now available in all Latin America facilities. The site in Tlaxcala, in conjunction with the Tlaxcala state government, is building a daycare center a short walking distance away from the facility. This center, with a capacity to care for 250 children, represents a significant achievement for the community. Completion is expected by May 2025.

Carrying this spirit of giving and support, the Latin American Inclusion and Diversity Council reached out to 10 communities and specific associations, such as an orphaned girls' school, Red Cross, and cancer centers, providing support in education and their operations. As part of the commitment to wellness, the council donated various items to 10 schools, benefiting around 1,000 children, in alignment with the Healthy Living Award for the Tlaxcala plant. See more about the award on [page 145](#). There has also been an increase in the representation of women in the workforce year-over-year at all the Latin America facilities. The council strives to make a positive impact and build a brighter future for everyone in their community.



North America

In 2024, the North American Inclusion and Diversity Council, along with Global Council members, partnered with the new Vice President, Inclusion and Diversity, Brandon Stephens, and the I&D Center of Excellence to align on the strategic pillars for 2025 and beyond. As an outcome of that work, initiatives will be aligned to five strategic pillars and designed to drive I&D maturity in each space. In North America, initiatives will focus on hiring through inclusive recruiting practices and balanced interview slates. The council will also align on programs to drive retention and inclusion for all employees, with a focus on reaching our plants in North America.

ENTERPRISE RESOURCE GROUP SUMMIT HIGHLIGHTS

Owens Corning's enterprise resource groups hold summits regularly to focus activities on the 2030 sustainability goals set forth by the company. Participants say the summits help foster a sense of community and allow them to build cross-functional connections with co-workers. The face-to-face time also offers the safe space to share experiences and insights they may never have had the chance to otherwise. Ranging from two to three days, the summits include words from external speakers, development workshops, employee listening sessions, and more.

“

“The enterprise resource groups critically provide a forum for colleagues to connect and empathize in ways that may be difficult within their functions or teams.”

Steven Ahn

Corporate Strategy Lead, Harmony Co-Lead



Photo submitted by:

Melaney Price | Toledo, Ohio, U.S.

HOLA Summit hosted at the Owens Corning world headquarters, Toledo, Ohio, U.S.



Harmony Development Summit

31 attendees

External keynote speaker:

Joy Chen



HOLA Development Summit

15 attendees

External keynote speaker:

Dr. Robert Rodriguez



WIN Development Summit

103 attendees

External keynote speaker:

Renie Cavallari

Board of Directors panel:

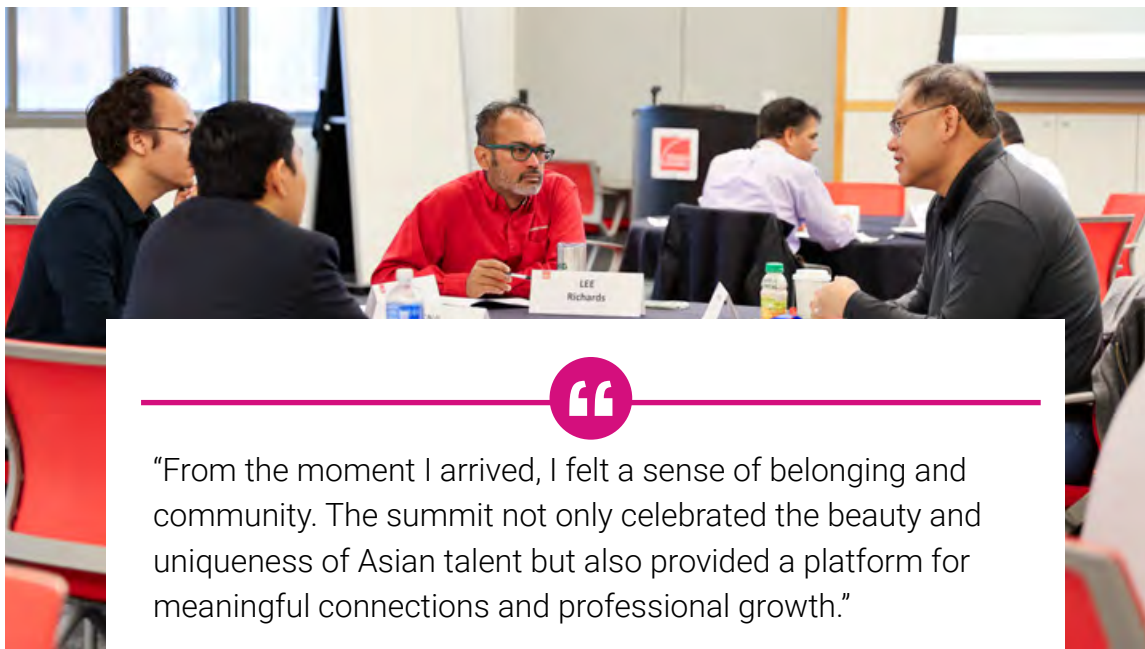
- Adrienne “Deanie” Elsner — Owens Corning Board member
- Cathy Kilbane — The Andersons, Inc. and The Davey Tree Expert Company Board of Directors member
- Maryann Mannen — Owens Corning Board member
- Suzanne Nimocks — Owens Corning Board member and Lead Independent Director

Photo submitted by:

Melaney Price | Toledo, Ohio, U.S.

Top: Owens Corning employees gather during a workshop session at the Harmony Summit.

Bottom: Owens Corning employees gather for the WIN Summit.



“From the moment I arrived, I felt a sense of belonging and community. The summit not only celebrated the beauty and uniqueness of Asian talent but also provided a platform for meaningful connections and professional growth.”

Jaya Dorsey

Technical Product Leader, Harmony member



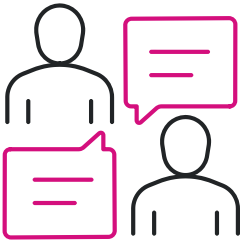
“Bringing people together across businesses is powerful and helps people feel more empowered and connected to the overall Owens Corning culture.”

Julie Leavitt

Senior Area Sales Manager, WIN member



2024 Courageous Conversation Participation



32 COURAGEOUS CONVERSATIONS

sessions took place.

≈847 ATTENDEES

were present to lend their voice.

Although every session held is unique to those involved, a few high-level themes continuously emerge:

- Employees want to continue to provide our leaders with the tools to help have the right conversations.
- Employees want to continue to enable and help all people at Owens Corning to have difficult conversations and overcome fear associated with them.

Sales Community Network

The Sales Community Network (SCN) aims to create a positive environment and support career aspirations for the Owens Corning Sales team. The group is focused on initiatives such as Enterprise Talent Strategy, Sales Skills Training, SCN Awareness, and Winning With Customers. SCN's Enterprise Talent Pillar also holds talent summits to focus on development, mentorship, and succession planning to improve representation and retention of talent.

In 2024, SCN hosted two talent summits, bringing together senior sales leaders and HR partners from across the enterprise. These summits allowed for discussion on key topics, such as the benefits of working across business silos to create broader opportunities for talent. They also discussed how sales vice presidents and general managers can build stronger connections to get to know each other's talents.

Starting the Discussion

The ability for employees to share thoughts with each other is at the core of our inclusion and diversity efforts. To facilitate conversation beyond the Appreciating Differences training at our plants, the I&D team developed Discussion Cards. These conversation starters are meant to be easy to facilitate, meaningful, and thought-provoking discussions among employees. They can be used at large or small team meetings, training sessions, and shift huddles.

Included in the project are tips for facilitators to keep conversation flowing. Prompting questions include:

- How can we learn about people who are different from us?
- How can we celebrate our differences?
- Can you share a time someone else's perspective helped you solve a problem?
- How can we encourage participating from everyone in team activities?



CREATING A CULTURE OF APPRECIATION

Similar to the way we are operationalizing sustainability — empowering everyone to help us reduce our environmental impacts — we are encouraging every Owens Corning employee to share in the responsibility for advancing inclusion and diversity throughout our organization. We are building a work environment where people can expect to be appreciated for who they are, and we are working to ensure that all 25,000 of our employees are ready to join us in creating a truly inclusive Owens Corning.

Photo submitted by:

Yana Liu | Shanghai, China

Tourists enjoy bamboo rafting along the Li River in Guilin, a southern city of China known for its karst landscape.

COMMUNITY ENGAGEMENT

Our global team inspires us every day as they show their capacity for caring. We see it at work, as employees care for one another, and we see it whenever our people take time to make the world a better place in the regions where we serve. Backed by the philanthropic efforts of Owens Corning and the Owens Corning Foundation, our people are showing the world that everyone can play a role in improving people's quality of life.



Photo submitted by:

Lora Mao | Houston, Texas, U.S.

Employees at the Houston Roofing plant gathered school supplies for a local community school.

Sustainability Reporting Topics

Access to Basic Goods and Services; Community Engagement

For a definition of these topics and more information, see the [Stakeholder Engagement & Material Sustainability Topics chapter](#).

Relevant United Nations Sustainable Development Goals





2030 GOALS FOR COMMUNITY ENGAGEMENT

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

The Minneapolis Roofing and Asphalt plant employees volunteered to help with a trash pickup at the Creekview Community Center.

BUILDING STRONGER COMMUNITIES TOGETHER

Our community initiatives are structured around three key priorities, which are aligned with specific U.N. Sustainable Development Goals (SDGs) that relate to our global communities.

- **Safe & Efficient Housing (SDG #11: Sustainable Cities and Communities).** As a producer of residential and commercial building materials, we are well-positioned to help those who are unable to obtain shelter through traditional means.
- **Basic Health & Wellness (SDG #3: Good Health and Well-Being/SDG #6: Clean Water and Sanitation).** We seek to extend our culture of wellness beyond the workplace and into the communities where we serve.
- **Educational Opportunity (SDG #4: Quality Education).** By encouraging learning around the world, we can nurture the next generation of leaders and further our goals far into the future.

Whenever possible, we combine our philanthropic activity with employee volunteerism, encouraging our teams to be fully engaged with their communities. In addition, we call upon our network of contractors to join us in our efforts, and we rely upon their expertise as we aim to extend our reach and deliver benefits for people everywhere.

The Owens Corning Foundation

The Owens Corning Foundation was established in 1978 to enhance lives through charitable contributions. The Foundation supports Owens Corning's stakeholder communities globally through strategic partnerships and engages employees through programs that encourage volunteerism and giving.

The President of the Foundation also serves as the Director of Community Affairs and is responsible for developing and implementing our companywide corporate citizenship strategy. This position reports to the Executive Vice President, General Counsel and Corporate Secretary, with additional oversight from the Foundation Board.

In addition, the Director of Community Affairs reports each year to the Executive Committee. This helps ensure that the Foundation's efforts are aligned with and in support of our overall approach to corporate citizenship and philanthropy. Each year, our program is benchmarked against Giving in Numbers, a survey established by Chief Executives for Corporate Purpose to promote best practices in corporate giving and employee engagement among the world's largest companies. Budgets and programs are then planned accordingly, with a constant focus on meeting our 2030 goal of 100% employee engagement.

Our Approach to Community Engagement

Our approach to corporate citizenship empowers our employees to support their communities in truly meaningful ways, and our metrics-driven approach helps us effectively gauge our impact.

The Owens Corning Foundation provides financial support through strategic partnerships with nonprofit organizations that align with our corporate citizenship strategies and key business drivers. These partnerships frequently involve financial contributions from the Foundation, product donations, and employee volunteerism. We also provide support through employee matching gift programs.

Our approach to community engagement includes:

- **Assessing local community needs.** Many of our partnerships address findings from community needs assessments, which help us identify needs, look for synergies with our operations, and determine opportunities for volunteering. For more information on community needs assessments, see our environmental community engagement section on [page 154](#).
- **Engaging our employees.** In addition to their overall fit with our areas of focus, projects are chosen based on potential volunteer opportunities for our employees.
- **Measuring our impact.** To ensure that our corporate citizenship program is both business-relevant and meaningful to communities, we regularly gauge its impact and verify its alignment with our key business drivers. Our metrics include:
 - Facility engagement in community service projects
 - The number of volunteer hours and other employee engagement metrics
 - Completion of contractor-related projects
 - The number of homes built or renovated in each community
 - The number of homes roofed or insulated through product donations or other work with strategic partners
 - The number of individuals who have received vocational training or scholarships
 - The number of individuals who have benefited from clean water or sanitation

Global Charitable Partners

Owens Corning works with the following organizations, both of which specialize in helping corporate foundations make grants in countries outside the U.S.:

- Charities Aid Foundation
- Myriad USA

These organizations help us identify appropriate charities in our various regions around the world, perform due diligence as required by the U.S. Internal Revenue Service, and transfer funds. Examples of the contributions we have made based on their guidance can be found throughout this chapter.



A team of volunteers from our Fairburn, Georgia, U.S., Insulation plant giving their time in observation of Martin Luther King Jr. Day of Service.

COMMUNITY ENGAGEMENT

2024 IN REVIEW



Our approach to community engagement is rooted in our core values.

- We are **caring**, so our community engagement efforts seek to improve people's quality of life in the areas where we live and work.
- We are **curious**, so our efforts seek to determine the true needs of all the communities we serve.
- We are **committed**, so we provide opportunities to increase participation throughout our entire organization.
- We are **collaborative**, so we forge partnerships that can deliver the greatest impacts for communities around the world.

While our dedication to core values does not change, the times in which we live do. Therefore, we remain agile to respond to unforeseen crises, such as war or natural disasters.

The support we provide generally falls within the key priorities described earlier. In response to the changing times and interest expressed by our employees, we have sought to focus on events and issues outside those parameters. Our full range of support is highlighted here, and we hope it serves as an inspiration for corporate citizenship around the world.

Photo submitted by:

Don Rettig | Toledo, Ohio, U.S.

A team of Owens Corning volunteers builds a playhouse for a child in need in partnership with Maumee Valley Habitat for Humanity.



Employee Volunteerism in 2024

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

In 2024, Owens Corning employees volunteered 11,840 times, up 1% from 2023. While our ability to track and measure employee volunteerism improves every year, we are currently only able to track the number of volunteer experiences and not individual volunteers. This number, however, provides us with a valuable reference as we expand our reach to all global sites. Volunteerism at Owens Corning-sponsored events totaled 43,163 hours. The work is valued at \$33.49 per hour, totaling \$1,445,513.

At the facility level, we are proud to have achieved engagement at 90% of our sites in North America and 78% of our sites globally. This engagement includes both volunteerism and financial support.

Our employees' dedication to volunteerism is still a driving force in our financial support. In 2024, 30% of our donations were charitable contributions and 70% were community investments. Cash contributions totaled \$7,730,360.50. In-kind giving totaled \$1,305,519.90, including \$1,240,509.71 in product donations.*

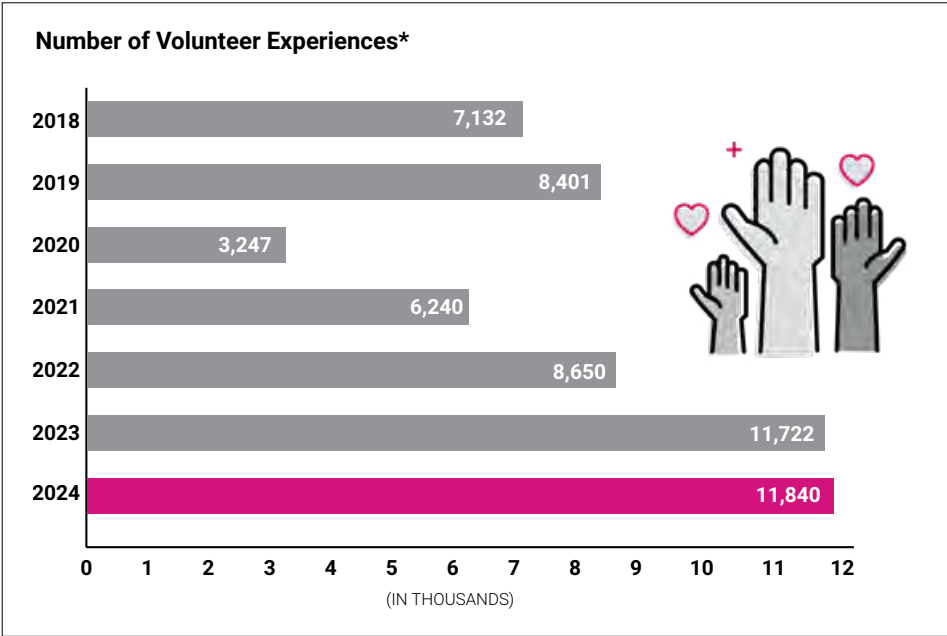


Photo submitted by:

Top: Mari Ness | Toledo, Ohio, U.S.

Employees at our world headquarters assembled 200 Battalion Buddies for children of deployed troops.

Bottom: Don Rettig | Toledo, Ohio, U.S..

A team of Owens Corning volunteers from our plant in Greenville, Texas, U.S., spent time packing Thanksgiving meals for community members.

*This data does not include our Doors business.

IMPROVING LIVES
AROUND THE WORLD



*This data does not include our Doors business.

SINCE 2016*

646

new roofs provided to veterans in need through the Roof Deployment Project

989

home builds, renovations, or improvements in the U.S., Canada, and China through Habitat for Humanity

8,128

people provided with access to clean water

1,689,607

meals packed and served globally by Owens Corning volunteers

26,078

children provided with access to computers

148,102

hygiene or supply kits packed

COMMUNITY ENGAGEMENT INITIATIVES

Throughout 2024, our people — backed by Owens Corning and the Owens Corning Foundation — have taken action to improve the lives of people around the world, all in keeping with the key priorities we have set for housing, health, and education. Some of the most prominent examples are discussed here.

To learn more about the Owens Corning Foundation and the infrastructure we have for improving lives around the world, see [page 128](#).

Beyond the partnerships outlined in this section, we offer our financial support, products, and volunteers to benefit communities where we work and live. Our contributions help in the following areas:

- Building and rehabilitating safe, efficient housing
- Neighborhood revitalization projects
- Disaster relief

Like many companies, we are frequently approached with requests from charitable organizations. A substantial number of requests for one-time donations come from the Toledo, Ohio, U.S., area, the location of our world headquarters. As the sole Fortune 500 company in the city, we recognize the importance of maintaining a significant presence — therefore, we often sign on as a corporate sponsor at events and fundraisers throughout the region. We often donate used office furniture and building materials to local charities. These donations are all provided directly from Owens Corning, rather than through the Owens Corning Foundation.

NEW ENGAGEMENT EXTENDS OUR GLOBAL REACH

In 2024, Owens Corning entered into a number of partnerships with organizations around the world, enabling us to increase our outreach in Latin America and Europe. The following are among our most notable new initiatives outside the U.S.

Streekfonds Oost-Vlaanderen

Owens Corning provided funding for this organization near our Science & Technology Center in Zele, Belgium, which empowers people to make a difference throughout the Scheldt valley through local projects and initiatives that might otherwise be difficult to finance. Our support went toward a project called Let's Save Food!, which seeks to improve people's health and nutrition by collecting surplus food throughout the region.

Antes de Partir

Also known as Hummingbird House, Antes de Partir is a Mexico-based organization dedicated to providing support to terminally ill pediatric patients and their families through palliative care. Owens Corning provided support for a program designed to improve 135 young patients' mental and physical health through play therapy sessions carried out by specially trained professionals. In addition, employees from our Mexico City plant volunteered with the organization.

Caritas Europa

Caritas Europa, part of Caritas Internationalis, is a Catholic organization that works toward ending poverty and promoting the dignity of all people. Owens Corning locations in Europe focused on different aspects of the organization's mission.



Photos submitted by:

Megan Moore | Ontario, Canada

Owens Corning employees volunteering at Habitat for Humanity builds in Guelph, Ontario, Canada (top), and in the Toledo, Ohio, U.S. area (bottom).

Safe and Energy Efficient Housing

As a global building and construction materials leader, Owens Corning is dedicated to expanding access to safe, energy-efficient housing. By partnering with organizations with missions compatible with ours, we are building and repairing houses everywhere, providing people in need with a place they can truly call home.

Habitat for Humanity

Owens Corning's partnership with Habitat for Humanity encompasses financial support, the in-kind contribution of building materials, and opportunities for volunteering among our employees. Throughout 2024, Owens Corning helped build, renovate, and improve 201 homes.* In addition, Owens Corning and the Owens Corning Foundation provided financial support and in-kind donations totaling \$9,035,880.40.

This year, 40 employees participated in Maumee Valley Habitat for Humanity's Women Build.* A team led by five vice presidents — all women — constructed a home for a woman in the Toledo area who was accepted into the Habitat for Humanity Homeownership Program in 2022.

World Vision

Owens Corning collaborates with World Vision, an organization dedicated to serving children, their families, and their communities. Through our work with World Vision, we are able to donate products that benefit people whose homes need significant repairs. In 2024, we contributed enough material to roof or insulate 680 homes.*

Home Rescue Program

The Home Rescue Program is a community partnership that funds critical home repairs in distressed neighborhoods in Toledo, Ohio, U.S. The program is funded with \$1.5 million from the U.S. Department of Housing and Urban Development's Home Investment Partnerships Program. The funding is provided to the city of Toledo and is administered by the Maumee Valley Habitat for Humanity. Owens Corning is donating construction materials and the Owens Corning Foundation is providing financial support for this initiative in the Junction neighborhood in central Toledo.

*This data does not include our Doors business.

Improving the Lives of Veterans and Their Families

Owens Corning believes in recognizing the profound sacrifices made by the men and women who served in the U.S. Armed Forces, and our employees have made it clear that they seek to honor our veterans as well. The partnerships we have forged with organizations across the U.S. have helped provide veterans and their families with housing and educational opportunities — and demonstrated our gratitude for their service to our country.

The Gary Sinise Foundation

Founded by actor and philanthropist Gary Sinise, the organization supports U.S. defenders, first responders, veterans, and their loved ones. Our partnership directly supports the R.I.S.E. (Restoring Independence, Supporting Empowerment) program, which builds specially adapted homes for severely wounded U.S. military members and their families.

We donate insulation and roofing products for homes built through the program and work with contractors who volunteer in the construction of those homes. Our commitment to supporting safe, efficient housing for people in need makes R.I.S.E. a perfect fit for Owens Corning. As these homes are completed, Owens Corning employees are asked to contribute words of thanks and support, which are included in a coffee table book that is presented to the recipient following the dedication ceremony. Over the next five years, Owens Corning has committed to giving \$1.5 million to the Gary Sinise Foundation, with our first contribution made in 2024.

We also support the Gary Sinise Foundation's Snowball Express, which serves the surviving spouses and children of fallen heroes. They are committed to year-round programming and support that helps families honor their fallen hero, encourages them to make new memories, and provides opportunities to connect with others who understand their experience. They show appreciation to and love for families and the children who continue to bear the ultimate meaning of service and sacrifice.

Roof Deployment Project

Since 2016, Owens Corning has partnered with our Platinum Preferred roofing contractors in the Roof Deployment Project. Through this program, contractors are given the opportunity to volunteer their services to a veteran in need, while Owens Corning donates the roofing materials. Our network of charitable partners has enabled us to expand our access into more areas in need. In 2024, 114 veterans received new roofs, bringing the total number of recipients to 646 since we entered into this program.

Purple Heart Homes

Owens Corning works in partnership with Purple Heart Homes, an organization dedicated to honoring those who have served in the U.S. military by providing housing solutions for veterans who have been disabled in the line of service, including wheelchair ramps, accessible restrooms, and new roofs. As part of this partnership, Owens Corning worked with Purple Heart Homes to identify veterans who were eligible for new roofs through the Roof Deployment Project. In addition, ambassadors from Purple Heart Homes have spoken at Owens Corning events throughout the year, connecting the organization with contractors who can provide additional services to U.S. veterans.



Top: Photo courtesy of the Gary Sinise Foundation.

The Owens Corning Foundation sponsored a new home for severely injured combat veteran Josh Hargis and his family in partnership with the Gary Sinise Foundation.

Bottom: Don Rettig | Toledo, Ohio, U.S.

The Owens Corning Foundation presents a check to Purple Heart Homes at the annual Certified Energy Expert® Insulation Conference.

Basic Health and Wellness

Our commitment to health and wellness is represented in our key sustainability reporting topics, as we seek to promote well-being among our employees and their families and the communities where we operate. We believe that, through partnerships with organizations around the world, we can provide healthy meals, necessary medical supplies, and basic needs such as clean water and sanitation.

Connecting Kids to Meals

Owens Corning provides support for Connecting Kids to Meals, an organization that provides free, healthy meals to children in low-income and underserved areas throughout the Toledo, Ohio, U.S., area. Since beginning operations in 2002, Connecting Kids to Meals has served over 6 million meals to children in need.

Islamic Food Bank of Toledo

Part of the Islamic Center of Greater Toledo, the Islamic Food Bank of Toledo and its Mobile Food Bank initiative engage in a range of food distribution programs throughout Toledo and northwest Ohio. These include food baskets containing a week’s worth of food for a family of four, weekender food bags for at-risk elementary school students, and a Ramadan meal program. In total, 460 Owens Corning employees volunteered their time to pack food bags for the organization throughout 2024.

La Cantine Savoyarde

Our support for this organization, which provides meals for people in need (primarily unhoused people and refugees), has been a mainstay of our charitable giving in Chambéry, France, serving meals there since 2017.

Clean Water & Sanitation in India

Access to clean water and sanitation is one of our primary community outreach priorities, in alignment with the U.N. SDGs. One area of focus is in India, where our support efforts are linked to the study conducted by United Way of Mumbai to assess the most urgent needs in the villages near our plants. The report pointed specifically to health, education, and access to safe drinking water. To help address this need, Owens Corning has set up 29 sanitation stations benefiting 112 individuals in villages near our plants, and clean water systems benefiting 48 individuals attending schools located around our plants. For girls reaching puberty, the addition of bathroom facilities goes beyond basic sanitation needs — it makes it possible for them to remain in school. By continuing their education, they have greater opportunities for independence and success as adults.



Employees volunteer at the Islamic Food Bank in Toledo, Ohio, U.S.



Photo submitted by:

Cleveland Thrasher | Brazil
Zion National Park, Utah, U.S.

Educational Opportunities

Providing access to opportunities for advancement can lead to greater opportunities for people everywhere — especially those from underserved populations. We are proud to support schools and organizations that deliver education and career training that help people grow and succeed.

Jill of All Trades

Encouraging women to consider the skilled trades offers great benefits, both for young women looking for rewarding career options and for the industry as a whole, where there remains a great need for workers. Per CBC News, women make up only about 5% of the Canadian skilled trades workforce, representing a significant opportunity for growth.

To address this opportunity, Conestoga College in Kitchener, Ontario, Canada, has established the Jill of All Trades program, providing hands-on experience for young women in grades 9 to 12 through a variety of skilled trades workshops. Owens Corning has made yearly commitments to serve as lead supporter for the program.

Through our support, Jill of All Trades has been able to expand the program across Canada. This partnership also provides a cost-effective way to serve as an inclusion and diversity leader in Canada, enabling us to potentially fill essential positions at Owens Corning and for our customers in the building materials industry.

National Center for Construction Education and Research

Owens Corning supports the National Center for Construction Education and Research (NCCER), an organization that provides construction education for the industry, as well as career and technical education programs. The funding we provide will go toward a program that brings graduating students and former military personnel into the trades. We will gauge the program's success by determining the number of people who complete the program and enter the trades.

Vocational Training in India

Owens Corning sponsors vocational training programs in Taloja, India, designed to help women and young people develop knowledge and skills that can help them support their families while instilling greater self-reliance.

In 2024, 1,925 students participated in a computer literacy program. In addition, 498 students benefited from non-formal education. Summer camp and educational visits were organized for 665 students, and 143 students were recognized through educational scholarships. Vocational training was also provided to 335 women and youth, and 253 working-age individuals were placed in jobs at the completion of their training.

BGSU School of the Built Environment

The Owens Corning Foundation has made a \$1 million gift, disbursed over five years beginning in 2020, to provide underrepresented students with need-based scholarships in the School of the Built Environment within the College of Technology, Architecture, and Applied Engineering at Bowling Green State University (BGSU) in Ohio, U.S. The gift creates the Owens Corning Scholars Program for students majoring in architecture, construction management, or other building science disciplines. To date, 23 students from underserved communities have enrolled in the program.

Toledo Excel

Toledo Excel is a scholarship incentive program that helps underrepresented Toledo Public Schools (TPS) students succeed in college. The program connects students with mentors, academic support, and wraparound services while they attend TPS high schools. Upon completion of the program, students receive four-year scholarships to the University of Toledo (UT).

Over a five-year period from 2021–2025, the Owens Corning Foundation has pledged an investment of over \$290,000. Over the course of four years, this investment supports a summer institute for high school students. It also provides scholarships for seven college students at UT every year for five school years. Since 2021, Owens Corning has also sponsored the Toledo Excel Annual Conference for Aspiring Minority Youth.

IBAIS School for the Hearing Impaired

Since 2017, the Owens Corning Foundation and our plant in Tlaxcala, Mexico, have provided financial and volunteer support for the IBAIS School for the Hearing Impaired, located near the plant. The Owens Corning Foundation has partnered with the Mexican Red Cross to fund the construction of the school, as well as donating equipment and supplies. Several Owens Corning employees have volunteered their time to participate in these initiatives.

Home-School Perpetuo Socorro

For several years, the Owens Corning Foundation has supported the Home-School Perpetuo Socorro in Mexico City, Mexico, which provides housing and education for young girls taken from homes affected by domestic violence. The Owens Corning Foundation continued to provide financial support to the school in 2024, funding doctors, psychologists, teachers, drivers, and basic needs such as food. In addition, Owens Corning employees host a range of events throughout the year that benefit this school.



Top: Owens Corning employees, including one Toledo Excel alum, pictured with 2024 Aspiring Minority Youth Conference guest speakers Roland Martin and Tariq "Black Thought" Trotter.

Bottom: Tariq "Black Thought" Trotter greets Toledo Excel creator Dr. Helen C. Cooks while David Young, Director of Toledo Excel & Special Projects, looks on.

Commitment to Strong Communities

Owens Corning has made the advancement of inclusion and diversity one of our primary sustainability aspirations, and our commitment extends beyond our work environment to include the communities where we serve. Through these partnerships, we are doing even more to live our core values.

Local Initiatives Support Corporation Toledo

In Toledo, families of color are half as likely as white families to own their own home. In an effort to close the racial gap and expand homeownership opportunities, the Owens Corning Foundation began a \$1 million, multi-year commitment to Local Initiatives Support Corporation (LISC) Toledo, a community development financial institution, in 2020.

This commitment also supports Core City Rehabilitation projects, in which LISC collaborates with neighborhood partners to renovate homes throughout downtown Toledo and nearby neighborhoods. The homes are then sold to owner-occupants, which helps increase property values and stability in these communities. Among the homeowners who benefit from this project, 75% are people of color, 58% have a woman as the head of the household, and their average gross household income is \$47,000. The most recent data available on median home sales, which is from 2022, showed an increase in median home prices in all four target neighborhoods. In addition, our commitment will fund efforts to grow the capacity of small contracting businesses owned by women and members of other underrepresented groups, as well as invest in civic and community engagement projects.

Art Tatum Zone

The Art Tatum Zone is based in Toledo, Ohio, U.S., in the Junction neighborhood, a predominantly African American community that has endured depopulation, disinvestment, blight, and redlining. The neighborhood is located less than 2 miles from the Owens Corning world headquarters.

In 2024, the Owens Corning Foundation provided a \$100,000 grant to fund after-school programming for the 2024–2025 school year and a pilot of a summer kindergarten-readiness program for 15 preschool students. Young learners in the summer program showed an average 40% improvement in letter recognition by the end of the six-week program. Additionally, 55 students from kindergarten through sixth grade participating in after-school programs have averaged 30% improvement in reading and mathematics scores between September 2024 and December 2024.

City Year Denver

In late 2024, Owens Corning entered a partnership with City Year Denver to support Manual High School in Denver, Colorado, U.S. City Year is an organization that operates across the United States to help high school students succeed and graduate on time. City Year AmeriCorps Mentors work in the schools every day to provide students with the encouragement, resources, and additional help they need to achieve their full potential.

The Owens Corning partnership with City Year Denver, which will be hosted by the local Denver facility team, includes a pledge of \$50,000 for the program. The partnership will also allow for Owens Corning team members to participate in the AmeriCorps Mentor Program and be involved in other activities with the school throughout the year.



Photos submitted by:
Lisa Anderson | Toledo, Ohio, U.S.
Activities hosted by Art Tatum Zone for children in the Toledo area.

Disaster Relief Efforts

Hurricanes Helene and Milton hit the southeast United States in late September and early October 2024, just two weeks apart. In the aftermath, Owens Corning employees were quick to lend a hand to their communities.

Plant leaders in Aiken, South Carolina, opened the doors of the facility for displaced employees to access shelter, showers, food, water, and other supplies. To get supplies to the facility, the Maintenance, Repair, and Operations team reached out to MSC Industrial, a Doors supplier with no previous relationship with the Aiken facility. In three days, 400 disaster relief support boxes were distributed.

Doors employees went to work with Samaritan’s Purse in North Carolina to help remove debris and fallen trees after Hurricane Helene. They also helped Feed the Hunger, an organization based in Greensboro, North Carolina, that packs meals for malnourished children. One of the Feed the Hunger warehouses in the area was damaged, and Doors employees worked to replenish their supply of food.

OC DOORS



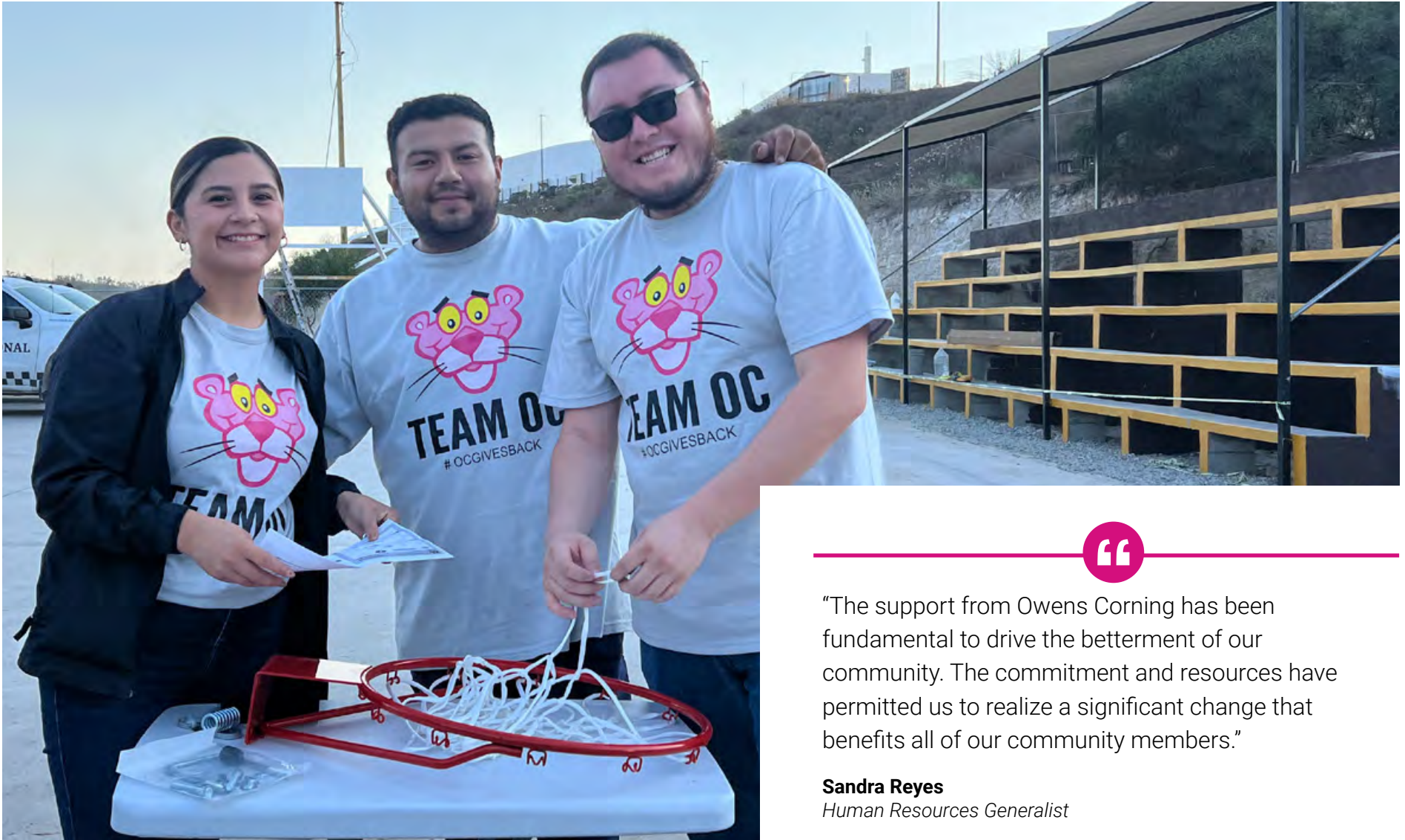
Top: Hurricanes Helene and Milton caused widespread damage across the southeastern United States in Fall 2024.

Bottom photos submitted by:
Lexi Clopton | Tampa, Florida, U.S.
Doors employees assisted in hurricane relief efforts.

Tijuana School Project

At the Doors plant in Tijuana, Mexico, team members dedicated time to help a local school revitalize its outdoor sports area. The project was carried out for the benefit of Telesecundaria No. 24 Pablo Cassals, a 400-student school where many team members studied and have children in attendance.

Contractors put up bleachers, and a total of 25 volunteers were able to paint courts and equipment, replace basketball boards and nets, repair the fence around the court, and more.



“The support from Owens Corning has been fundamental to drive the betterment of our community. The commitment and resources have permitted us to realize a significant change that benefits all of our community members.”

Sandra Reyes

Human Resources Generalist

Investments in the Toledo Area

Owens Corning is proudly based in Toledo, Ohio, U.S., and our world headquarters is an iconic part of the downtown region. We are pleased to partner with many of the institutions that make Toledo a great city to live and work in.



The Toledo Zoo

Through a \$500,000 donation disbursed over five years, the Owens Corning Foundation is supporting the Toledo Zoo as it provides underserved students, families, and neighborhoods with a unique learning experience about the importance of protecting nature and wildlife.

Project PRAIRIE converts acres of turf grass on school campuses into native prairie habitats. This provides ways for students to learn more about conservation and to understand the prairie's environmental impact on the local ecosystem. Our funding of the Project PRAIRIE initiative will fund 10 prairies a year. The zoo's goal is to install 20 prairies a year over the next five years across urban schools in northwest Ohio and southeast Michigan. This partnership also reflects our commitment to protecting biodiversity — learn more beginning on [page 277](#) of this report.



Glass City Metropark and Riverwalk

The Owens Corning Foundation has made a \$1 million commitment in support of the completion of the Glass City Metropark and Riverwalk. This new amenity, running along the banks of the Maumee River in downtown Toledo, provides high-quality greenspace for the entire community. The Riverwalk links six different neighborhoods across the city, connecting them in new ways and providing greater equity, access, and experiences for all Toledo residents.

Phase 1 of Glass City Metropark, including a pavilion and sledding hill, opened in 2020. The new amenities, now open through Phase 2, include a restaurant, a trail for roller skating and ice skating, nature-themed children's play areas, art installations, and three miles of trails.

The opening celebration took place in June 2023, with our CEO Brian Chambers speaking on behalf of Owens Corning and other businesses and community donors. Owens Corning is recognized on a plaque at the entrance to Beacon Tower Plaza, an area of the park that features a 50-foot-tall glass structure paying tribute to Toledo's glass industry.



Toledo Museum of Art

The Owens Corning Foundation made a three-year, \$500,000 commitment to the Toledo Museum of Art in support of their Art Out of School program. This outreach initiative brings free artmaking opportunities into Toledo-area communities, and in 2023 it reached nine partnering sites within a two-mile radius of the museum. Our gift specifically supports a partnership between the museum and Lucas Metropolitan Authority, which provides affordable housing for adults, seniors, and children in the greater Toledo area.

MARTIN LUTHER KING JR. DAY OF SERVICE

In the U.S., the third Monday in January is Martin Luther King Jr. Day, a federal holiday that represents an ideal opportunity for community engagement. In 2024, Owens Corning employees once again rose to the occasion, giving their financial support — and their time — to worthwhile organizations in their communities.

Employees from almost every site across the U.S. participated in this year's activities, for a total of nearly 5,600 volunteer hours in January, which is a 29% increase over 2023. Those hours resulted in:

- More than 129,500 meals packed
- Over 11,200 hygiene, food, or education kits built
- 600 tie blankets made
- Blood donations, care cards, and more

The plants with the highest participation rate based on plant headcount for 2024 were Kansas City, Kansas; Springfield, Tennessee; and Houston, Texas. The Houston site came in first place for a plant their size for two consecutive years.



Volunteering on the Martin Luther King Jr. Day of Service.

Top: The Owens Corning executive team paid tribute to Dr. King's legacy by packing food bags for local children and those in need.

Bottom left: Houston team members packed backpacks with school supplies for the Boys and Girls Club and included handwritten notes from our employees.

Bottom right: The nonwovens plant in Gastonia, North Carolina, U.S., hosted a food drive in celebration of Martin Luther King Jr.

2024

VOLUNTEERS OF THE YEAR

The strength of our community initiatives around the world is due in large part to the dedication of our people. We are pleased to recognize those individuals and teams whose generous spirit inspires us all. We honor select volunteers in three categories: individual employees, retired employees, and employee teams. These are the 2024 honorees. These honorees were granted \$10,000 to direct to the charitable cause of their choosing.

Employee Volunteer of the Year

Lindsey Switzer

Sales Director

Lindsey Switzer began working with Big Brothers Big Sisters of Metropolitan Chicago in 2019. She knew she had a lot to give and wanted to put that energy out into her community. Lindsey was paired with a Little, Ja'Maya, who was 11 at the time. Lindsey has continued mentoring Ja'Maya the entire five years she's been involved in the program.

The pair have enjoyed many activities over the years, including golfing and cooking classes. And Ja'Maya even got Lindsey out of her comfort zone with a visit to a haunted house. Through this connection, Lindsey has offered not just companionship but guidance and support as well.

As part of her designation as Volunteer of the Year, Lindsey was able to gift a \$10,000 donation from the Owens Corning Foundation to Big Brothers Big Sisters of Metropolitan Chicago. The organization pairs adult mentors with children who are between the age of 7 and high school graduation to create caring, committed relationships. Lindsey's donation will help the organization make 40 more matches.



"It feels great to have a positive impact in a child's life, and it's amazing that Owens Corning supports volunteerism with donations to the organizations that its employees value the most."

Retiree Volunteer of the Year

Paul Lewandowski

Retired from Toledo, Ohio, U.S.

Paul Lewandowski is giving back to the community where his father grew up in Detroit, Michigan, U.S. Through a connection at an Owens Corning event, Lewandowski and Sharita Pierce met and established a nonprofit in 2021 called Building D4 Community (BD4C).

BD4C works to benefit the Detroit District 4 Mapleridge neighborhood and help solve community issues, such as low property values. The BD4C group does building renovations, neighborhood beautification, and more to help create affordable and thriving single-family homes. Because of a partnership with a local construction company, the group can renovate homes and rent homes at below-market pricing. BD4C is also rehabilitating a home that was donated by a community member and plans to use it as a community house for those in need, offering emergency shelter, meals, and other resources.

Paul himself does many activities for BD4C, including serving on the board of directors and as treasurer. He also maintains operational duties and develops fundraising efforts. As the winner of the Retiree Volunteer of the Year, Paul received a \$10,000 contribution from the Owens Corning Foundation to be used for BD4C. The gift will be used to renovate a building, which will be used as the headquarters for BD4C and the neighborhood association Strength in Unity.





Employees in Tlaxcala, Mexico, engaging in their community.

Volunteer Team of the Year

Tlaxcala Human Resources Team

Tlaxcala, Mexico

In Tlaxcala, community outreach is a part of the culture. The plant participates in many community activities, and the Human Resources team is responsible for putting together many of those efforts. The team members were:

- Victor Garcia
- Nicolas Montiel
- Alejandra Poumian
- Ana Karen Rodriguez
- Luis Rodriguez
- Rosa Roldan
- Edgar Sanchez

Some of the activities the team took part in included:

- Raffleing off bikes to raise money for the IBAIS School for the Hearing Impaired.
- Distributing hygiene kits and speaking with inmates at a women's prison.
- Connecting with students from local universities to help them transition from student life to the workplace.
- Visiting schools to speak with students and their families about safety and healthy living.

One particularly impactful activity was a visit to Hogar San Luis, a children's organization in San Luis Apizaquito, Tlaxcala. The team brought gifts and organized activities to celebrate Mexico's Children's Day in April.



"It was a truly unforgettable experience, since there is no better gratitude than the joy of a child."

Luis Rodriguez

Manufacturing Human Resources Lead

The team in Tlaxcala not only received the Volunteer Team of the Year honors, but they were also granted the 2024 Healthy Living Award. Learn more on [page 89](#). Additionally, the team was recognized by external organizations. The Red Cross named Tlaxcala a Solidarity Company for the second time.

STRONGER PARTNERSHIPS. STRONGER COMMUNITIES.

With approximately 25,000 employees in 31 countries around the world, Owens Corning has seemingly limitless opportunities to make the world a better place. The possibilities are even greater as we see the enthusiasm our people demonstrate as they serve our communities through their advocacy, their financial support, and — above all — their volunteerism. It is their passion that has made Owens Corning a global leader in corporate citizenship.

New opportunities for community engagement continue to present themselves in Latin America, Europe, and Asia, and we are inspired by the determination of our people to help however they can. We take pride in the fact that, thanks to their dedication, our reach continues to expand across all the regions where we operate. As we see our ability to improve the lives of people everywhere increase, we know we are acting in ways that are in keeping with a key element of our values, and we are truly global in scope and human in scale.

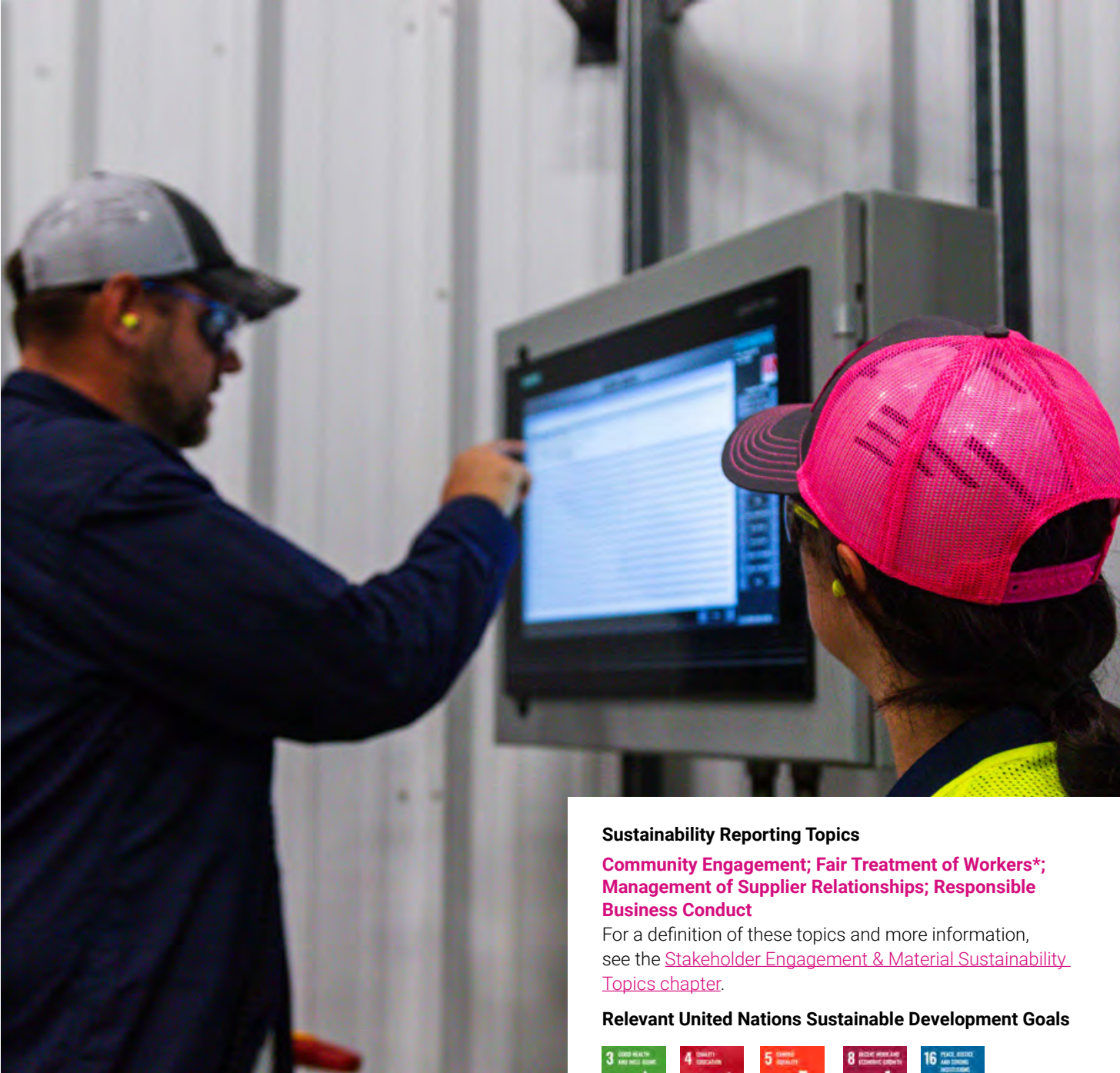
Photo submitted by:
Megan Moore | Ontario, Canada
Megan and her dog, Bruno, participating in a tree planting event.



SAFEGUARDING HUMAN RIGHTS

As Owens Corning employees interact with people all over the world, we recognize the importance of treating people everywhere — including our employees and members of our communities — with dignity and respect. Therefore, we are committed to protecting the rights of people where we operate.

We also continue to reinforce our approach to human rights, both among our employees and across our value chain. This is tied to our goals for upholding our ethical standards within our organization and maintaining a responsible supply chain. More information about our progress toward these goals can be found in their respective chapters. Ultimately, they are all essential to improving people’s quality of life and demonstrating our commitment to caring — one of our core values.



Employees working together at the Forth Smith, Arkansas, U.S. plant.

Sustainability Reporting Topics

Community Engagement; Fair Treatment of Workers*; Management of Supplier Relationships; Responsible Business Conduct

For a definition of these topics and more information, see the [Stakeholder Engagement & Material Sustainability Topics chapter](#).

Relevant United Nations Sustainable Development Goals



*Denotes a material topic. Learn more at the link above.

HUMAN RIGHTS GOVERNANCE

Our approach to human rights is intentionally broad and inclusive. It helps us codify the expectations we have for all our full-time employees, part-time employees, and temporary staff. These expectations also apply to the entities we own and the entities in which we hold a majority interest.

Policies and Governing Documents

We have built our approach to protecting human rights on the following globally recognized documents:

- The Ten Principles of the United Nations (U.N.) Global Compact
- The United Nations Universal Declaration of Human Rights
- The United Nations Guiding Principles on Business and Human Rights
- The International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work

These documents have informed the Owens Corning Code of Conduct, including the human rights policies referenced therein, designed to ensure we uphold ethical standards. Our ethics policies are described in detail beginning on [page 30](#). Our [Human Rights Policy](#) commitments were approved by our General Counsel and our Chief Sustainability Officer.

Owens Corning seeks to partner with businesses that share our commitment to human rights. We work with our value chain — suppliers, customers, and other business partners — to uphold our human rights principles. We expect them to adopt similar policies and extend the same protections to their stakeholders. Our Code of Conduct and Supplier Code of Conduct provide the guidance necessary to prioritize human rights protections in their own operations. The [Owens Corning Supplier Code of Conduct](#) applies to our suppliers and is aligned with the expectations and commitments in our overarching [Human Rights Policy](#).

Organizational Structure and Responsibilities

It is every employee's responsibility to respect human rights, and there are key functions who have specific ownership and accountability. Owens Corning's Senior Vice President and Chief Sustainability Officer and Executive Vice President, General Counsel are responsible for the detailed implementation processes related to human rights management, including risk assessments, audits, and training. Both report directly to the Chief Executive Officer and are responsible for our legal and regulatory compliance with legal and company requirements related to environmental, safety, health, and sustainability including human rights.



Pictured from left: Manish Dalvi, Director of Division Operations; Brandi Bennington, Vice President of Finance for Roofing; and Stephanie Perez, Ocala Senior Manufacturing Human Resources Lead, inspect OC Lumber product.

OUR APPROACH TO HUMAN RIGHTS DUE DILIGENCE

Owens Corning undertakes ongoing due diligence in alignment with the U.N. Guiding Principles on Business and Human Rights and the Organisation for Economic Cooperation and Development (OECD) Guidelines for Multinational Enterprises to identify, prevent, mitigate, and account for actual or potential adverse impacts on human rights and decent working conditions and provide for or cooperate in remediation where required. This due diligence is accomplished through internal audits, supplier evaluation and surveys, and environmental, social, and governance (ESG) risk scoring and screening of suppliers.

Internal Audits

Our environmental, health, and safety (EHS) audit processes include on-site assessments, in which our team proactively evaluates facilities for a range of risks, including those that affect human rights. In addition to their standard audit process, our Internal Audit team also conducts visual inspections covering forced labor, child labor, unsafe working conditions, and other human rights issues in their on-site assessments. This helps ensure that our workplaces reflect the highest human rights standards, as well as best practices for health and safety for our employees, contractors, and visitors.

New Supplier Screenings

During the onboarding process, new suppliers are screened for a range of issues, including environmental and social criteria such as human rights and labor practices. Several subscriptions and memberships are used to identify country-level risks related to human rights and used as part of our supplier evaluation process. More information can be found in the [Responsible Supply Chain chapter](#).

Supplier Visits and Evaluations

Owens Corning sourcing and supply chain professionals evaluate existing and potential suppliers using either on-site visits and/or supplier assessment surveys. Both evaluations include questions about the Owens Corning Supplier Code of Conduct, which includes our expected standards on a range of social criteria, including discrimination, child labor, forced labor, human trafficking, the right to collective bargaining, and the right to freedom of association, as well as safety and environmental policies. Owens Corning does not currently employ independent third parties or conduct unannounced audits but is evaluating these options as our supply chain sustainability program evolves. Owens Corning also surveys suppliers about their policies and goals related to sustainability and safety. In India, the Owens Corning Sourcing team also has a Supplier Quality Engineer, whose role involves auditing supplier operations, specifically looking for aspects such as product quality and safety in the supplier’s workplace. Our Human Rights Policy has become part of our due diligence for potential acquisitions, which are a key element of our growth strategy. This process involves reviewing labor and human rights policies and practices and assessing risks, including evaluating any potential impacts on vulnerable populations and Indigenous Peoples.

Targeted Risk Assessments

Every year we undertake a risk-based mapping of our supply chain to conduct further due diligence activities. Guided by our corporate human rights assessment, topics, industries, geographies, and specific products are selected for additional due diligence, including review of human rights criteria. Information on this annual due diligence can be found in the [Responsible Supply Chain chapter](#).

Salient Human Rights Issues

Owens Corning engaged a consulting company to conduct a corporate human rights assessment (HRA) of Owens Corning’s value chain. The scope of this assessment included upstream suppliers, transportation providers, Owens Corning’s operations, and downstream customers and contractors.

The assessment used the United Nations Guiding Principles as the foundation for mapping relevant risks and prioritizing salient topics based on the scope, scale, remediability, and likelihood of the potential impacts on rights holders. Interviews were conducted with internal and external stakeholders representing perspectives from North America, Europe, and Asia Pacific, as well as insights from global human rights related non-governmental organizations (NGOs). From this assessment we prioritized five possible salient risks that could be present in our value chain, and they will be the focus of our human rights work moving forward.

Owens Corning has begun to build out risk management plans aimed at increasing supplier, end-user, and stakeholder engagement, updating internal governance mechanisms, and strengthening grievance mechanisms as a result of this assessment. Information about our 2024 progress regarding these topics can be found later in this chapter.

Health and Safety

This topic is focused on ensuring that individuals have access to safe and healthy living and working environments. This includes protection from hazards, access to healthcare, and measures to prevent accidents and injuries.

Working Conditions

This topic refers to the environment and terms under which people work, including fair wages, reasonable working hours, safe workplaces, and the right to rest and leisure.

Forced Labor, Modern Slavery, and Human Trafficking

This topic encompasses various forms of exploitation where individuals are trapped and controlled to work against their will.

Child Labor and Juvenile Work

This topic refers to the employment of children in any work that deprives them of their childhood, interferes with their education, and is harmful to their physical and mental development.

Access to Grievance Mechanisms and Remedy

This topic focuses on ensuring that individuals have the means to report and seek redress for violations of their rights. This includes access to legal systems, complaint procedures, and mechanisms for obtaining justice and compensation.



Photo submitted by:
Abigail Sprague | Granville, Ohio, U.S.
Lake Wakatipu, New Zealand.

STAKEHOLDER ENGAGEMENT ON HUMAN RIGHTS

Owens Corning interacts with a wide range of stakeholders on a regular basis including investors, customers, suppliers, community members, trade associations, and NGOs, to name a few. Through these engagements, we seek to communicate accurately and transparently, understand concerns, and work together for solutions. To better understand our stakeholders' expectations and priorities, we actively engage and consult with individuals, groups, and organizations that are impacted by our business operations.

We invite stakeholders to communicate with us on any economic, environmental, or social topics related to our business. Owens Corning leverages a variety of channels to receive feedback from stakeholders, including several options available on our website to submit questions or concerns related to company products and activities. Stakeholders can submit their concerns of potential misconduct (anonymously, if desired) to our Owens Corning Helpline through a confidential helpline (1-844-787-0337) or web portal, which are operated by a third-party service provider.

Within Our Operations

Creating an environment that respects human rights begins with the individuals at our sites around the world. The tools we have in place ensure that our people carry our dedication forward into all their business dealings.

Training Employees on Human Rights

Our Code of Conduct and Business Conduct Policies are extensions of our corporate values, and we require 100% compliance. These documents are provided to all employees, and they are available in 16 languages on our company intranet. When a new plant is acquired, the Integration team distributes the documents to the staff, even before they have access to Owens Corning online systems. The Code of Conduct may be distributed via email or through an existing intranet site, or physical copies may be disseminated. We also expect our facilities to display materials that highlight our human rights policies.

To help ensure that our people have a full understanding of our policies, 100% of our staff employees receive training on the Code of Conduct at the time of their hiring, and this document refers employees to the Human Rights Policy. They also receive training on anti-corruption and anti-bribery policies, and they are required to certify their compliance with the Code of Conduct annually, at which time they are given an opportunity to disclose non-conformance.

Personnel in key groups and teams such as Sales, Environmental, Safety, and Security are given heightened attention for training and compliance. In addition, managers are expected to lead by example and ensure that these policies are incorporated into employees' daily interactions with colleagues, customers, suppliers, and the public.

Human Rights and Acquisitions

Our Human Rights Policy has become part of our due diligence for potential acquisitions, which are a key element of our growth strategy. This process involves reviewing labor and human rights policies and practices and assessing risks, including evaluating any potential impacts on vulnerable populations such as tribal lands and Indigenous Peoples.

Across Our Value Chain

To achieve our aspirations for safeguarding human rights, Owens Corning recognizes the importance of collaboration with all the companies with which we do business. We focus on enforcing the principles set forth in our human rights policies and managing the known risks that may exist among our suppliers.

Upholding High Standards for Suppliers

Owens Corning seeks to partner with businesses that share our commitment to human rights. We expect our suppliers, customers, and other businesses around the world to uphold the principles in our Human Rights Policy. We also expect them to adopt similar policies in their business practices and within their own relationships with subcontractors and others.

The Supplier Code of Conduct applies to our suppliers and is aligned with the expectations and commitments in our overarching Human Rights Policy. Owens Corning seeks to partner with businesses that share our commitment to human rights. We require our suppliers, customers, and other businesses around the world to uphold the principles in our Human Rights Policy. We also expect them to adopt similar policies in their business practices and within their own relationships with subcontractors and others. We are guided by the following principles, which are the basis of our Supplier Code of Conduct:

- Business is conducted ethically and with integrity in compliance with laws and regulations.
- Everyone is treated equally with respect and dignity.
- Human and labor rights, including the safety, health, and well-being of all workers, are respected.
- Work is voluntary, done over reasonable hours by individuals of appropriate age.
- Work is based on mutually agreed-upon and documented terms of employment, and all workers are paid fair wages.
- Sustainability is integrated into business activities to reduce negative environmental and community impacts.
- Management systems are implemented that govern performance and drive continuous improvement.

Managing Additional Areas of Concern

We monitor our suppliers for environmental and human rights conduct, especially in the following areas of potential concern:

- **Conflict Minerals.** Owens Corning does not tolerate the use of raw materials that directly or indirectly contribute to armed conflict or human rights abuses in any of our products. We follow the U.S. Securities and Exchange Commission guidelines in disclosing any use of conflict minerals and in conducting reasonable country-of-origin inquiries as required by those guidelines. We also follow the Organization for Economic Co-Operation and Development Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas.

In addition, suppliers are expected to have a policy in place to address the responsible procurement of minerals. They are also expected to train appropriate personnel on this policy, implement a risk assessment (supply chain mapping) of all conflict mineral sources, and develop an appropriate risk mitigation strategy for suppliers identified as “high risk” in the supply chain mapping exercise.

Owens Corning encourages suppliers to verify the due diligence practices of their suppliers regarding conflict minerals. They are also urged to join or build partnerships with industry organizations that implement due diligence in the mineral supply chain.

- **Wood Sourcing.** Human rights in responsible wood sourcing involves ensuring that the entire supply chain respects and upholds the rights of all individuals involved. This includes providing safe and fair working conditions, prohibiting forced and child labor, and ensuring that local communities are not exploited. Additionally, it involves respecting land rights and ensuring that Indigenous Peoples and local communities have a say in decisions that affect their lands and livelihoods. Access to grievance mechanisms and remedies for any violations is also crucial to uphold human rights in this sector.

The sourcing of wood products for our Doors business is a key area of focus for sustainability and responsible sourcing work, given the nature of the locations where wood is harvested and the extraction and processing techniques. As part of the Masonite acquisition, we have integrated a Responsible Wood Sourcing Steering Committee that oversees the processes and controls to mitigate risks, including human rights, in our sourcing of wood products.

OC DOORS

Photo submitted by:

Anand Brahme | Toledo, Ohio, U.S.
Scenic drive in fall colors.



SAFEGUARDING HUMAN RIGHTS

2024 IN REVIEW



Human Rights Assessments

Our EHS audit processes include on-site assessments, in which our team proactively evaluates facilities for a range of risks, including human rights elements. In our last EHS audits, conducted in 2024, we performed human rights assessments on five sites, examining documented evidence and observing operations where needed. These human rights assessments included U.S. sites representing two of Owens Corning business units. All the sites assessed had some type of mitigation plan to address health and safety. High-risk findings are tracked to completion in a corporate findings repository. All risk findings are required to be closed. There were zero issues identified through EHS human rights audits in 2024.

In addition to their standard audit process, our Internal Audit team also conducts visual inspections covering forced labor, child labor, unsafe working conditions, and other human rights issues in their on-site assessments. This helps ensure that our workplaces reflect the highest human rights standards, as well as best practices for health and safety for our employees, contractors, and visitors. In 2024, the Internal Audit team conducted 17 internal audits that included a review of human rights risk.



Between our EHS assessments and internal audits, Owens Corning evaluated 21 of our sites for human rights risks in 2024.

EHS training at the Nanjing plant.

ENVIRONMENTAL COMMUNITY ENGAGEMENT

Owens Corning seeks to build a more sustainable future, which means increasing the positive aspects our operations have while reducing potential negative effects. Therefore, we are committed to listening to our employees and community members and enabling them to make informed decisions about environmental impacts and take the action to enjoy safety and health in the areas in which they live.

People in disadvantaged communities often face greater levels of negative environmental impacts including the effects of climate change and pollution due to the cumulative impacts of industry, traffic, agriculture, and other sources. The resulting environmental concerns can disproportionately affect the health and quality of life for nearby populations.

In recent years, our commitment to listening to our communities has been an increasingly central part of our overall sustainability journey. We formed a cross-functional committee with representation from each business unit to evaluate best practices and determine how we could integrate these principles into our enterprise to move us forward toward our social responsibility aspirations. In different locations, we are piloting assessments aimed at improving our holistic understanding of relevant community concerns and engagement opportunities, and they will serve as a template to engage stakeholders as we expand our work into other communities throughout the U.S.

To support our sites with community engagement efforts, the committee developed an environmental community engagement toolkit to pilot at two facilities in 2024. The toolkit follows the “plan, do, check, act” cycle to create an action-oriented, site-specific plan for meaningful, proactive engagement with community stakeholders regarding environmental impacts of our operations. Workshops were held in 2024 with two of our pilot sites to train the local team on how to use and apply the toolkit in practice. Feedback from the sessions and pilots will be used to further refine the toolkit as we roll it out to more locations.

Owens Corning recognizes the responsibility we have to the people who work for us, as well as their families, friends, and everyone in the community, and we strive to maintain a cooperative relationship with people in the areas where we operate. By introducing environmental community engagement into our operations, we can do even more to bring fairness and integrity to our interactions with the communities we depend on for our continued success.



“Since going through the training and learning to use the toolkit, we have enhanced our focus on employees, their families, and our community at large. The toolkit is an additional way to help us advance our human rights goals and make us even more aware of our environmental footprint and responsibilities to our community.”

Rebecca Pike
Human Resources Leader

Progress on Our Salient Human Rights

Safety and Health

We rolled out a Contractor Health and Safety Safer Together awareness campaign and training and encouraged our suppliers to engage with us on these topics. More information on this initiative can be found in the [Safer Together chapter](#).

Working Conditions

New resources were shared with employees related to mental health awareness and support. Information sheets related to mental health and employee resources such as the Owens Corning Employee Assistance Program (EAP+), Mental Health Courageous Community, and EAP Navigators were distributed on World Mental Health Day to help promote a positive working environment.

Forced Labor, Modern Slavery, and Human Trafficking

Following the training on modern slavery for the Doors Global Sourcing team, Owens Corning has now trained 100% of the Global Sourcing team on modern slavery in 2023–2024. Modern slavery was a key topic during the 2024 supplier due diligence process. More information about this process can be found in the [Responsible Supply Chain chapter](#).

Child Labor

The modifications made to our Human Resources system in 2023 to prevent people under the age of 16 from being added as employees was successful, with zero cases of child labor detected in 2024. Monthly reports pulled from our system alerted us where “young workers” (ages 16–17) were hired, and follow-up was conducted with Human Resources managers to ensure young workers were protected and complying with our Human Rights Policy. A total of nine young workers across our businesses were detected in 2024 through this process, and all were confirmed to be working in low-risk roles aligned with our Human Rights Policy.*

Access to Grievance Mechanisms and Remedy

Owens Corning changed service providers in 2024 for a new company-wide helpline to ensure all employees are integrated into one system. Please see the [Ethics chapter](#) to read more.

Human Rights Training

In North and South America, 100% of security personnel, including those employed by third-party companies, had received formal human rights training as of December 31, 2024.*

In 2024, 5,701 employees, which make up about 34% of our employees worldwide, collectively received 5,200 hours of human rights training.*

We conduct annual human rights assessments via a survey for our key suppliers, which make up the top 80% of our sourcing-managed spend in 2024. Since the launch of our 2024 supplier survey, 200 suppliers were assessed for their impacts on society and labor practices. None of these suppliers were found to have potential or actual significant negative impacts on society, human rights, labor practices, or the environment.

To help reinforce the importance of human rights among our people, Owens Corning initiated a training program for our revised Supplier Code of Conduct. This training was administered to 124 Sourcing department employees in 2024.

Human Rights Due Diligence

We conducted a supplier mapping process in 2024 and focused due diligence on topics related to modern slavery. More details on the process undertaken in 2024 can be found in the [Responsible Supply Chain chapter](#).

Human Rights Reinforced in Owens Corning Supplier Code of Conduct

As part of the update of Owens Corning’s Supplier Code of Conduct in 2024, additional emphasis was placed on human rights and the requirements we put on our suppliers to align with our human rights approach. These are the tenets of our Supplier Code of Conduct that reinforce the respect we must all have for human rights.

- All workers are treated equally with respect and dignity without any form of discrimination.
- All workers are entitled to an environment free of harassment and abuse.
- All workers must be 16 years old, and all young workers are protected.
- Employment by all workers is conducted on a voluntary basis and mutually accepted terms.
- Workers are paid fair wages.
- Working hours for all workers are reasonable.
- Workers have the right to form or join a labor union.
- Individuals and local communities, including Indigenous Peoples, have their property and land rights and titles fully respected.
- Suppliers will maintain mechanisms to address employee grievances and resolve disputes.
- Suppliers will aim to prevent accidents, injury, and illness linked to work and protect workers.
- Suppliers will aim to prevent negative impacts and increase positive impacts to the natural environment of their operations and products.

*This data does not include Doors employees.



A STRONG COMMITMENT TO HUMAN RIGHTS INTO THE FUTURE

As a global company, Owens Corning works to understand the full extent of our impact — and the responsibility we have to the people in and around our areas of operation. We are working to fulfill that responsibility through concrete action — maintaining a stringent set of policies relating to human rights, embracing environmental community engagement, and seeking to influence companies across our value chain.

Recently, Owens Corning has been in the process of reinforcing our commitment to human rights through a concerted effort across our enterprise. This includes a refreshing of our policies that align with our approach to upholding our ethical standards and maintaining a responsible supply chain. We pride ourselves on being a responsible corporate citizen that respects human rights through all our business interactions.

Photo submitted by:
Yana Liu | Shanghai, China
Dragon Ridge Terrace, Longsheng, Guangxi Zhuang Autonomous Region, China.

PURPOSE

A large industrial roll of white material, possibly paper or plastic, is being moved by a Toyota forklift in a factory setting. The forklift operator, wearing a blue cap and a high-visibility vest, is visible on the right side of the frame. The background shows the complex structure of the factory with various pipes and machinery.

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Product Transparency	181
Circular Economy	186
Leadership & Advocacy	197
Sustainable Growth	202

**Driven by our mission,
inspired by our purpose.**

RESPONSIBLE SUPPLY CHAIN

At Owens Corning, our responsible supply chain strategy is global in scope and human in scale. We’re helping to shape a global supply chain centered on shared value by protecting the environment, caring for people, and empowering communities, while enhancing the competitiveness of our business.



Sustainability is increasing in importance among stakeholders across our value chain, and their expectations often extend beyond compliance. From reducing carbon emissions and minimizing waste to ensuring fair labor practices and ethical sourcing, supply chain sustainability is a key driver for competitiveness, reputation, and long-term viability. With over 17,000 suppliers providing essential goods and services required to make our products, we are taking additional steps to create shared value in our supply chain. Through our efforts, Owens Corning can create, protect, and grow long-term environmental, social, and economic value for all stakeholders involved in our value chain.

Photo submitted by:
Scott Campen | Knoxville, Tennessee, U.S.
Tennessee River Valley, Chattanooga, Tennessee, U.S.

Sustainability Reporting Topics

Management of Supplier Relationships; Local and Diverse Suppliers

For a definition of these topics and more information, see the [Stakeholder Engagement & Material Sustainability Topics chapter](#).

Relevant United Nations Sustainable Development Goals



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

RESPONSIBLE SUPPLY CHAIN STRATEGY

Owens Corning’s responsible supply chain strategy is centered around the objective of shared value, where our business activities not only benefit the company economically but also contribute positively to society. Our strategy is structured around three core pillars: Protecting the Environment, Empowering Communities, and Caring for People. Allowing us to achieve our purpose, we integrate new processes and systems, collaborate with stakeholders, and monitor our process and adjust our actions where necessary. Our Responsible Supply Chain Steering Committee oversees implementation of our strategy.

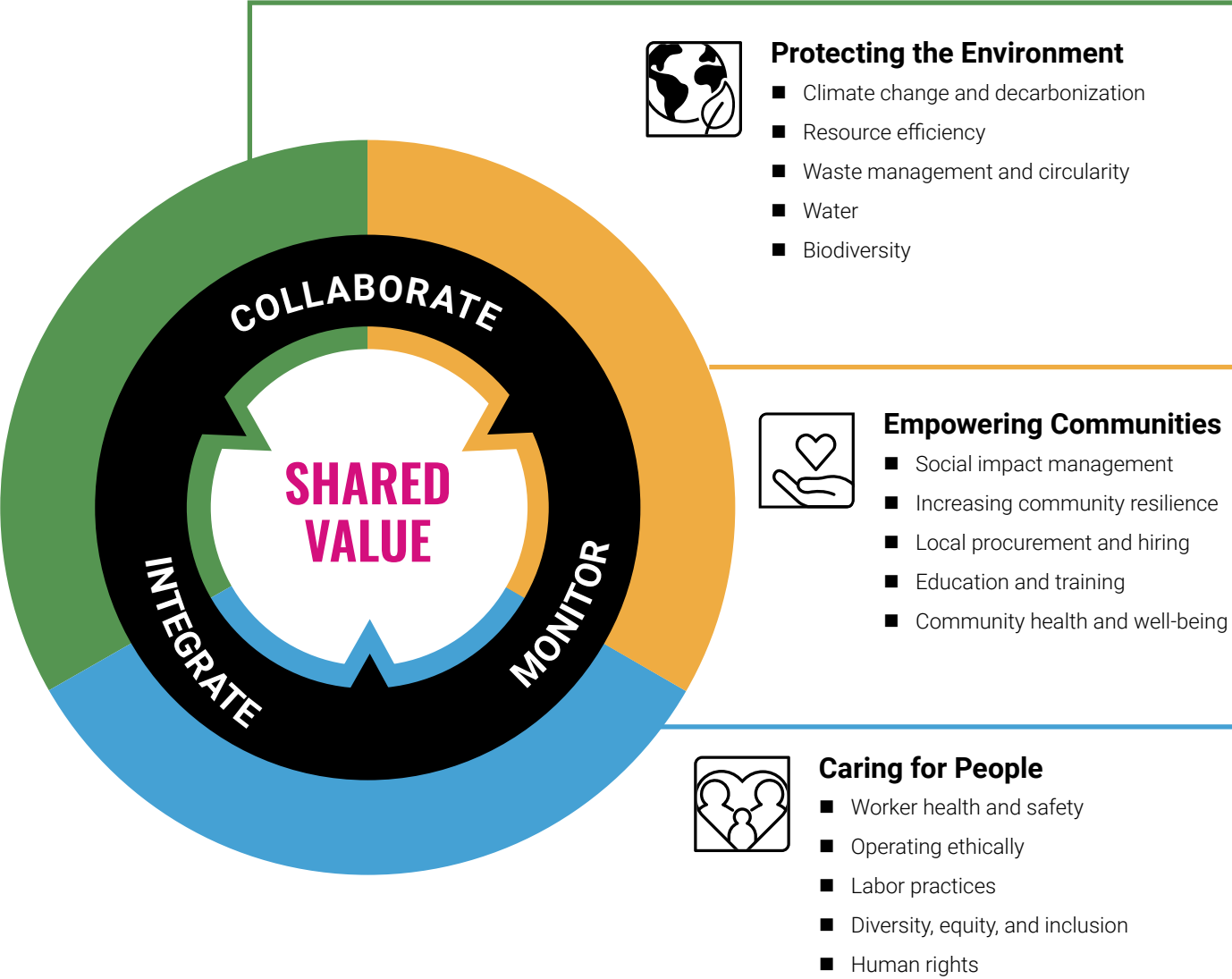
MISSION:

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

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

PURPOSE:

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



Responsible Supply Chain Governance

Achieving our long-term aspirations for supply chain sustainability will require a great deal of collaboration across our entire organization. Day-to-day management and oversight of supply chain sustainability are provided by a range of working groups, who will coordinate among functions throughout Owens Corning and participate in the development of appropriate policies and tools. Each group consists of two to five members and reports to the Steering Committee. These working groups can change based on the priorities of the organization. The following structure is being strengthened to provide governance, accountability, and collaboration.

Responsible Supply Chain Steering Committee

Made up of leaders from our Sourcing, Legal, and Sustainability teams, the Steering Committee meets quarterly to provide expertise, insight, and guidance on relevant topics. In 2024, the focus of discussions and associated working groups was related to:

- Scope 3 greenhouse gas engagement
- Supplier due diligence
- Responsible supply chain technology system review – supply chain mapping, engagement, and decarbonization systems
- Supplier Code of Conduct updates

Working Groups

Day-to-day management and oversight of supply chain sustainability are provided by a range of working groups, who will coordinate among functions throughout Owens Corning and participate in the development of appropriate policies and tools. Each group consists of two to five members and reports to the Steering Committee. These working groups can change based on the priorities of the organization.

Operational Facilitators

Leaders of the working groups will vary based on the subject of the working group and may consist of individuals from various functions of the enterprise to support and implement these initiatives at the operational level. These facilitators hold a range of roles, including:

- Site-level leads
- Business leads
- External consultants

With this structure in place, we are now even better equipped to meet the goals we have set for maintaining a responsible supply chain.



Photo submitted by:
Nathaniel Bauer | Denver, Colorado, U.S.
Shoreline of Turquoise Lake at night, Colorado, U.S.

2030 GOALS FOR RESPONSIBLE SUPPLY CHAIN

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

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

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

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

THE SUPPLIER CODE OF CONDUCT

Our [Supplier Code of Conduct](#), which was updated in 2024, outlines the expectations we have set for suppliers and contributes to our commitment to the Organisation for Economic Cooperation and Development (OECD) Guidelines for Multinational Enterprises, the Core Conventions of the International Labor Organization (ILO), as well as the United Nations Global Compact, Sustainable Development Goals, and Guiding Principles for Business and Human Rights.

The Supplier Code of Conduct states the requirements that our suppliers are to follow related to these topics:

- | | |
|---------------------------------------------------|-----------------------------------------------|
| ■ Legal compliance | ■ Modern slavery |
| ■ Anti-corruption | ■ Fair compensation |
| ■ Conflicts of interest, gifts, and entertainment | ■ Reasonable hours of work |
| ■ Antitrust and competition laws | ■ Freedom of assembly and of association |
| ■ Trade and import restrictions | ■ Land rights |
| ■ Sourcing and physical goods supply | ■ Access to grievance mechanisms and remedies |
| ■ Equality, respect, and dignity | ■ Health and safety |
| ■ Harassment and abuse | ■ The environment |
| ■ Child labor | |

Detailed discussions about each of these topics can be found in the [Supplier Code of Conduct](#). We have a number of ways to determine a supplier’s compliance with the Supplier Code of Conduct. It is provided to all new suppliers during the onboarding process, and a compliance covenant is included in all base contracts. The Code is also included in the supplier assessments provided to segmented critical suppliers and in the annual supplier sustainability survey.

The Code aligns with our Human Rights Policy and includes expectations related to modern slavery and the sourcing of conflict materials. More information about this policy can be found in the [Safeguarding Human Rights chapter](#).

In all the areas outlined above, Owens Corning expects suppliers to adhere to the standard with the highest expectations — whether that is national or local legislation, international norms explicitly referenced in the Code, or Owens Corning-specific policies and documents.

Read more about the process to update our Supplier Code of Conduct on [page 172](#).

SUPPLIER SELECTION

To achieve our goals for a responsible supply chain, we must work closely with all our suppliers, presenting our priorities and detailing the expectations we have for them throughout our relationship.

In addition to sustainability risk exposures and the requirements detailed in the Supplier Code of Conduct, supplier selection depends on many other considerations, including quality performance, innovation, delivery performance, cost, and financial viability.

Local Sourcing

Location of the supplier relative to our locations is a factor we consider for supplier selection. Local procurement is an important part of supply chain sustainability as it reduces carbon emissions associated with transportation, supports the local economies where we operate, and fosters community engagement, all of which align with the strategic pillars of our responsible supply chain strategy. We define local within a 250-mile radius from our plants.

Diverse Supplier Program

Owens Corning's Diverse Supplier Program creates strong business partnerships, strengthens economic development in the communities where we serve, and supports the viability of diverse businesses across all aspects of our supply chain. As we build relationships with businesses owned by minorities, women, veterans, the disabled, service-disabled veterans, LGBTQ+ people, and people from historically underutilized business zones (HUBZone), we can help foster an inclusive culture.

Wood Sourcing

Our Doors business has a Wood Sourcing Policy that reinforces our commitment to sourcing products and materials responsibly and outlines how we define responsibly sourced wood. This policy has been distributed to our wood suppliers along with our wood sourcing survey. We also define geographies considered "Regions of Risk," which are those that include endangered ecosystems and those that are critical to local communities' cultural identity. We strive to source only third-party certified products from these regions or identify alternatives with our suppliers. Due to the high risks of labor, social, environmental, and health and safety issues, which are associated with wood sourcing, we conduct a multi-step due diligence process for some of our wood suppliers that includes supplier engagement, data collection, and review of open-source risk information. Our Doors business holds certifications at select plants from the Sustainability Forestry Initiative (SFI), Programme for the Endorsement of Forest Certification (PEFC), and Forest Stewardship Council (FSC).

OC DOORS



Photo submitted by:
Katarzyna Kasprzyk-Śmiłowska | Trzemeszno, Poland
Hibiscus flowers found along a street in Catalonia, Spain.

ONBOARDING SUPPLIERS

We seek to ensure that suppliers share our commitment to sustainability, and our supplier validation process plays a vital role. New suppliers of Owens Corning undergo an intensive validation process, facilitated through our Coupa supplier information management (SIM) system, for North America and Europe, which is as follows:

Supplier Validation Process

SUPPLIER SELECTION	SUPPLIER ONBOARDING	SUPPLIER VALIDATION
<ul style="list-style-type: none">■ Suppliers should adhere to and sign the Supplier Code of Conduct before a supplier is assigned a vendor record.■ Suppliers also undergo a World Check screening and cybersecurity evaluation.	<ul style="list-style-type: none">■ Supplier is verified through Refinitiv World Check System for global or governmental sanctions.■ Supplier reviewed through internal controls and security at Owens Corning to determine if they will have access to Owens Corning databases.■ Owens Corning to confirm they meet acceptable standards of business and initiate the vendor-requisition ID process in our ERP system.	<ul style="list-style-type: none">■ Supplier self-assessments, on-site surveys, or both may be conducted for raw material, capital, and facility suppliers.■ The Treasury team is brought in to reach privately held companies.■ Category leads obligated to maintain updates for category information.

Acquisitions and Supply Chain Sustainability

Acquisitions are part of our enterprise strategy for growth. With acquisitions come new suppliers of various sizes and geographic regions. Whenever we consider acquiring another company, we exercise due diligence to evaluate supply chain risk. It is important that the target company’s current suppliers are high quality, capable, safe, and able to meet our standards. This process was most recently completed as part of the acquisition of Masonite in 2024.

Soon after a transaction is completed, we engage with each acquired business to set expectations and implement a consistent structure for supplier relationships. We provide extensive training to ensure that the acquired business understands our Supplier Code of Conduct and how to administer it. In addition, our Commodity Leaders spend time getting to know the acquired company’s key suppliers, explaining the Supplier Code of Conduct, following up on issues of concern, and, if necessary, identifying alternative potential suppliers.

SUPPLIERS AND RISK MANAGEMENT

Once a supplier has been onboarded, Owens Corning employs various methods of supplier risk management including our annual segmentation process and during ongoing supplier management activities. Suppliers are assessed against various risk categories including human, information technology, legal, quality, reputational, and operational risks.

Scoring Suppliers for Sustainability

We consider sustainability risks when prioritizing how to manage relationships with our suppliers. This allows us to emphasize the importance of sustainability throughout our value chain. We have developed a sustainability risk scoring framework based on the risk atlas developed by S&P Global Ratings. Suppliers receive a rating during the segmentation process, and risk mitigation recommendations are made for high-risk suppliers.

In this approach, we assign a sector risk score based on the commodity that the company supplies to Owens Corning. This score encompasses associated environmental and social risk criteria. In addition, a regional risk score, embodying governance characteristics, is assigned to a supplier’s country. These scores are then combined to determine an overall sustainability risk score. For suppliers that provide multiple commodities to Owens Corning, and therefore have multiple sustainability risk scores, we select the highest of their risk scores to ensure a more conservative representation of these suppliers.

Additional resources such as media scans, public disclosures, and studies of risk factors may be used when additional potential risk is identified.

Photo submitted by:

Abigail Sprague | Granville, Ohio, U.S.
Milford Sound, New Zealand.



Supplier Segmentation

Owens Corning seeks to develop a complete understanding of our supply chain and how suppliers could affect our operations. Our supplier segmentation tool enables our Global Sourcing team to assess and classify primary suppliers.

Suppliers included in the segmentation process make up the top ~80% of overall global sourcing managed spend plus all single- or sole-sourced suppliers.

The supplier segmentation tool compiles an overall score using the following criteria:

- Five questions related to risk, weighted based on their importance to Owens Corning
- Six questions related to impact, weighted based on their importance to Owens Corning
- The supplier’s sustainability risk score

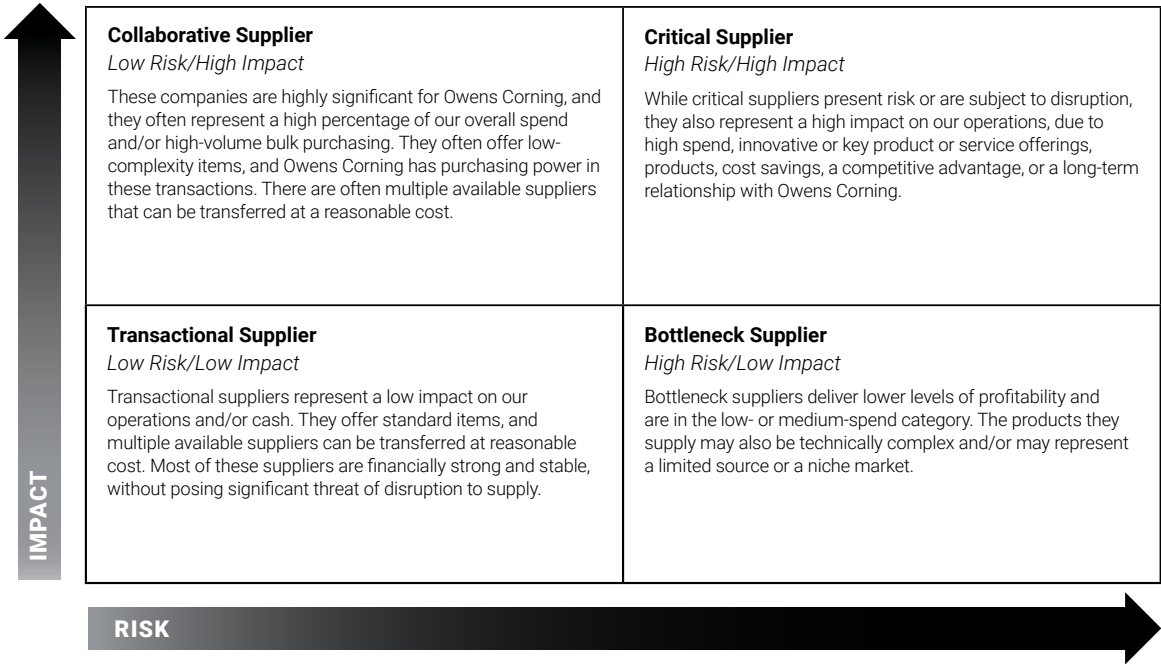
The assessment we have developed reflects our emphasis on risk mitigation, our need to address single- and sole-source suppliers, and our emphasis on developing strategies in each commodity category.

Supplier impact and risk scores are based on the following:

- **Impact scores** reflect the potential for a supplier to affect the company’s bottom line. We assess a supplier’s management, practices, and their goods and services against questions regarding providing a competitive advantage for our products and how we serve our customers as well as the level of potential impact a supplier has on our overall business results.
- **Risk scores** capture potential for instabilities that may affect our ability to purchase a given product or service. A supplier is assessed based on availability of alternatives, performance against metrics such as service, quality, and safety, and if a supplier has signed the Supplier Code of Conduct.

Once scores have been assigned, the suppliers are placed in one of four categories. Using this classification, we are able to recommend supplier relationship strategies that are optimized, increase the overall impact on our business, and mitigate our risk.

Characteristics of Different Supplier Segments and Action Plans



Collaborations for Risk Assessment

We use various subscriptions and memberships to assist in our risk assessment of suppliers, market conditions, and the competitive landscape while making sourcing decisions. We have memberships with Gartner and Manufacturers Alliance for Productivity and Innovation, as well as resources related to chemicals, oil, and more.

Reducing Risk from Single- and Sole-Source Suppliers

While raw materials usually come from more than one supplier, Owens Corning has some single- or sole-source supplier relationships that provide unique, value-added product and service capabilities. Such companies fall into the critical supplier category in our supplier segmentation tool, and they are subject to close monitoring, engagement, and collaboration with the Sourcing team.

Our Sourcing team assesses single- or sole-source suppliers on an annual basis through the segmentation process, our category strategies, and risk mitigation.

Global Sourcing Category Reviews

To reduce risk and ensure the integrity of our supply chain, our Sourcing Leadership team conducts Global Sourcing Category Reviews and Contract Review Boards, which help address all facets of our global sourcing strategy. In these reviews, Sourcing Leaders and their teams provide a comprehensive overview of category performance to leadership and business partners, allowing for visibility, alignment, and strategic input. The Contract Review Boards take place on a quarterly basis to review new and expiring contracts, which offers an opportunity to discuss contract negotiations and provide leadership with a better line of sight on our contract processes.

<p>EXECUTIVE SUMMARY & CATEGORY OVERVIEW</p> <p>High-level spend review and sub-category analysis.</p>	<p>CONTRACT REVIEW</p> <p>Contracts at or above Sourcing VP's level of authority.</p>	<p>RISK MITIGATION & SEGMENTATION</p> <p>Visibility to the risk mitigation plan for critical and bottleneck constraints.</p>
<p>VALUE CREATION & INNOVATION</p> <p>Strengthening partnerships through buy better, spend better initiatives.</p>	<p>SUSTAINABILITY</p> <p>Continuing to advance our roadmap for achieving Scope 3 target by 2030.</p>	<p>SUPPLIER DIVERSITY</p> <p>Impacting local communities.</p>

Contractor Management

We include the companies that provide contract employees among our suppliers. Our contractor management standard requires that all contract employees working at Owens Corning sites meet certain standards before proceeding with any work. There are currently over 2,300 contractors registered through ISN, our external partner that certifies contractors for Owens Corning. Each contractor who performs medium-risk and high-risk work in North America must submit appropriate documentation and achieve an acceptable grade by ISN prior to being awarded any job. Examples of documentation include a certificate of insurance, copies of specific safety programs, OSHA forms, and questionnaire responses pertaining to its environmental, health, and safety and sustainability programs. Owens Corning and individual contractors pay for membership to ISN; the cost to the contractor is based on the number of the employees. We have also provided ISN with the Supplier Code of Conduct, which contractors receive and are asked to sign as they undergo our review process. Read more about this effort in the [Safer Together chapter](#).

RESPONSIBLE SUPPLY CHAIN

2024 IN REVIEW



STRATEGIES & GOVERNANCE FOR A RESPONSIBLE SUPPLY CHAIN

Aligned with our roadmap for our responsible supply chain strategy, the focus for 2024 was to update key governance mechanisms, build new processes for data tracking and engagement, and align and integrate Owens Corning Doors into our global sourcing organization. These all tie back to our enterprise-level supply chain strategy outlined in this chapter.

Photo submitted by:

Emelia Samuelsson | Skövde, Sweden
Seceda Dolomites, Italy.



INTRODUCTION

PEOPLE

PURPOSE

PLANET

APPENDICES


PURPOSE | RESPONSIBLE SUPPLY CHAIN: 2024 IN REVIEW

167

OWENS CORNING SUPPLY CHAIN 2024 OVERVIEW BY THE NUMBERS

17,000+
Owens Corning
suppliers worldwide



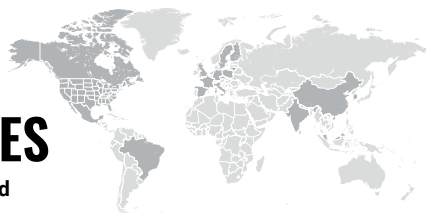
54% 
Response rate in 2024
to the supplier survey*


**860
COMPANIES**
included in our segmentation process



\$7 BILLION
\$ annual spend in
supply chain

17 COUNTRIES
Represent >96% of spend



88% 
of Scope 3 emissions
relate to focus areas in
our supply chain
(Focus areas refer to Scope 3 categories 1, 3, and 4.)

3 YEARS 
Average length
of contract with
suppliers*

- **Supplier Onboarding and Validation.** Over 3,300 new suppliers were onboarded and 100% were evaluated for a range of issues, including environmental and social criteria such as human rights and labor practices.*
 - **Local Sourcing.** In 2024, 30% of Owens Corning's purchases were made locally for North America, which includes materials sourced and transported by truck or rail to our manufacturing facilities.*
 - **Contractor Management.** Over 5,900 trainings were completed by contractors via the ISN Online Training Tool. In 2024, we engaged our suppliers on health and safety topics and launched a new safety training video for all Owens Corning contractors.*
 - **Acquisitions.** When we acquire companies, we also consider their supply chain. Owens Corning acquired Masonite in 2024. Through our acquisition, we have acquired over 50 manufacturing facilities that include component manufacturing, door assembly, and fabrication.
 - **Supplier Segmentation.** We segmented the top 860 suppliers (including Doors suppliers) based on their impact and risk to our business. In 2024, approximately 7% of our segmented suppliers were identified as critical suppliers (high risk/high impact) and approximately 17% were identified as bottleneck suppliers (high risk/low impact). Both segments are key focus areas in our supply chain responsibility efforts.
- **Wood Sourcing.** In 2024, the Doors business surveyed the top 141 wood suppliers by spend to validate conformance with the Masonite Wood Sourcing Policy. Of the suppliers surveyed, 87% of the suppliers are in conformance with the Masonite Wood Sourcing Policy. For the suppliers in non-conformance, Owens Corning collaboratively works with the suppliers to develop and implement corrective action plans. A policy update is planned in 2025 to enhance our commitment to responsible wood sourcing, and a training will be held for all wood suppliers.

OC DOORS

*This data does not include our Doors business.

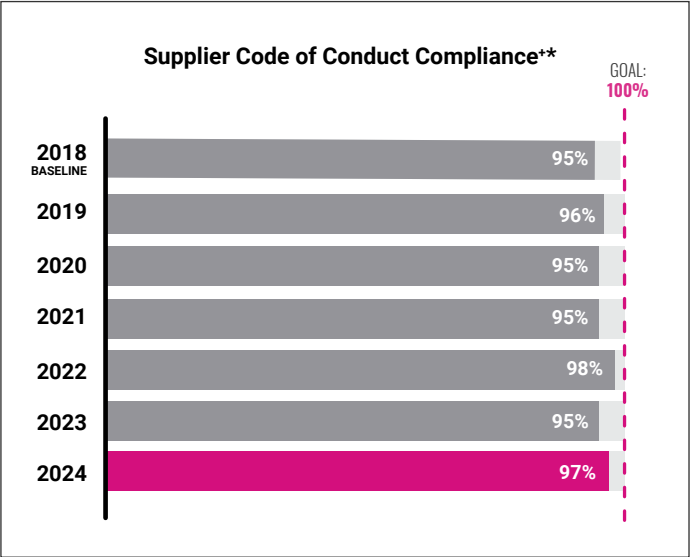
PROGRESS TOWARD OUR 2030 GOALS

In 2024, Owens Corning added a greater focus on key topics in our annual sustainability survey such as the Supplier Code of Conduct, human rights, and environmental management. We received over 200 responses from our segmented list of suppliers, accounting for over 40% of our total spend.

Supplier Sustainability Assessments

We are able to measure supplier risk through our supplier sustainability assessment, a survey mapped to specific sustainability categories. This survey addresses such topic areas as codes of conduct for both Owens Corning and the supplier, sustainability policies and goals, environmental management, health and safety performance and management, human rights and labor policies and practices, and raw material evaluations. The process also evaluates the supplier's treatment of contracted labor, women, and children.

We began distributing these assessments in 2014, and over the years, we have refined our approach in identifying and prioritizing the key suppliers that we will assess. In 2024, 372 suppliers received the survey. Criteria for inclusion included suppliers with a high-risk sustainability rating, as well as all single- and sole-source suppliers and segmented critical and collaborative suppliers. This strategic approach ensures that we are focusing our efforts on gaining a better understanding of the most impactful and critical suppliers in our network. The information gained from these assessments is an important element in our decision making when training buyers or others responsible for the selection of suppliers or the awarding of business.



Owens Corning also uses these assessments to identify and gauge impacts and risks as they relate to our suppliers' commitments to human rights, community contributions, and environmental management as outlined in our Supplier Code of Conduct.

In addition, this survey assesses the effectiveness of suppliers' own sustainability efforts. Through the data collected in this survey, we are able to:

- Learn how companies perform, including areas where they are strong and where additional support may be required.
- Highlight areas that need additional attention and follow-up. For example, specific questions that a company answers a specific way are flagged for follow-up engagement.
- Identify best practices and leading companies that should be considered for an Owens Corning supplier award.

Of the suppliers surveyed in 2024, we have received 202 responses, with an overall response rate of 54%. Of the suppliers that responded over this period:

- 97% of suppliers surveyed reported that they meet the standards set by our Supplier Code of Conduct.* Those that could not say that they comply are listed as high risk, and follow-up management is in place. This percentage also includes manual research into suppliers' codes of conduct. Owens Corning also surveys suppliers about their policies and goals related to sustainability and safety.*
- 76% of suppliers surveyed have organizational goals and policies related to sustainability. Many of the companies report on their goals and policies internally and externally, and some publish their data at least annually.*
- 70% of suppliers surveyed have policies in place regarding labor practices and human rights.*
- 55% of suppliers surveyed have policies in place that prohibit forced or child labor.*
- 44% of respondent supplier operations are covered by a certified ISO 14001 or Eco-Management and Audit Scheme (EMAS) environmental management system.*

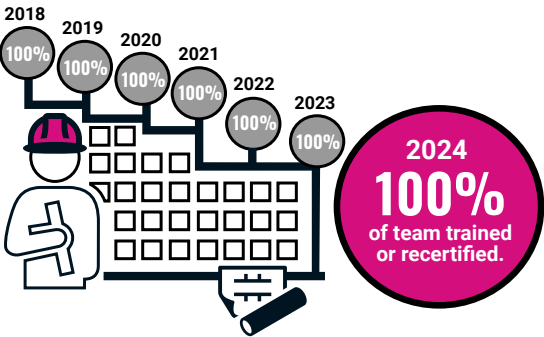
In India, the Owens Corning Sourcing team also has a Supplier Quality Engineer, whose role involves auditing supplier operations, specifically looking for aspects such as product quality and safety in the supplier's workplace. In 2024, nine supplier quality audits were carried out.

As part of our efforts to integrate responsible supply chain practices across Owens Corning, we have made updates to our Supplier Code of Conduct geared toward codifying our emphasis on sustainability and the expectations we have for our suppliers. Learn more about the [Supplier Code of Conduct here](#).

* This data does not include our Doors business.

SUPPLY CHAIN SUSTAINABILITY GOAL

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



2024 Share of Supplier Count by Country*

COUNTRY	PERCENT OF ADDRESSABLE SPEND	PERCENT OF SUPPLIER BASE BY COUNT
U.S.	66.2%	29.6%
Canada	5.9%	4.2%
India	3.3%	7.9
China	3.6%	6.2%
Poland	2.3%	2.6%
Mexico	3.0%	4.6%
Belgium	1.5%	4.9%
Germany	1.4%	3.0%
Italy	1.3%	2.7%
South Korea	1.4%	4.3%
Sweden	1.1%	4.0%
France	1.0%	4.3%
UAE	0.9%	0.1%
Finland	0.8%	3.8%
Brazil	1.2%	3.6%
Netherlands	0.8%	2.9%
Czech Republic	0.5%	2.3%
Other	3.7%	9.0%

In 2024, training was conducted through an online learning module and several live web meetings with 100% of Global Sourcing team members.*

Training was provided to Owens Corning Sourcing team members from Roofing, Composites, and Insulation on the updates to the Supplier Code of Conduct (SCOC). Through this training, participants were trained to:

- Understand why the SCOC is being updated.
- Understand the guiding principles and scope of the SCOC.
- Understand what the SCOC is and is not.
- Learn about the various sections of the SCOC and specific requirements.

Doors Sourcing team members will receive the training in early 2025, when the new SCOC is deployed as part of integration activities.

To ensure 100% of Owens Corning Doors Sourcing team members are trained on sustainability topics this year, a topic-specific training was provided on human rights, providing key identifiers related to such concerns as human trafficking and modern slavery. Through this live web training, participants were trained to:

- Recognize the different forms of modern slavery and human trafficking.
- Understand the main commitments in our Human Rights Policy, our Code of Conduct, and our Supplier Code of Conduct related to modern slavery, forced labor, and human trafficking.
- Identify potential signs of modern slavery.
- Take action when a potential situation related to modern slavery becomes apparent.

Now 100% of Global Sourcing teams have been trained on modern slavery and human trafficking between 2023–2024.

Taking Steps to Reduce Scope 3 Emissions

As we discuss in the [Combating Climate Change chapter](#), we have a 2030 goal to reduce absolute Scope 3 emissions — indirect greenhouse gas emissions such as those from our supply chain — by 30%*. In 2024, we continued to engage with our suppliers and embed sustainability into our relationships with our suppliers.

*This data does not include our Doors business.

Diverse Supplier Program

Owens Corning began our Diverse Supplier Program in 2020 with Tier 1 suppliers and in 2022 expanded the program to include Tier 2 diverse spend through quarterly surveying select Tier 1 suppliers.

At Owens Corning, we recognize the following categories that make up our diverse spend:

- Minority Business Enterprises (MBE)
- Women Business Enterprises (WBE)
- Veteran-Owned Businesses (VET)
- Service-Disabled Veteran (SDVET)
- Disabled
- LGBTQ+
- Historically Underutilized Business Zone (HUBZone)

In 2024, Owens Corning saw a decrease in diverse supplier spending due to the business decision to move away from a key vendor as a result of competitiveness and business environment. Owens Corning is taking steps to develop current diverse suppliers while identifying opportunities to introduce new suppliers at a Tier 1 and Tier 2 level.

Diverse Supplier Spotlight Series

In 2024, we launched a Diverse Supplier Spotlight series with our enterprise resource groups to highlight the impact our suppliers are making in their local communities and to more closely align with our inclusion and diversity strategy. In addition, we have implemented useful tools for benchmarking, market research, and execution of inclusive sourcing practices in all businesses and categories, as well as communication tools for diverse suppliers.

PALMER LOGISTICS NAMED TOP DIVERSE SUPPLIER

At our annual global supplier event, we celebrate our business partners and recognize those who are especially instrumental in helping us achieve our goals. This includes an award for the year's top diverse supplier, and this year the award went to Palmer Logistics, a veteran-owned company based in Houston, Texas, U.S.

Palmer is a third-party logistics company that offers public warehousing and trucking servicing the grocery and chemical industry in the Houston area.

At this year's event, the company was cited for providing a high level of service at a competitive cost as well as a strong cross-functional collaboration that has led to an increasingly strong relationship over the years.



“We are thrilled to have Palmer Logistics as a partner and deeply appreciate the services they provide. Their recognition as a diverse supplier of the year is well-deserved and highlights the incredible value they bring to Owens Corning. In our Sourcing function, we are committed to fostering strong relationships with diverse, minority-owned suppliers and are proud to support veteran-owned businesses like theirs. Palmer’s dedication and hard work are truly commendable, and we look forward to continuing our growth and successful collaboration.”

Johanna Sierra
Logistics Sourcing Director

Updating Our Supplier Code of Conduct

In 2024, a review of our Supplier Code of Conduct was initiated. A working group within our Responsible Supply Chain Steering Committee was established with participation from Sustainability, Sourcing, Legal, Security, and Human Resources to manage the updates of the Code. A focus of the update was alignment of the Code to new and evolving requirements related to supply chain due diligence and supply chain mapping, as well as making clear connections to Owens Corning's responsible supply chain strategy. The team established a set of underlying principles as the basis for the updates:

- Business is conducted ethically and with integrity in compliance with laws and regulations.
- Everyone is treated equally with respect and dignity.
- Human and labor rights, including the safety, health, and well-being of all workers, are respected.
- Work is voluntary and done within reasonable hours by individuals of appropriate age.
- Work is based on mutually-agreed-upon and documented terms of employment, and all workers are paid fair wages.
- Sustainability is integrated into business activities to reduce negative environmental and community impacts.
- Management systems are implemented that govern performance and drive continuous improvement.

The updated Supplier Code of Conduct was launched at the end of 2024, and 100% of the Roofing, Composites, and Insulation Global Sourcing organization was trained on the new Code to support the implementation. Suppliers were informed of the new requirements by email and given an opportunity to raise any questions or concerns through Owens Corning Sourcing Leaders. As part of the broader integration activities, Doors suppliers will receive the updated Owens Corning Supplier Code of Conduct in early 2025.

Photo submitted by:

Philippe Bruwier | Tessenderlo, Belgium



"I firmly believe that our Supplier Code of Conduct is not just a set of guidelines, but a cornerstone of our commitment to ethical and responsible business practices. By engaging our suppliers in responsible supply chain practices, coupled with enhancements to our due diligence and mapping, we ensure that every step of our process aligns with our values of sustainability, transparency, and social responsibility. This collaboration is essential for building a resilient and ethical supply chain that benefits not only our business but also the communities and environments we touch."

Jana Youtzy
Global Sourcing Center of Excellence Director



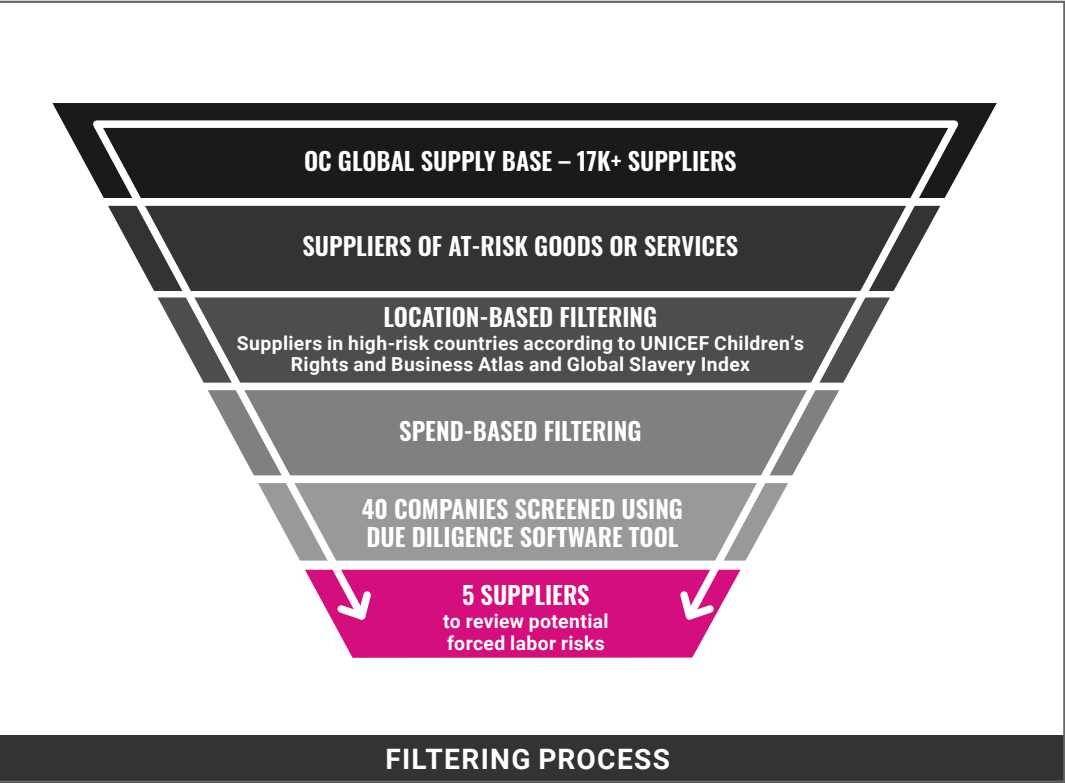
Supplier Mapping Process & Due Diligence

Owens Corning undertakes ongoing due diligence in alignment with the U.N. Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises. This process is to identify, prevent, mitigate, and account for actual or potential adverse impacts on human rights and decent working conditions and provide for or cooperate in remediation where required. Owens Corning utilizes several mechanisms to assess potential and actual impacts on the environment and society including audits, risk assessments, surveys, and impact assessments.

Owens Corning undertook a supplier mapping process in 2024 to define the focus for the due diligence. Using the Owens Corning Human Rights Saliency Assessment results, the topics of modern slavery and forced labor were prioritized in 2024. Using a multi-criteria analysis of industries, filters were applied to the Owens Corning 17,000+ supplier base based on geography, industry, and products.

Following the prioritization process, 40 suppliers were identified. Leveraging a third-party supplier due diligence tool, the 40 suppliers were screened to map their supply chains related to the products Owens Corning purchases. During this screening, most suppliers were cleared of having any forced labor risks. However, five suppliers were detected to have potential links to supplier networks linked to entities located in regions where forced labor is prevalent. This short list of suppliers was engaged through our Global Sourcing organization to discuss the potential risks identified in the screening and validate if further actions were required. Suppliers validated the source of input products and confirmed controls to prevent forced labor. Following the engagements, none of the suppliers were determined to have legitimate forced labor risks.

FOCUS FOR 2024	
TOPICS	<ul style="list-style-type: none">■ Modern slavery■ Child labor
INDUSTRY	<ul style="list-style-type: none">■ Mining and smelting■ Manufactured goods
GEOGRAPHY	<ul style="list-style-type: none">■ UNICEF Children's Rights and Business Atlas■ Global Slavery Index
PRODUCTS	<ul style="list-style-type: none">■ U.S. Department of Labor/Bureau of International Labor Affairs (ILAB) list of goods produced by forced labor■ Aluminium



Digital Tools for Supplier Management

The Global Sourcing team is upgrading our digital tools to broaden our capacity for supplier management, supplier risk management, and supplier performance measurement. A new supplier information management tool (SIM), implemented in 2024, is now providing us with a comprehensive platform to streamline the supplier onboarding process. This tool has the functionality to create bid requests and receive quotes directly from suppliers, which we began using in North America and Europe this year. This module will also enable us to vet suppliers for sustainability concerns, and we will use this capability to help ensure a responsible supply chain going forward.

Global Sourcing Supplier Event

Owens Corning hosts an annual global sourcing supplier event at the world headquarters in Toledo, Ohio, U.S. At the 2024 event, about 270 attendees representing 171 suppliers from around the world and across the enterprise were present as we honored several suppliers in a variety of categories.

The theme of the event this year was “Win Together,” as we encourage suppliers to work with us to support safer, healthier, and more successful communities and employees. Two of our suppliers earned the honor of Supplier of the Year: Breakthrough Fuel and Active Minerals.

At the 2024 event, Fassa was honored with the Sustainability award. To earn this award, a supplier must demonstrate their commitment to our Supplier Code of Conduct and improve the life cycle impact of Owens Corning’s products.

A fundraiser was held for the Owens Corning Foundation at the event. Together with our suppliers, we raised \$1.5 million. Funds will go to the Gary Sinise Foundation. Read more about their mission in the [Community Engagement chapter](#).

New to the supplier event this year was a safety and sustainability symposium featuring a panel of Owens Corning and supplier leaders. The symposium focused on collaboration with our suppliers to share expectations and best practices to achieve our sustainability goals. Read more about this in the [Safer Together chapter](#).



THE ADVANTAGES OF A RESPONSIBLE SUPPLY CHAIN

Around the world, demand continues to grow for products that are manufactured responsibly. This is especially true as many regions adopt more stringent environmental and social requirements, and investors seek long-term sustainable value. Our approach to responsible sourcing and maintaining a sustainable supply chain enables us to fulfill our purpose and deliver long-term environmental, social, and economic value for our stakeholders.

For Owens Corning, a responsible supply chain strategy supports our sustainability goals of increasing the positive impact of our products, halving the negative impact of our operations, eliminating injuries and improving the quality of life for our employees and their families, having a positive impact on our communities, and advancing our inclusion and diversity. In addition, addressing potential environmental and social risks among our suppliers can help minimize supply chain disruptions and safeguard against potential liabilities.

Achieving our aspirations for a responsible supply chain requires collaboration throughout our organization, as well as among our suppliers. The commitment is great, but we believe that the rewards are even greater and a fundamental part of our sustainability journey.

Photo submitted by:

Kelly Al-sorghali | Toledo, Ohio, U.S.
Scottsdale, Arizona, U.S.

PRODUCT STEWARDSHIP

As we say in our purpose statement, our people and our products make the world a better place. Our Product Stewardship Center of Excellence helps challenge us to improve our product performance, quality, and sustainability focus year after year.



Photo submitted by:

Megan Moore | Ontario, Canada

TruWRAP® at a worksite for a Habitat for Humanity build.

Sustainability Reporting Topic

Product Quality & Safety*

For a definition of this topic and more information, see the [Stakeholder Engagement & Material Sustainability Topics](#) chapter.

Relevant United Nations Sustainable Development Goals



*Denotes a material topic. Learn more at the link above.

PRODUCT STEWARDSHIP CENTER OF EXCELLENCE

The global Product Stewardship Center of Excellence (PSCOE) serves as a natural complement to our enterprise strategy. The function's mission is to facilitate product design quality and product compliance capabilities as the company expands into new product category adjacencies and works to build a more sustainable future through material innovation.

Our Product Stewardship Center of Excellence Purpose

Product Stewardship at Owens Corning owns the health, safety, and environmental impact of our products to ensure that they are safe to make and use and that they perform as expected. This requires that every product is evaluated for:

- Health, Safety, and Environmental Codes and Regulations
- Quality
- Performance

Our Product Stewardship Approach

Owens Corning's approach to product stewardship is a truly collaborative effort. Individuals across our organization bring their collective expertise together to achieve our purpose. The PSCOE provides counsel, guidance, and direction to our global businesses and is the approval body for new and modified products.

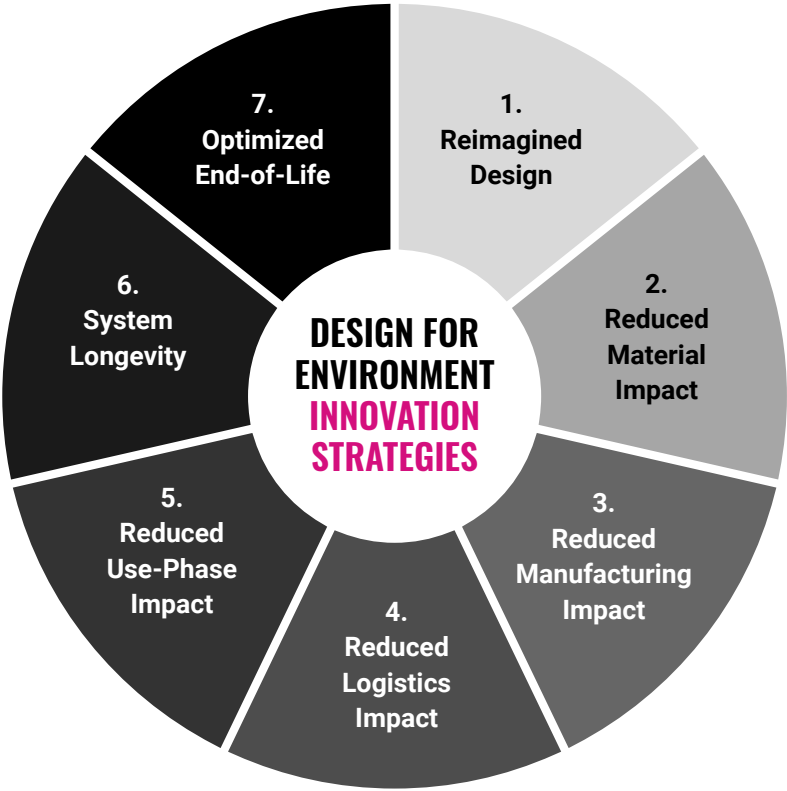
Product Stewardship Review Board

In alignment with our Environmental, Health, Safety, and Product Stewardship Policy, this board meets weekly to evaluate products with consideration given to development, test market, manufacturing, and launch stages of a product's life cycle. Subject matter experts from across the global enterprise ensure that our products are manufactured and sold in compliance with all laws and regulations. The cross-functional group has a range of expertise, including the following:

- | | |
|-------------------------------|------------------------------------------|
| ■ Materials Science | ■ Marketing and Advertising |
| ■ Building Science | ■ Environmental, Health, and Safety |
| ■ Manufacturing Processes | ■ Sourcing |
| ■ Product Performance Testing | ■ Other Technical Subject Matter Experts |
| ■ Sustainability | |

The Ecodesign Strategy Wheel

We encourage sustainable product design through our Product Stewardship Review Board process and our stage/gate innovation process. This is done by using available resources, such as consultation with sustainability experts and the Owens Corning Ecodesign Strategy Wheel. The tool divides a product's life cycle into seven stages from design to end-of-life and provides strategies to raise awareness and suggest areas for change. This helps project teams drive toward the development of more sustainable products.



Digital Manufacturing Strategy

Efficient resource use is key to sustainable innovation and growth. We look for ways to achieve the greatest possible output with the least possible input. This work is supported by our digital transformation efforts in manufacturing, where we use proven digital technologies to design, construct, and operate our manufacturing assets more efficiently in service to our customers. We are working to accelerate the digital transformation of our manufacturing operations by focusing on the following:

- **Digital Engineering.** We are using model-based design, cost estimation and controls technologies, and life cycle costing to provide critical insights into our design and build processes. These digital engineering initiatives will help us design and build better as we integrate models and data with construction science for greater capital efficiency.
- **Digital Process and Automation.** We can also operate more efficiently by integrating data and science with automation and controls, which can free capacity, drive quality, and lower costs. Investments in robotics and automation, asset performance management, and remote collaboration are giving us the tools we need to operate productively and efficiently while reducing safety risks and creating more engaging jobs for our frontline workforce.
- **Analytics and Modeling.** We are combining our capabilities with the latest in modeling science to optimize our designs and operations. Through advanced analytics, process modeling, predictive maintenance, and real-time optimization, we are disrupting the current operating models to spur innovation.

Digital manufacturing helps improve our productivity, enabling growth that aligns with our sustainability aspirations. In addition, advanced process controls increase predictability in our manufacturing, which helps us improve product performance and use materials more effectively — reducing both our footprint and our costs. Increased efficiency can also ensure greater stability in our operations, making our facilities safer as employees are less likely to be in unplanned or unexpected situations.

Product Compliance

Owens Corning is committed to ensuring that our products are designed, manufactured, and sold in compliance with all governmental laws and regulations. The following represent some of the key areas where we work to ensure the safety of our products.

Managing Substances of Concern

All Owens Corning manufacturing facilities and the products manufactured under our control are governed by our efforts to manage input materials used in production that can be or may be classified as substances of concern (SOC). To ensure the identification and replacement of any regionally banned or future banned chemicals, all our businesses are required to comply with the SOC list in the development of new or modified products.

Our Product Compliance professionals monitor governmental laws and regulations and update our SOC list as necessary. This list contains chemicals that are either banned, restricted or have been flagged as chemicals of potential concern by green building rating system developers and architectural firms. The SOC list is published on our intranet along with relevant guidelines.

By observing these guidelines, we can:

- Control the use of chemicals, polymers, and other materials.
- Comply with laws and regulations in the places where we make and sell our products.
- Ensure our products are safe to make and use.
- Ensure product transparency through certification or as requested by customers.

We have also developed a template for our suppliers to verify that all materials used in the manufacturing of our products or products sold to us were sourced in compliance with all applicable environmental laws, regulations, and legal requirements, per our [Supplier Code of Conduct](#).

Fiber Safety

Owens Corning has been a pioneer in the science of fiber safety, and we continue to provide industry-leading expertise. We ensure that all our fiber-based products are safe to manufacture and use. We do this by:

- Engineering our continuous filament fibers to be too large to be inhaled.
- Controlling the composition of the raw materials we use to make our insulation wool.

Owens Corning has an internal product stewardship guide regarding fibrous material usage, which states that we will not knowingly manufacture or use any fiber or fiber-containing material unless the fibers are shown to be non-respirable or biosoluble, or unless use of the material generates insignificant exposure as shown by measurements in the manufacturing and end-use environments. Compliance with this guideline is verified during product stewardship reviews.

The safety of Owens Corning insulation products is supported by a 2001 decision by the International Agency for Research on Cancer, which classified fiberglass wool as “not classifiable as to its carcinogenicity to humans.” In addition, the U.S. National Toxicology Program (NTP) removed soluble glass wool fibers from its list of substances “reasonably anticipated to be a human carcinogen.” The decision was released in a 2012 report to the U.S. Congress. In 2011, soluble glass fibers were removed from the California Prop 65 list. Owens Corning mineral wool products were never listed by NTP or Prop 65. We perform regular composition audits to ensure the fibrous insulation products produced in our plants have the correct composition to meet our standards and those of various regulatory agencies. We also provide educational training to help our employees understand our fiber health program and the kind of fibers we produce and use.

PRODUCT INNOVATION

Our commitment to building a sustainable future starts with material science innovation. With a solid foundation of product stewardship in place, Owens Corning strives to deliver innovations that positively impact our product portfolio – and those of our customers – across all of our businesses.

The following represent some of our recent sustainable product innovations as we work toward our 2030 goal of offering the most recognized and preferred products.



Photo submitted by:

Susan Raneri | Cambridge, Massachusetts, U.S.

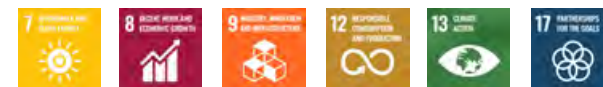
The Pink Panther at the 2024 AIA Conference on Architecture & Design, Washington, D.C., U.S.

Sustainability Reporting Topic

Positive Product Impact*

For a definition of this topic and more information, see the [Stakeholder Engagement and Material Topics chapter](#).

Relevant United Nations Sustainable Development Goals



*Denotes a material topic. Learn more at the link above.

A FOUNDATION OF SUSTAINABLE INNOVATIONS

Insulation

- **PINK Next Gen® Fiberglas™** has the highest certified recycled content in the industry, based on third-party certified recycled content certifications for unfaced fiberglass insulation products¹. It is also certified as made with 100% renewable electricity through the use of power purchase agreements. In addition, it has earned Underwriters Laboratories (UL) GREENGUARD® Gold certification for low volatile organic compounds.
- **FOAMULAR® NGX®** insulation contains a proprietary blowing agent blend that demonstrates a greater than 80% reduction² in global warming potential compared to legacy FOAMULAR® insulation products.
- **Thermafiber® Fire & Sound Guard Plus** mineral wool batt insulation provides thermal performance, noise control, and fire resistance³ in residential and light commercial construction applications. It contains a minimum of 70% recycled content⁴, and we have issued an environmental product declaration and published a Health Product Declaration® for this product.
- **Thermafiber® RainBarrier® Dark™** is an extension of our RainBarrier® line, featuring a black veil that provides aesthetic benefits along with performance. This product contains a minimum of 70% recycled content⁴ and contributes to credits in LEED® and Green Globes certification.
- **PAROC® Pro Wired Mat LE** is a heavy-duty, non-combustible stone wool wired mat insulation with low-emission binder technology and metal mesh for industrial applications. It contributes to credits in LEED® certification.

Composites

- **TurboStrand™ 4895** is an advanced product in the **Type 30™** roving portfolio designed for polypropylene long-fiber thermoplastic applications. It is used in the manufacturing of structural and semi-structural automotive applications, including front-end modules, seat carriers, and door modules in both oil-fueled and electric vehicles. TurboStrand™ 4895 is also optimized for use in structural applications for continuous unidirectional glass reinforcement end-use performance.
- **DuroStrand Type 30® Single-End Roving** product uses corrosion-resistant **Advantex®** glass fiber for use in a variety of rebar manufacturing processes. Its increased fiber content and high bar modulus maximizes the mechanical properties of rebar systems, increasing the service life of rebar and increasing productivity for customers in select markets.⁵

Roofing

- **Duration®** Series shingles with SureNail® Technology provide a unique triple layer of reinforcement in the nailing zone when the patented tough, engineered fabric overlays the common bond of the shingle layers, offering outstanding fastener holding power. All Duration® Shingles offer at least UL 2218 Class 3 impact resistance, with two product lines meeting UL 2218 Class 4. These products also meet high performing industry standards for wind, fire, and tear resistance in the U.S. and Canada.
- **The Cool Roof Collection** uses a reflective granule technology that is designed to reflect the sun's rays, keeping roofs cooler and reducing air conditioning levels. Owens Corning offers a wide array of shingle choices that meet or exceed a three-year aged Solar Reflectance Index (SRI) of 20 — the current SRI minimum required for the Green Building Standards Code of Los Angeles County and Los Angeles City Cool Roofs Ordinance.
- **Trumbull®** asphalt has helped us reduce the number of oxidized products we produce for external asphalt markets. Today, approximately 40% of our products for the external asphalt business are non-oxidized, compared to 8% of non-oxidized products in 2015. As a result, less energy, lower temperatures, and fewer emissions are required to produce them. Collectively, this has led to a 2% improvement in material efficiency across the 12 asphalt plants in our network.

Doors

Masonite® Molded Interior Doors incorporate renewable and recycled material in their construction. Molded interior doors are produced with pre-consumer recycled wood chips as a key ingredient in interior molded door facings as well as the structural frame materials. Some of our solid core interior cores are made with residual wheat straw, which is straw that is left over after wheat is harvested for flour or beer. Standard hollow core door cores are made using corrugated material from recycled paper.

OC DOORS

¹ Total recycled content for unfaced fiberglass insulation products in North America based on current third-party certified recycled content for Owens Corning, Knauf, CertainTeed, and Johns Manville, 2020.
² Environmental Product Declaration – Optimization Summary – FOAMULAR® NGX® XPS Insulation.
³ Unfaced only per ASTM E2307.
⁴ Verified by ICC-ES to contain a minimum of 70% recycled content. See ICC-ES Evaluation Report VAR-1025 at icc-es.org. LEED® is a registered trademark of the U.S. Green Building Council.
⁵ Comparison testing performed and verified in an Owens Corning technical facility, 2021.

PRODUCT INNOVATION

2024 IN REVIEW

Across all of our businesses, we offer an extensive portfolio of products that can help our customers save energy and lower emissions. In 2024, 51% of our revenue came from this category of products. In addition, we have 13 products that are certified as made with 100% renewable electricity. These products make up 22% of our total revenues.

New Composites Innovations

- **SUREGLAS™** exterior glass nonwoven facer is a new line of coated products launched in Europe for commercial building applications (gypsum boards). It offers an excellent balance of cost and performance to deliver highly durable moisture- and weather-resistant facers and backers with an excellent surface smoothness.
- **Ceiling Facers** are the result of several years of research by a team of scientists and technicians in Apeldoorn, Netherlands, and Chambéry, France. In 2024, Owens Corning teams successfully manufactured or designed with PFAS-free chemistry five ceiling facers. By fundamentally understanding the link between surface characteristics of nonwoven veils and end customers' painting process, we were able to leverage material science and the nonwovens manufacturing process to deliver this PFAS-free line of products that help our customers comply with various building and environmental codes and obtain higher classes of building certifications.

New Insulation Innovations

- In 2024, all Owens Corning XPS insulation production in the U.S. and Canada was converted to **FOAMULAR® NGX®**. This conversion supports our efforts to reduce Scope 1 and 2 emissions to help meet our 2030 sustainability goals, as well as help Owens Corning stay ahead of environmental regulations on blowing agents. These regulations will cover Canada and all U.S. states in 2025.

New Roofing Innovations

- **The Solar PROtect™** Program educates contractors on installing solar panels on top of Owens Corning roofing products. Solar panels can sometimes compromise the roof of a home, but this program offers warranty protection for certified installers and allows them to install the best products for their customers. The Solar PROtect™ Program goes hand-in-hand with the Owens Corning Total Protection Roofing System®.

New Doors Innovations

- **The Masonite® Performance Door System** is a fiberglass door system that is 64% better at keeping air and water out than the leading competitor. This is accomplished with a 4-point seal featuring a square edge door, self-adjusting sill, adaptive weatherstripping, and enhanced corner pads. All Masonite exterior fiberglass doors can be used with this door system.
- **The M-Protect Multi-Point Security Lock** is a feature of the Masonite® Performance Door System that is four times stronger than a standard deadbolt lock, giving homes enhanced protection.

OC DOORS

PRODUCT TRANSPARENCY

As we strive to offer the most recognized and preferred products in the market, we understand the importance of providing comprehensive information about the impacts of our products over the course of their entire life cycle.

Through these efforts, we demonstrate our commitment to fulfilling one of our key 2030 sustainability aspirations — increasing the positive impact of our products.



To support our approach to transparency, we have adopted a methodology that demonstrates the complete environmental impacts of our products:

- Conduct a **life cycle assessment** (LCA) according to the ISO 14040 and ISO 14044 standards. As applicable, the LCAs also align with ISO 14025, ISO 21930, and EN 15804. A third-party review is conducted to verify compliance with these standards when shared externally.
- When appropriate, summarize the results of the LCA to develop an **environmental product declaration** (EPD).

Through this methodology, we are able to show our commitment to sustainability from, when applicable, the extraction of our raw materials, production, use, and end of life. We can also leverage our LCA results to guide process improvements and other investments, which can help lower the environmental impacts of our products. We are also dedicated to collaborating with our supply chain partners and customers to facilitate the adoption of a transparent value chain. Learn more about our commitment to a sustainable supply chain starting on [page 158](#).

Photo submitted by:
Jim Close | Toledo, Ohio, U.S.
Fisherman's Wharf, Victoria, British Columbia.

Sustainability Reporting Topic

Product Quality & Safety*

For a definition of this topic and more information, see the [Stakeholder Engagement & Material Sustainability Topics chapter](#).

Relevant United Nations Sustainable Development Goals



*Denotes a material topic. Learn more at the link above.

Product Certifications and Disclosures

We use third-party organizations to test and certify certain product attributes and to disclose their environmental impacts. We also perform regular follow-up testing to maintain our certifications. More information about these certifications and disclosures can be found on our [product transparency website](#).

Life Cycle Assessments

As we work toward our aspiration to fully decarbonize, it is important to fully understand the environmental impacts of our products. LCAs help provide that understanding by providing a detailed look at the life cycle of a product, including:

- Extraction of virgin raw materials or use of secondary recycled materials
- Transportation of raw materials to our plants
- Utilities used, as well as emissions and waste generated as a result of processing raw materials into final products in our plants

Some LCAs also consider:

- Use of products during their lifetime
- End-of-life of the product, including any disassembling process and transportation to landfill or recycling facilities

By using LCAs, we can understand which parts of a product's life cycle have significant contributions to its overall environmental footprint, so we can effectively focus our resources. It also ensures that we do not shift the burden from one life cycle stage to another. LCAs also help us share footprint information with our customers.

LCAs have helped us identify many opportunities for improvement in our processes and products. For example, we have identified high-impact raw materials, enabling us to work with suppliers to reduce their impact — in turn, this has helped us reduce ours.

Environmental Product Declarations

An EPD is an independently verified and registered document that communicates transparent information about a product's environmental impacts throughout its life cycle. These important marketing documents allow us to share our product environmental footprints with our customers with the utmost transparency. Through the issuance of EPDs, we disclose the environmental impacts of our core building products.

*This data does not include our Doors business.

Recycled Content

Owens Corning is a prominent user of recycled glass. In 2024, we used over 1.2 billion pounds* of curbside consumer containers and pre-consumer recycled glass. This decreases community landfill waste, and it lowers our energy use when manufacturing insulation, as starting with raw materials such as sand requires more energy.

As an organization, we have been able to maintain consistent use of recycled glass for the past several years. Our leadership is committed to maintaining use of cullet and finding ways to increase use of recycled content as well, where appropriate. Learn more about our cullet efforts in the [Leadership and Advocacy](#) and [Circular Economy chapters](#).



Photo submitted by:

Cheryl Smith | Granville, Ohio, U.S.

The U.S. LCA team taking a conference break, Snowbird, Utah, U.S.

Left to right: Nick Haukom, Leila Pourzahedi, Robb Camm, and Cheryl Smith.

Material Health

In accordance with our Environmental, Health, Safety, and [Product Stewardship Policy](#), we provide information about all our products, their performance, and safe use best practices. Content and disposal information is included on safety data sheets or safe use instruction sheets. Additional product content information can be found on product labels, EPDs, Health Product Declarations® (HPDs), and other transparency documents such as Declare labels, GREENGUARD®, and formaldehyde-free certifications. Currently, 57% of our products are covered by product content information found in EPDs, HPDs, and Declare labels.

Health Product Declarations®

Health Product Declarations® (HPDs) are an effective way to report on the chemical makeup of a product and disclose potential hazard concerns, using a stringent set of guidelines set by the Health Product Declaration Collaborative® (HPDC). Potential hazards are screened based on the GreenScreen® for Safer Chemicals guidelines and additional guidance from other agencies.

HPDs enable architects, builders, and specifiers to evaluate and specify products with a comprehensive understanding of the product composition and potential hazards. Our HPDs are available for download from the [HPD Public Repository](#).

Declare Labels

Many Owens Corning® products have received Declare label certifications from the [International Living Future Institute \(Living Future\)™](#). Declare labels demonstrate that these products are compliant with the Living Building Challenge criteria and allows them to be specified for such projects.

Owens Corning has Declare labels for ATTICAT®, PROPINK®, L77, PROCAT®, and PROPINK MULTISPEC™ Loosefill Insulation, unfaced and kraft-faced PINK Next Gen® Fiberglas™ (formerly EcoTouch®) insulation, FOAMGLAS® T3+, T4+, S3, F, and FG ONE Cellular Glass Insulation, faced and unfaced Thermafiber® formaldehyde-free mineral wool insulation, and Thermafiber® Rainbarrier® continuous mineral wool insulation.

GREENGUARD® and GREENGUARD® Gold

Underwriters Laboratory (UL) awards GREENGUARD® certification to products that meet comprehensive standards for low emissions of volatile organic compounds (VOCs) into indoor air. The UL GREENGUARD® Gold standard includes health-based criteria for additional chemicals and requires lower total VOC emission levels. Products meeting GREENGUARD® Gold requirements are qualified for use in environments such as schools and healthcare facilities.

GREENGUARD® Gold-certified products must follow requirements of the State of California's Department of Public Health "Standard Method for the Testing and Evaluation of Volatile Organic Chemical Emissions from Indoor Sources Using Environmental Chambers, Version 1.2 (2017)" (also known as California Section 01350). A list of all Owens Corning® GREENGUARD® Gold-certified products can be found on the [UL SPOT website](#).

Formaldehyde-Free Claim Verification

Claims that a product does not contain formaldehyde (or formaldehyde precursors) are validated by UL Environment, based on auditing raw material inputs and testing chemical emissions from the product. Products with formaldehyde-free claim verification must also maintain UL GREENGUARD® Gold certification.

A list of all Owens Corning® formaldehyde-free products can be found on the [UL SPOT website](#).

USDA BioPreferred®

The U.S. Department of Agriculture (USDA) biobased labeling initiative is an element of the U.S. Farm Bill that focuses on increasing the purchase and use of biobased products made from renewable agricultural materials. To receive USDA certification, vendor products must undergo biobased product testing by an accredited laboratory. Our certified products are listed in the [USDA's BioPreferred® Program Catalog](#), and they are eligible for preferred federal purchasing.

PRODUCT TRANSPARENCY

2024 IN REVIEW



Employees in Tijuana, Mexico, assemble interior doors.

At Owens Corning, we continuously work to ensure compliance with regulations and voluntary codes concerning the labeling, marketing, or advertising of our products and material services. In 2024, Owens Corning had no material incidents of non-compliance with such regulations or voluntary codes, and no material incidents of non-compliance concerning the health and safety of our products.

We have conducted full LCAs on 75% of our products, including shingles, fiberglass, mineral wool, cellular glass, and extruded polystyrene (XPS) foam insulation, as well as composite glass product offerings such as reinforcements, nonwoven mats, and technical fabrics.

EU's Green Claims Directive

The European Union's (or EU's) Green Claims Directive seeks to ensure environmental claims made by companies are reliable, comparable, and verifiable. This is crucial for helping consumers make informed choices and promoting genuine sustainability efforts, and Owens Corning continues to work to ensure that our claims are accurate and verifiable. As of March 2024, the European Parliament adopted its position on the directive, which is expected to be finalized after further negotiations with the European Council. This aligns with the broader goals of the European Green Deal to achieve climate neutrality by 2050.

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

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

In 2024, we updated our LCAs and EPDs for EcoTouch® Insulation for Flexible Duct, SoftR® Duct Wrap, QuietR® Duct Board, and 700 Series Fiberglas™ insulation. We performed an LCA and issued two EPDs for U.S.-manufactured FOAMGLAS® products. We also performed LCAs that cover the product lines for four nonwoven facilities and three reinforcement facilities.

Four HPDs were renewed in 2024: Fiberglas™ 700 Series Insulation Board Unfaced and with FRK and ASJ MAX Facers; QuietR® Rotary Duct Liner, Duct Liner Board, and Duct Liner HD Roll; QuietR® Duct Board and Spiral Duct Liner; and SoftR® Duct Wrap FRK.

All Owens Corning Declare labels were also renewed in 2024.



With the addition of Doors to Owens Corning's product portfolio, we are evaluating potential opportunities to expand our product transparency efforts to cover the new business.

USING DATA TO HELP IMPROVE THE LIFE CYCLE ASSESSMENT PROCESS

As Owens Corning works to achieve our 2030 sustainability goals, our ability to leverage data is essential to our efforts. One recent project will have an enormous impact on our ability to collect and integrate data, allowing us to more efficiently build life cycle models that help us understand the opportunities to lower the overall negative impacts of our products.

Our Sustainability team collects data from more than 100 plants and third-party sources around the world to conduct LCAs. The data we collect also serves as a resource as we work with suppliers to lower our Scope 3 emissions. In the past, this work was done manually, which was time-consuming and made it difficult to standardize processes. To address this issue, we sought to develop a Power BI dashboard to improve data collection.

The tool, which was developed in consultation with employees across multiple functions, including Information Technology, Sourcing, Finance, Supply Chain, and Sustainability, automated and standardized the LCA data collection and integration process. The results have been impressive, as we have been able to:

- Shorten the data collection process from a few weeks to only a few days.
- Increase the scope and scale of analysis across multiple products.
- Reduce response time to some customer requests for carbon footprint and LCA data from months to days.
- Improve employee productivity through on-demand data collection, enabling us to create more LCAs with higher accuracy.
- Deliver continuous improvement in product sustainability with a data-driven feedback loop from LCA reporting.

In 2024, the Product Sustainability team also continued to develop simplified LCA tools for its nonwoven veils and asphaltic shingle businesses. These new tools will help empower the respective team members on the topic of LCAs by allowing instantaneous assessments of new recipes or modifications on a production line. The improved tools could also increase team members' sustainability intuition when assessing projects for new or existing product development. The nonwoven veils tool is based on a full LCA model, linked to a simplified interface.

CIRCULAR ECONOMY

As of today, the linear model of manufacturing has been predominant — raw materials are extracted from the earth, products are made, and they are discarded when they are no longer needed. We are seeing negative impacts from natural resource depletion, environmental impacts of production, and limitations on disposal in landfills. That's why we have set ambitious goals to establish circular economy business models by 2030.

A circular economy is one in which sustainable choices are made throughout every product's life cycle. As we work to build a true circular economy model, we must:

- Reduce the use of virgin raw material in the manufacturing of our products in favor of recycled, recyclable, and bio-based materials inputs.
- Reduce or limit waste, energy consumption, water usage, and emissions, such as CO₂, throughout the manufacturing process.
- Promote the recycling of manufacturing waste, the use of post-industrial and post-consumer waste materials, and other end-of-life materials that keep products in the economy indefinitely.
- Enable circular economy business models, working with different partners throughout the value chain.

At Owens Corning, we are coordinating efforts throughout the organization to turn this aspiration into execution and build a sustainable future. Throughout this chapter, we demonstrate the progress we have made.

Photo submitted by:

Nadège Boucard | Chambéry, France

The Recyclab Hub opens its doors at the Chambéry Composites Fiberglass center in France.



Sustainability Reporting Topic

Product Circularity

For a definition of this topic and more information, see the [Stakeholder Engagement & Material Sustainability Topics chapter](#).

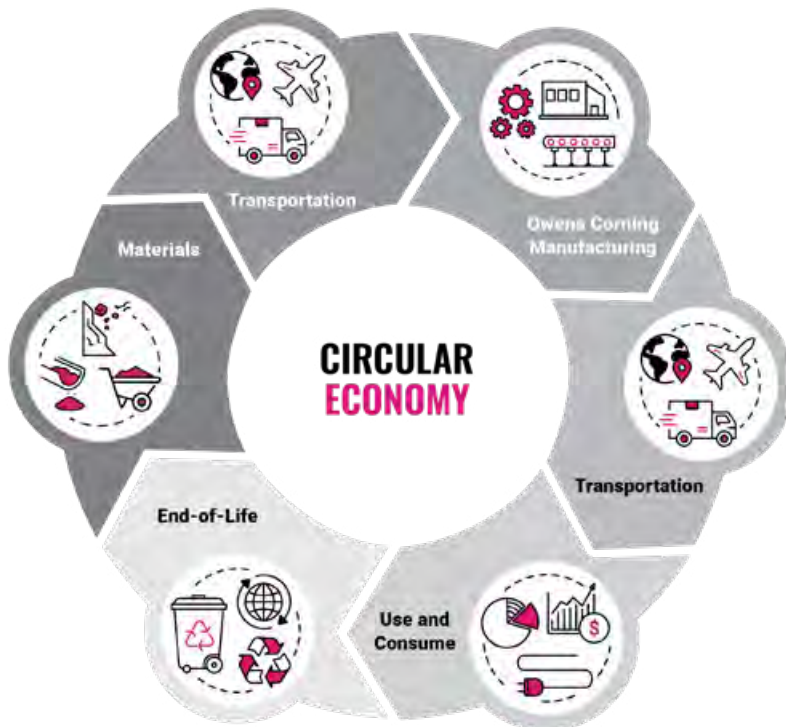
Relevant United Nations Sustainable Development Goals



2030 GOALS FOR THE CIRCULAR ECONOMY

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

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



DRIVEN BY DEDICATED LEADERSHIP

Owens Corning has a Circular Economy team in place to define goals and prioritize projects that accelerate our circular economy aspirations. Led by our Sustainability Footprint Vice President, the team is leading the strategy and integration of action across the business.

Our Circular Economy team is composed of sustainability professionals who define enterprise roadmaps and required technology programs, as well as evaluate new circular economy business models. Our scientists and engineers are developing new technologies and capabilities that enable Owens Corning to reduce the amount of waste generated, recycle more of our manufacturing waste back into our production processes, and incorporate more externally sourced recycled materials. We incubate new projects and technology with partners, and we work with our teams to embed those capabilities into our manufacturing plants.

As we continue to develop new technologies and capabilities, we enhance our ability to provide solutions beyond our manufacturing plants. Our product end-of-life experts work on partnering with our customers and other stakeholders to create circular business models and technology solutions for products that are at the end of their useful lives. In some cases, Owens Corning may be able to use materials claimed at end-of-life, or we may find other parties who find those materials even more valuable. These circular models are at the core of what it means to be committed to keeping raw materials, once extracted, in the economy indefinitely.

At the same time, we recognize the importance of operationalizing the circular economy model throughout our company, and we will do this by eventually embedding the technologies and capabilities we develop into the core of our business. This lets our employees know that this initiative goes beyond our Sustainability team — it is a challenge, an opportunity, and a goal shared by all of Owens Corning's businesses and functions around the world.

INTEGRATED THROUGHOUT OUR OPERATIONS

At every stage in a product's life cycle, we look for ways to contribute to the circular economy model — reducing virgin raw materials, recycling waste streams, and creating end-of-life solutions.

Incorporating Recycled Content

Owens Corning uses a wide range of materials in the manufacturing of our products, and we are always looking for ways to increase recycled materials and decrease our use of virgin raw materials.

Glass Cullet

There are many benefits to using crushed post-consumer glass (glass bottles, window panes, etc.) — also known as cullet — in our operations. In addition to decreasing community landfill waste, the use of cullet lowers the amount of energy used in manufacturing, as it requires more energy to start with raw materials such as sand. In fact, according to the [Glass Packaging Institute](#), energy costs drop by about 2–3% for each additional 10% of cullet used in manufacturing. Reducing energy consumption also has the positive effect of reducing greenhouse gas emissions, which supports our decarbonization agenda.

While we strive to increase the amount of recycled glass in our insulation products — and demand everywhere continues to grow — there are a number of challenges involved in supplying cullet. According to the U.S. Environmental Protection Agency, only 31.3% of all glass containers were recycled in 2018 (the last year for which data have been published). In addition, many U.S. municipalities have removed glass from their curbside recycling programs, further threatening cullet supply.

Despite these challenges, we believe the availability of high-quality recyclable glass is critical to the ongoing execution of our environmental ambitions and our overall growth strategy. Our primary focus is on promoting glass recycling at the regional and local level, as shipping

recycled glass is expensive and can negate the energy and emissions benefits. Therefore, we support a range of glass recycling efforts that will result in more good quality glass being recycled.

As part of these efforts, Owens Corning works with other companies and organizations to support the glass recycling industry and supply chain as a whole. The Glass Recycling Coalition (GRC) and the North American Insulation Manufacturers Association (NAIMA) are two of our key partners, and in conjunction with these groups, we are focused on promoting glass recycling in several regions throughout the U.S.

We also worked with NAIMA to form a glass cullet task force with the following objectives:

- Improve communication on end-use of glass containers used to make fiberglass.
- Increase glass container recycling rates.
- Improve glass cullet quality.
- Protect current recycling programs at the state and local levels.

Learn more about some of these efforts in the [Sustainable Growth chapter](#).

Eliminating Waste in Manufacturing

Our circular economy ambitions are closely tied to the approach we have set for achieving our Zero Waste-to-Landfill Goal — reducing, diverting, or recycling waste. We participate in a number of initiatives that repurpose manufacturing waste for alternate applications, extending the life of the materials and diverting waste from the landfill. Learn more about these initiatives in the [Waste Management chapter](#) of this report.

Preventing waste throughout the life cycle of our products is an important commitment of Owens Corning. To identify opportunities for additional waste reduction and diversion strategies, we conduct periodic assessments of our waste management and recycling efforts. More information about our approach to product stewardship can be found on [page 175](#).

Ensuring Responsible Use and Consumption

Owens Corning manufactures products that help users achieve their own sustainability goals — insulation that saves energy, roofing products that protect homes, doors that protect and enhance living spaces, and composites that make products lighter and more durable.

We are proud to collaborate with other companies and consortium partners to develop innovations that bring the element of circularity to products that are already inherently sustainable. Our work in the wind power industry is a particularly compelling example.

Wind power is essential to the world's renewable strategies, but there remains a need to develop end-of-life solutions for wind turbine blades. Owens Corning is working with partners around the world to keep these blades out of landfills, and we have had remarkable successes in recent years.

We are collaborating with industry partners to develop processes to cut and section wind blades, strip them of their metal, and shred them. We are also working with startup companies to conduct controlled pyrolysis processes for successful recovery of energy and glass fiber. Executing these initiatives economically at the scale required to fully divert blades from the landfill remains a challenge.

CLOSING THE LOOP AT END-OF-LIFE

In the final phase of a successful circular economy model, products that have reached the end of their use or end of life as manufactured would not be sent to the landfill — ideally, they would remain in the economy indefinitely. Owens Corning recognizes the role that we are able to play in diverting post-consumer waste as leaders in innovative materials. It not only reduces product impact on the environment, but it also enables us and our customers to meet changing environmental imperatives around the world.

In Europe, for example, end-of-life solutions are already the subject of a strong legislative drive, and Owens Corning is working to meet and anticipate increasingly stringent regulations. This involves establishing business models with partnerships, technical solutions, and applications in which our products can be taken back for use in new products or repurposed.

The following initiatives are central to our end-of-life endeavors.

Take-Back Models

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

FOAMULAR® Take-Back

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



Paroc REWOOL Take-Back System

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

For customers, the REWOOL take-back and recycling system has many advantages. It reduces the amount of waste sent to landfill, which can also reduce the cost of waste management. In addition, recycling offcuts from construction and production sites — instead of throwing them away — can help contribute points toward green building rating systems such as LEED® and BREEAM®.

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

The first Paroc REWOOL system was introduced in Sweden in 1996, before Paroc was acquired by Owens Corning. Since then, the program has been developed and expanded to include the latest technology and customized solutions for a broader market. Since 2020, the REWOOL system has also been in place in Finland, where customers’ offcuts are recycled in cooperation with partner companies. Our REWOOL program enables efficient reuse of stone wool offcuts for a circular economy.

Photo submitted by:
Patrick Haller | Granville, Ohio. U.S.
FOAMULAR® take-back program in Gresham, Oregon, U.S.

Advocating for Shingle Recycling

At Owens Corning, we aspire to divert 2 million tons of shingles annually from U.S. landfills. To help promote recycling among roofing contractors, our Roofing business has created a campaign designed to highlight the benefits of recycling. This campaign has been designed to meet increased customer demand for sustainable products, especially as younger generations enter into homeownership, and works to ensure compliance with regulations and limits on allowable volumes of building waste sent to landfills. To support contractors in this campaign, we have developed a range of marketing materials they can use to differentiate themselves from the competition and demonstrate their commitment to sustainability. While our ability to fully implement this campaign remains contingent on the availability of shingle recycling sites near the contractor, we are confident uniting with contractors to divert these materials from landfills can be an important component of our shingle recycling initiatives in the future.

We are addressing construction, repair, and renovation waste through our work with industry organizations and regulatory agencies. Owens Corning has a leadership role with the Asphalt Roofing Manufacturers Association (ARMA) Asphalt Roofing Recycling Committee and Asphalt Institute Foundation (AIF). We are also involved in AIF's research. We also are involved in the Construction and Demolition Recycling Association (CDRA) to share best practices and collaborate on programs that promote the development of sustainable practices at the intersection of industry and state policy.

We are also working with the market sectors into which recycled shingle materials would go, including roofing solutions, industrial asphalt, and specialty paving industries. The use of recycled shingle material, specifically reclaimed asphalt pavements (RAP), represents one of the largest examples of the circular economy in action across the U.S. today. According to the [National Asphalt Paving Association](#), nearly 95 million tons of recycled content are included in new pavement mixes each year.

Contractor Network Shingle Recycling Pledge

Owens Corning has established a roofing contractor program for recycling asphalt shingle roof tear-offs. Through a national strategic alliance with Earth911, we connect contractors with convenient recycling facilities. As part of the program, we ask contractors to help the environment and promote sustainable business practices by pledging to recycle their shingle tear-offs.

While increasing the number of contractors in our network who recycle shingles is one of our priorities, market forces continue to present obstacles. In the U.S., the volume of shingles that are recycled continues to decline every year due to factors such as recycling centers closing or discontinuing their shingle recycling operation, restrictions from Departments of Transportation on the use of recycled asphalt shingles (RAS) in hotmix asphalt paving, existing stockpiles of material, and difficulties getting asphalt companies to take the material. This further reinforces the need in the marketplace for advanced recycling solutions.

CIRCULAR ECONOMY RECYCLING TECHNOLOGY INNOVATION LABORATORY

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

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



CIRCULAR ECONOMY

2024 IN REVIEW



Recycling Innovation at Chambéry Lab

In July 2024, the Chambéry Science & Technology team opened the Fiberglas center, which introduced a renovated fiberizing platform to support remelting technologies development for waste recycling. The center also features the “Recyclab,” which is equipped with waste preparation technologies, such as shredding capabilities, and a lab-scale melting furnace.

These capabilities will allow the team there to evaluate new glass formulations and allow for glass waste to be mixed with virgin materials. These efforts are driving forward our circular economy goals and allowing us to develop solutions for the entire life cycle of our products.

Photo submitted by:

Nadège Boucard | Chambéry, France

The grand opening of the Recyclab at the Chambéry Science & Technology Center in France.

Pictured left to right: David Blandin, Anne Berthereau, Eric Dallies, Petra Inghelbrecht, Amandine Ridouard, Julie Garcia, Alessandro Forestieri, Raphael Djemai, and Nadège Boucard.

Recycled Content in Insulation Products

Owens Corning is a leader in the use of recycled content, and we are committed to using recycled glass content in our products, including the following:

- A minimum of 70% recycled content in our Thermafiber® mineral wool insulation¹
- A minimum of 55% recycled content in our North American residential fiberglass insulation²
- A minimum of 53% recycled content in our commercial and industrial fiberglass insulation²
- A minimum of 53% recycled content in our U.S.-made fiberglass products
- Up to 65% recycled content in our Canadian-made fiberglass products
- A certified 20% pre-consumer content in our North American XPS foam insulation

1 Validated by the International Code Council Evaluation Service (ICC-ES)

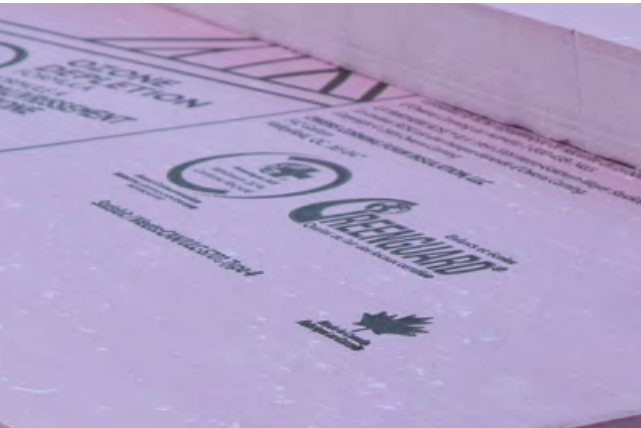
2 Certified by SCS Global Services



Owens Corning is one of the world's largest consumers of recycled glass – in 2024, we consumed more than 1 billion pounds of recycled glass globally.

2024 INPUT MATERIAL BY WEIGHT (METRIC TONS)*							
	2018	2019	2020	2021	2022	2023	2024
Total weight of material	7,695,265	8,208,112	6,812,476	8,416,366	9,131,607	7,354,622	6,078,369
Total weight of recycled input materials	804,389	722,650	708,905	840,253	841,660	745,132	586,663
Percent of recycled content	10%	9%	10%	10%	9%	10%	10%

*This data does not include our Doors business.



Detail images of Owens Corning Insulation products.

Partnerships That Help Close the Loop

ZEBRA Project

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

In 2024, the consortium successfully recycled materials from wind turbine blades and manufacturing waste back into usable materials. The materials from the blades included the Owens Corning Ultrablade® product. Owens Corning was able to recover glass fibers to be used in our SUSTAINA® product line.

Additionally, a life cycle assessment (LCA) was conducted to investigate the environmental impacts and advantages of closed-loop recycling. For the LCA, every stage of the 62-meter ZEBRA blade's life cycle was examined, and it was determined that recycling of resin and glass fibers and the process as a whole offers a 30% reduction in CO₂-equivalent emissions per blade.

SusWIND Project

In 2022, Owens Corning joined the SusWIND project, a U.K.-based consortium of companies launched in 2021 to facilitate recyclability in the manufacturing of composite wind turbine blades through the development of technology, processes, and materials. By joining SusWIND, we have new opportunities for collaboration, as well as access to a wealth of key material science research that will facilitate circularity in turbine blade manufacturing.

Avient Corporation

According to the World Economic Forum and other sources, the green buildings market is expected to continue rising through 2030 – leading to an increased need for sustainable materials and approaches. As a result, our customers, such as Avient Corporation, are coming to us for help and collaboration to advance their circular economy goals.

With a customer-centric approach, our Senior Sustainability Leader – Circular Economy Solutions at Owens Corning developed a unique model and methodology for collaborating with customers to design processes and products for circularity. This novel approach allows fresh eyes to identify the highest-value opportunities and a path to deliver near-term action and results.

Owens Corning and Avient brought together a cross-functional team using this new methodology that brainstormed 120 opportunities that could help both companies achieve their 2030 goals. The top 10 ideas offered solutions for circular reuse, waste and carbon emissions reduction, and continuous improvement in safety, quality, and productivity.

After evaluating the opportunities, Avient and Owens Corning are moving forward with two projects together. Avient is also spearheading four projects on their own. One joint project, being implemented at our facility in Amarillo, Texas, U.S., has already proven to reduce waste generated. Additionally, it has reduced a calculated 270 metric tons of CO₂ emissions, along with a six-figure annual cost savings. This process can also be replicated at other sites.

When fully implemented, the two joint projects could lead to an estimated annual savings of \$280,000 in material costs, roughly 375 metric tons in waste reduction, and 330 metric tons in CO₂ emissions reduction. This collaboration model allows us to work with other customers and suppliers to positively impact the sustainability of our value chain.



Owens Corning employees work with customer and supplier Avient to design processes and products for circularity.



“This is great to highlight: combined efforts of the top two projects will have impacts across all levels of the organization. With a high reduction in waste intensity at our one site, we will see measurable reductions for the whole business unit and in our global waste volume across the company. The collaboration with Owens Corning helps us achieve our annual corporate sustainability goals year over year.”

Maxamillian Montag
Manufacturing Engineer, Avient Corporation

Recycled Content in Composites Products

SUSTAINA® Products

In 2024, Owens Corning introduced new products in the SUSTAINA® glass fibers line that contain 100% circular content through mass balance. These composite products, including SUSTAINA® T30 (Type 30), SUSTAINA® MER (Multi-End Roving), and SUSTAINA® DUCS (Dry Use Chopped Strand), are the first circular-content glass fibers in the Americas. They are also among the first in Europe. The products were developed at our Kimchon, South Korea, facility.

Also, in 2024 at our L'Ardoise France facility, Owens Corning was able to successfully reclaim pre-consumer waste from customers and remelt it into a brand-new product, SUSTAINA® Loop. SUSTAINA® Loop is manufactured through an ISCC+ certified mass balance process, which allows us to claim it as a 100% circular glass fiber. This product is one of the first glass fibers globally to replace raw materials with waste from customers, reducing both waste-to-landfill and the need to extract new materials from the earth.

Packaging Initiatives in 2024

In Europe, we comply with the Packaging and Packaging Waste Regulation, entering into force in early 2025. This regulation covers all packaging, regardless of the material used, and all packaging waste, regardless of its origin. It also sets 2030 and 2040 targets for minimum recycled content in plastic packaging, as an example, and therefore this regulation will drive changes on the packaging of our products.

Packaging Recycling Partnership

In 2024, Owens Corning began partnering with various recycling companies to find solutions for difficult-to-recycle packaging products in order to divert them from the landfill. Through these partnerships, we were able to divert over 308,000 pounds of obsolete or discontinued plastic and paper packaging from landfills. This material, which came from several Owens Corning plants, was recycled, saving the equivalent of about 990 cubic yards of landfill space.

Paroc Introduces Easier-to-Recycle Packaging

Around the globe, Owens Corning teams are looking at ways to reduce our environmental impact throughout the life cycle of our products. In response to the Swedish Extended Producer Responsibility (EPR) policy, we examined ways to make our packaging easier to recycle. The EPR states that plastics need to be 100% uncolored and with less than 60% print to be recycled. This meant changing the packaging for our Paroc materials coming out of Sweden.

A new look was developed using clear plastic with a small, printed area, rather than the overall red and white stripe plastic used before. This new packaging was refined and implemented in 2024 to begin shipping out from our Sweden facilities in early 2025. Low-density building insulation products are the first to feature the new packaging, with other products to follow.



Shingle Recycling in 2024

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

In 2024, we continued our progress on two key shingle recycling workstreams, which are essential as we seek to reach our aspiration of recycling 2 million tons of shingles per year in the U.S.

■ **Recycling used shingles into new shingles.**

Since announcing the initiative to deconstruct shingles into their component materials, progress to enhance and upscale the process has been made through work with our technology partner Redivius. For the first time in the industry, asphalt extracted from end-of-life shingles was used in coating for the manufacturing of new shingles in late 2024. This is an incredibly important and exciting milestone as we plan the path to full commercialization.

While the focus to date has been on asphalt recovery and reuse, the process is designed to reclaim the entire shingle to avoid any portions ending up in landfill. Small-scale trials to recycle the solid components of shingles have been promising to date, with process improvements planned in 2025 to enable plant trials with these materials.

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

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

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

Contractor Network Shingle Recycling Pledge 2024 Update

As of 2024, over 1,000 contractors in our network have pledged to recycle their shingle tear-offs, if it is a viable option in their area, including 215 new contractors in 2024.

Take-Back Models in 2024

Paroc REWOOL Take-Back System

Through the REWOOL program, Paroc takes back stone wool offcuts from construction and production sites, where they can be sorted, transported, and recycled. In spite of a weaker market compared to 2023, we increased the total amount of take-back by 5.5% relative to total weight of new product sold in 2024. After a successful pilot, the REWOOL program was expanded and is now rolled out for offcuts from constructions sites in Germany. The aim is to develop a well-functioning take-back model that makes it easy and convenient for customers to sort and ship the offcuts from their construction sites.

In addition to Paroc REWOOL, FOAMGLAS performed a take-back test for offcuts in Germany. We evaluated the results and now FOAMGLAS will assess how the learnings can be transferred into the circular economy strategy.

Reusable Pallet Program

Wooden pallets, especially those of non-standard sizes, often cannot be reused by customers, so there is a greater possibility for them to end up in a landfill. To address this, a cross-functional team from Logistics, Sourcing, and Marketing established the Reusable Pallet Program. Customers set aside their Owens Corning pallets to be picked up by a third party. We take back the pallets and make any necessary repairs to keep them in use for as long as possible. Through this program, customers are also able to reduce costs related to storage, handling, and disposal.

The initiative began in 2022, and all Paroc plants are now part of this process. In 2024, the proportion of pallets reused was 27%, compared to 14% in 2023, which can be attributed to a major improvement in Trzemeszno, Poland, the biggest plant for Paroc. Following a pilot in 2023, 27% of pallets are now being reused at the L'Ardoise, France, Composites site as well.

Other plants in the program also increased their use of returnable pallets, further demonstrating strong global performance. Additionally, initiatives have been launched with more customers to keep expanding the program, providing both environmental and financial benefits.



Photo submitted by:
Thomas Kayser | Hamburg, Germany
Product being loaded onto a truck as part of the REWOOL program.

OWENS CORNING & THE CIRCULAR ECONOMY

Our Circular Economy team has established a solid foundation upon which the people in our facilities and plants can build. Thanks to their dedication and initiatives that have been operationalized around the world, we are in an even better position to achieve our aspirations.

The need for a circular economy model has never been greater. Greenhouse gas emissions are having a detrimental effect on our planet, and decreasing our reliance on virgin raw materials will reduce emissions associated with mining, processing, and transportation. In addition, closing the loop at our products' end-of-life helps send less waste to the landfill — another global imperative. Our circular economy goals, therefore, are a central component of our sustainability journey, helping us fulfill our mission of building a sustainable future together.



The Owens Corning Sustainability Footprint team. Left to right: Kathya Mahadevan, Julie Childers, Beatrice Hallen, Kyle Wepler, Petra Inghelbrecht, David Cook, Anne Berthereau, Cécile Bourget, Amy Lee, and Valérie Poirrier.

LEADERSHIP & ADVOCACY THROUGHOUT OUR INDUSTRY

At Owens Corning, we believe in setting an example for our industry — promoting our core values and supporting initiatives that help build a sustainable future through material innovation.



Photo submitted by:
Abigail Sprague | Granville, Ohio, U.S.
Otago Harbour, Dunedin, New Zealand.

Sustainability Reporting Topic

Policy Engagement

For a definition of this topic and more information, see the [Stakeholder Engagement & Material Sustainability Topics chapter](#).

Relevant United Nations Sustainable Development Goals



GOVERNMENT AFFAIRS

The Government Affairs strategy is to drive Owens Corning’s growth strategy through targeted engagement with key government officials, regulatory bodies, and codes and standards organizations. This allows us to influence and advance business long-range strategic priorities from an enterprise-first perspective.

As part of our approach to advocacy, our Government Affairs team oversees our interactions with industry and trade associations, ensuring that our engagement is aligned with our mission, purpose, and values, including our climate policy. We regularly review language and activities with both the External Affairs and Sustainability departments, and we conduct legal reviews of external communications, including letters, testimony, and interactions with outside advocates or non-governmental organizations (NGOs).

The Government Affairs team develops advocacy strategies in partnership with businesses that align with our enterprise strategic priorities. We also work with external consultants at the state and federal level to develop targeted strategies. We are focused on lobbying and education in key areas of glass cullet and recycling, recycled asphalt and shingle recycling (RAS), and energy efficiency tax credits to promote home ownership. This includes advocating for building energy-efficient measures and improvements to building code development and adoption. Our efforts in this area can be seen in our education campaigns, code advocacy, attention to legislation, regulation, and “reach codes” related to building decarbonization.

Corporate Political Advocacy

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

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

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

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

Owens Corning Better Government Fund

Our employees have the option to make political contributions through the Owens Corning Better Government Fund, a nonprofit, unincorporated committee operating as a separate, segregated fund of Owens Corning. Its purpose is to offer our employees and shareholders a way to join a program of political giving, providing them with a united and constructive voice in the U.S. political process. The fund still prohibits direct or indirect contributions from Owens Corning or any other corporation or political action committee. The Owens Corning Better Government Fund had no disbursements in 2024, with plans to dissolve the fund in 2025 due to inactivity.



Photo submitted by:
Kelly Al-sorghali | Toledo, Ohio, U.S.
Sunflower in the garden at the Toledo Zoo, Toledo, Ohio, U.S.

Government Affairs Initiatives

Glass Cullet & Recycling

Alongside the North American Insulation Manufacturers Association (NAIMA), Owens Corning is promoting policies, research, and demonstration projects in target states that promote glass recycling initiatives and result in increased and persistent availability of recycled glass (glass cullet). These policies promote energy efficiency, conservation of certain raw materials, environmental benefits, and the circular economy.

Glass cullet plays a crucial role in the manufacturing of fiberglass insulation and the sustainability of our operation. It can also help reduce our overall environmental impact. The recycling and processing of glass has additional benefits such as:

- Manufacturing plants that use cullet can decrease energy use typically required for processing raw materials.
- The use of glass cullet reduces the need for the extraction, transportation, and processing of raw materials like sand, soda ash, and limestone.
- The use of recycled glass can help conserve natural resources while also reducing carbon.
- Recycling helps divert glass away from landfills and can extend the useful life of landfills.
- Glass can be recycled endlessly without any degradation in quality or purity.

Promoting New Home & Multifamily Energy Efficiency Through Voluntary Tax Credits (45L)

In the United States, Owens Corning supports state tax credits for builders and developers of new homes and multifamily buildings that meet the Inflation Reduction Act’s federal tax credit (45L) to drive increased market penetration of above-code building practices. Further, we advocate ENERGY STAR® and Zero Energy Ready as a recognized alternative compliance path in state and local codes and in reach codes that focus on building decarbonization.

As a company, we also encourage the improvement of the Environmental Protection Agency’s ENERGY STAR® Homes program and the Department of Energy’s Zero Energy Ready Homes program to make them more market friendly. Both programs are referenced in the 45L for new homes, providing \$2,500 per home for ENERGY STAR® and \$5,000 per home for Zero Energy Ready, as well as incentives for certain multifamily buildings that meet these program requirements.

Recycled Asphalt Shingles (RAS)

Owens Corning is committed to advancing circular economy practices through enhanced shingle recycling efforts, aiming to divert 2 million tons of shingles from landfills annually. The company is focused on accelerating the use of recycled shingles in asphalt paving applications through research and development around Balanced Mix Design (BMD), which provides a performance-based framework for optimizing the use of RAS in asphalt mixtures.

Owens Corning supports policy changes to accelerate the adoption of RAS technologies in pavements. The company advocates for “Buy-Clean” programs, federal and state collaborative initiatives, and incentives to increase RAS usage and lower greenhouse gas emissions in asphalt mixtures. These efforts align with industry goals to reduce landfill disposal of asphalt-based roofing materials to 50% by 2035 and approach 0% by 2050.

Partnerships With Industry Organizations

We collaborate with a range of organizations, providing opportunities to collectively advocate for our industry, promoting growth, and offering invaluable insights into improving our sustainability capabilities. Owens Corning employees work with trade associations and research institutions, as well as the regulatory agencies that set specifications for the products and buildings where our materials are used. Our experts often participate as board and committee members in these organizations, and their leadership helps reinforce our emphasis on sustainability in their work.

Some of our notable industry associations include:

- **North American Insulation Manufacturers Association (NAIMA)** is made up of companies that manufacture fiberglass, rock wool, and slag wool insulation. Its members produce the majority of the insulation products used in the United States, Canada, and Mexico. NAIMA is primarily focused on promoting energy efficiency and resilience through an insulation-first approach, preserving the environment, and ensuring the safe production and use of its members' products.
- **European Insulation Manufacturers Association (EURIMA)** was established to create a favorable business environment for mineral wool insulation and promote improved standards for insulation materials. EURIMA is a research-driven organization whose industry members, including Owens Corning Paroc, produce a wide range of mineral wool products for thermal and acoustic insulation, providing fire protection of domestic and commercial buildings and industrial facilities while offering innovative growing media and green-roofing solutions.
- **Asphalt Roofing Manufacturers Association (ARMA)** represents both manufacturers and the companies that supply their raw materials. ARMA is dedicated to the advancement of the asphalt roofing industry through the collective expertise of its member companies. The organization is also a resource for building and code officials as well as regulatory agencies and allied trade groups. Our employees have leadership positions within this organization, including the positions of president and chairing the Technical Committee and Asphalt Roofing Recycling Committee.
- **American Composites Manufacturers Association (ACMA)** provides education, advocacy, and representation for its member companies and associated markets to promote growth within the composites industry. ACMA is committed to driving industry innovation, providing members with a range of educational tools and certification programs. Our people are active in a number of ACMA committees, including the Utility and Communications Structures Council, where we advise on the specification of composite utility poles, the Utility and Communication Council, where we are working as a part of a committee developing the specification for composite crossarms, and the Composites Sustainability Council.
- **American Chamber of Commerce to the European Union (AmCham EU)** provides education, advocacy, and representation for American companies committed to Europe on trade, investment, and competitiveness issues. It aims to ensure a growth-orientated business and investment climate in Europe. AmCham EU facilitates the resolution of transatlantic issues that impact business and plays a role in creating better understanding of EU and U.S. positions on business matters.
- **Windows & Doors Manufacturing Association (WDMA)** promotes, protects, and advances the use of high-performance, high-quality windows, doors, and skylights through advocacy, education, standards, and certification. Our employees have leadership positions within this organization.
- **The Asphalt Institute** is an international trade association that promotes the use, benefits, and performance of petroleum asphalt through education, engineering, technical development, environmental stewardship, and marketing leadership. Owens Corning employees are active participants in the organization, as well as the Asphalt Institute Foundation and the Asphalt Institute Roofing Technical Committee.
- **The Joint Center for Housing Studies of Harvard University** has a mission to improve access to affordable housing through research, education, accessible information, outreach, and consultation with a variety of stakeholders. Owens Corning CEO Brian Chambers is on the Policy Advisory Board of the Center.
- **The National Association of Manufacturers (NAM)** represents 14,000 member companies to promote its four values: free enterprise, competitiveness, individual liberty, and equal opportunity. NAM was founded in 1895, and today has member companies from every industrial sector. Brian Chambers serves on the Board of Directors for NAM.

For a full list of organizations with which we work, see [Appendix D](#).

OC DOORS

Corporate Political Advocacy

In 2024, our advocacy-related expenses totaled \$2,830,650. Those overall expenditures include direct and indirect lobbying expenses totaling \$626,242. Our three largest trade association or lobbying expenses totaled \$2,040,000, for the following:

- North American Insulation Manufacturers Association (NAIMA)
- Flywheel Government Solutions
- Business Roundtable (BRT)

In 2024, energy efficiency advocacy accounted for approximately \$143,000 in related expenses, and expenses in support of improved building energy codes totaled approximately \$71,000, with some overlap of spending between these areas. Owens Corning does not permit the use of corporate funds to support any political candidate, political organization, or campaign.

Political Advocacy and Trade Expenditures

TYPE OF CONTRIBUTION	2021	2022	2023	2024
Lobbying, interest representation, or similar	\$599,150	\$564,390	\$689,090	\$626,242
Local, regional, or national political campaigns/organizations/candidates	0	0	0	0
Trade associations or tax-exempt groups (e.g., think tanks)	\$2,358,915	\$2,635,614	\$2,976,509	\$5,172,584
Other (e.g., spending related to ballot measures or referendums)	0	0	0	0
TOTAL CONTRIBUTIONS AND OTHER SPENDING	\$2,958,065	\$3,200,004	\$3,665,599	\$5,798,826
Data coverage (as % of denominator)	100%	100%	100%	100%

LEVERAGING THE INFLATION REDUCTION ACT

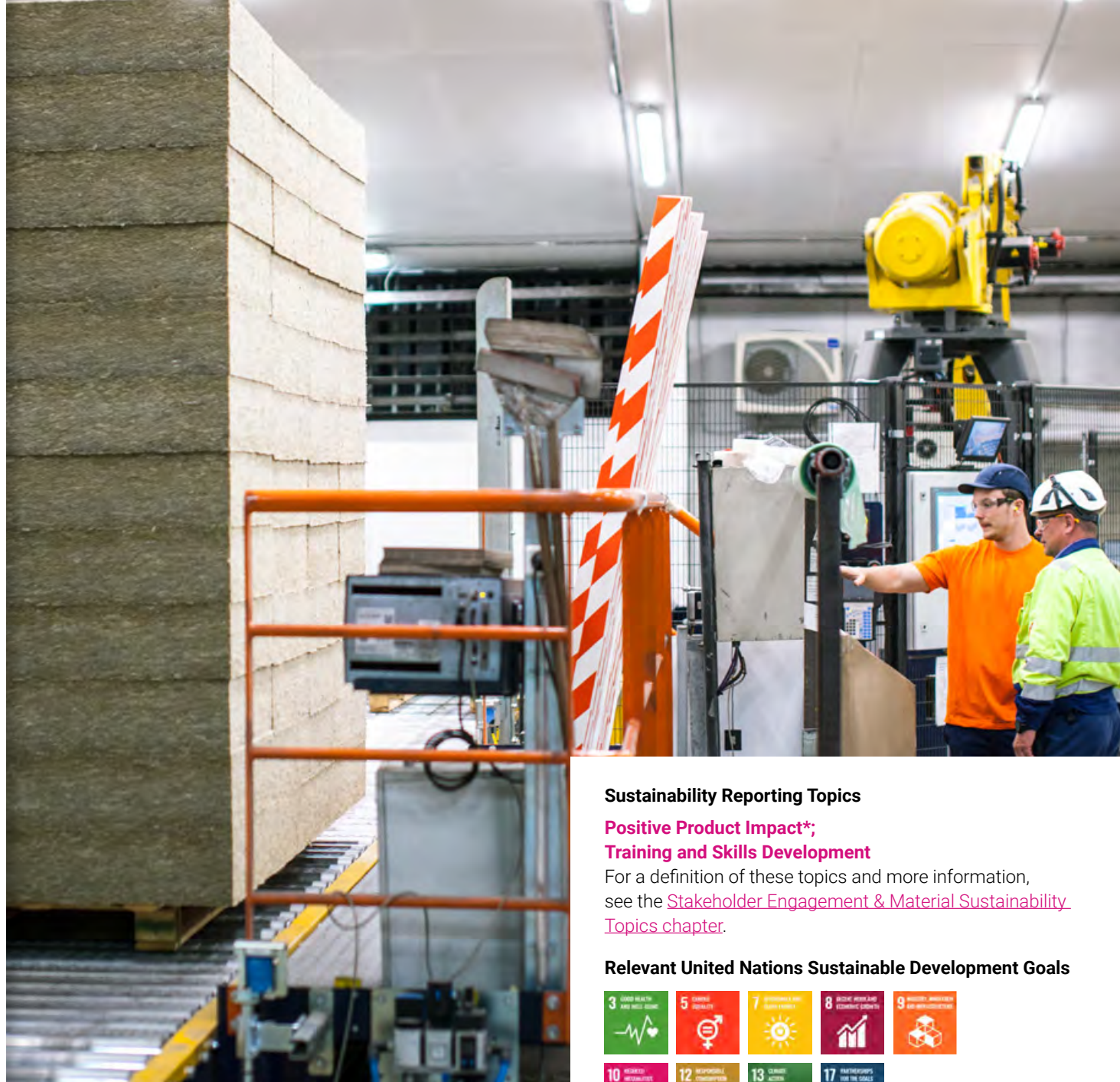
The Inflation Reduction Act (IRA), passed in the U.S. in 2022, offers a range of incentives for companies that integrate sustainable infrastructure. Our Product Development team is working with our customers to help them understand how leveraging these opportunities can grow their businesses while benefiting the environment.

The IRA has made manufacturing tax credits available for expansion, recycling, and sustainability projects, which will help the U.S. meet its climate goals by providing opportunities to lower Scope 2 emissions and embodied carbon. By bringing these tax credits to customers’ attention, Owens Corning has an opportunity to highlight the effectiveness of our insulation products in many of these sustainability projects. Furthermore, in its grid modernization initiatives, the act specifically mentions the use of composite poles rather than wood, steel, or concrete, presenting further opportunities to expand the use of Owens Corning products.

By helping our customers better understand the provisions set forth in the IRA, Owens Corning is doing a great deal to raise awareness of the many advantages of our products. At the same time, we are doing our part to create an environment where businesses can achieve considerable sustainable growth of their own.

SUSTAINABLE GROWTH

Even as we deliver innovative products and systems that benefit stakeholders, we recognize the importance of prioritizing sustainability throughout our operations. By designing our products with consideration for recycling, reuse, and reducing impacts over their life cycle, we are better positioned for our products to be recognized and preferred throughout our industry.



Insulation plant, Parainen, Finland.

Sustainability Reporting Topics

Positive Product Impact*; Training and Skills Development

For a definition of these topics and more information, see the [Stakeholder Engagement & Material Sustainability Topics](#) chapter.

Relevant United Nations Sustainable Development Goals



*Denotes a material topic. Learn more at the link above.

OUR APPROACH TO SUSTAINABLE GROWTH

Owens Corning believes in supporting the global transition to a sustainable economy by being a financially successful company with sustainability at our core. As part of our commitment to sustainable growth it is our ambition to be a company whose positive impact of our people and products, is greater than the negative impact of manufacturing our products.

Fostering sustainable growth requires a thorough understanding of our key sustainability indicators, giving us the ability to implement them in ways that meet the needs of our stakeholders. As we work toward growth, we seek to:

- Advance operational sustainability with the aim to reduce our environmental footprint.
- Chart a clear course of action to drive product and supply chain sustainability through engagement with suppliers and the promotion of product life cycle transparency.
- Maintain community engagement through local initiatives in the places we live and work, which is a key aspect of honoring our social responsibilities.
- Partner with builders, contractors, architects, and homeowners to understand their needs and leverage leading-edge building science to adapt building products and systems, and to educate the industry.
- Develop innovative building products and systems designed to improve durability, deliver energy efficiency, and provide comfort throughout buildings.
- Advocate for building code improvements and building standards.
- Continue to prioritize our employees’ safety, health, and wellness.

Addressing Key Secular Trends in Our Industry

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

The following are among the primary trends we are monitoring:

- **Increased premium on living spaces.** We are seeing a demand for functional, comfortable homes that can serve as both a workspace and a living space. We expect homeowners to continue to prioritize efficiency and indoor comfort — benefits that insulation delivers.
- **Demand for sustainable solutions.** Homeowners are becoming increasingly knowledgeable about sustainable building solutions, and this awareness is informing their decisions as they build or renovate homes. In addition to energy efficiency, homeowners are prioritizing greenhouse gas reductions and renewable energy sources. At the same time, many governments are requiring increasingly stringent standards for sustainability, which is driving new specifications throughout the industry. One example is the Energy Performance in Buildings Directive (EPBD), an important directive aimed at regulating buildings across the European Union (EU). The goal of the EPBD is to promote energy efficiency and accelerate the deployment of renewable energy sources in buildings. Another EU initiative, the energy efficiency directive, as an instrument of the renovation wave, has the goal of doubling annual energy renovation rates in the EU by 2030. Additionally, customers value products that offer higher recycled content and offer circular capabilities at the end of their life cycle.
- **Changing construction practices.** Labor shortages have continued to impact construction practices and cycles. As a result, we are seeing a continued demand for multi-material and prefabricated construction solutions that can drive efficiencies, both in terms of the labor required for installation and the energy savings it can deliver. We expect this trend will continue as the labor market remains tight, especially as it relates to skilled labor. Since 2021, we have had commercial and technical teams in place to outline business opportunities and determine the best ways to move forward in this space.

DIGITAL INITIATIVES TO DRIVE GROWTH

Our market-facing growth initiatives include the use of digital marketing channels, engagement systems, and e-commerce tools. These digital tools and solutions drive awareness of our products, increase brand loyalty and advocacy, and support e-commerce momentum in our industry — while also helping our customers, contractors, and influencers grow their businesses. Some of our key market-facing digital initiatives include:

- **Distributors and dealers.** As we work to improve online communication with our distributors, we continue to optimize our portal to offer order status, access to documents, and delivery tracking functionality. We also engage in system integrations to streamline the distributors’ processes and engagement with us.
- **Contractors.** Our contractors are critical to our success, and our goal is to help them get more work while getting more work done. The OCConnect™ Resource Center is designed to do just that as the ultimate one-stop resource for all Owens Corning businesses and user roles, including Owens Corning Roofing Contractor Network members. Users have 24/7 access to a variety of tools and resources to help them grow their business while simultaneously earning promotional funds on qualifying Owens Corning purchases to invest back into their business.
- **Architects and specifiers.** We continue to leverage digital tools designed to provide accurate and comprehensive information about Owens Corning products, making them easy products to spec into projects and systems. These efforts are helping us continue to be a manufacturer of choice in the markets we serve. One digital tool, the Embodied Carbon in Construction Calculator (EC3), is discussed on [page 232](#).
- **Homeowners.** Digital marketing strategies enable us to guide the homeowner through the entire purchasing and warranty journey, from their initial interest to the point where they act as an advocate for our products.

Intellectual Property at Owens Corning

Owens Corning is dedicated to protecting our innovation through our intellectual property (IP) strategies. These strategies are meant to create value for our businesses, maintain our competitive advantage by protecting our innovations, and place sustainability as part of our overall business strategies for growth.

The IP strategy relies on different types of protection, including patents, trademarks, and trade secrets, and then using that protection through licensing, litigation, and more. This enables us to remain competitive by offering innovative and differentiated products that can enhance our reputation, ensure customer loyalty, and engage stakeholders. Across all of our businesses, we have several sustainability programs including promising concepts under evaluation for addition to our current IP portfolio.

THE BUILDING SCIENCE SOLUTION CENTER

Our experts continuously research and deploy building science solutions to serve architects, building owners, occupants, and the environment. The Owens Corning Building Science Solution Center is a 24/7 online portal connecting architects to emerging research, best practices, and thought leadership across a spectrum of building disciplines.

In addition to delivering expertise related to sustainability, the Building Science Solution Center offers practical insights into the diverse challenges architects experience and provides access to certification documentation to meet building program requirements. The portal’s resources include content drawing on more than 40 years of experience pioneering perimeter fire containment assemblies, as well as information gained from WUFI® analysis, which helps architects predict moisture and thermal performance across a range of climates.

Building science is also promoted within Owens Corning through an internal team that engages industry partners, architects, engineers, and builders. Through lunch-and-learns, webinars, in-person and virtual seminars, workshops, and trade shows, our team helps drive the use of our energy-saving products in more sustainable building applications, maximizing their performance and helping them achieve certifications such as LEED®. Energy-efficient solutions continue to be a focus of our product and system innovations, and through our industry collaborations, our cradle-to-grave evaluation of embodied carbon impacts will now be at the center of that innovation.

Our focus on successfully engaging high-impact architects, engineers, and construction customers in supporting builders is crucial. We believe this support structure can have a ripple effect on sustainable revenue as these professionals promote practices and specifications that bring awareness of our products to a broader network. For example, if a major architectural firm begins to specify an Owens Corning insulation product, that approach may be shared with satellite locations as well, and impact of the engagement will be magnified.

Our metrics track customers’ building science engagement, including the number of people reached and events held. In 2024, Owens Corning held more than 100 building science engagement events and reached over 10,000 architects, engineers, and builders.

Certified Energy Experts®

The Owens Corning® Certified Energy Expert® (CEE) program provides contractors with training on thermal performance, moisture prevention, and more — information that they can then pass along to their customers. With their advanced understanding of building science, they offer their customers an expertise that makes them a trusted ally throughout the building process. In doing so, they have helped grow sales of Owens Corning insulation while facilitating the construction of energy-efficient buildings. Owens Corning supports these contractors with local marketing materials that promote both our brand and that of the contractor. In addition, our limited lifetime warranty includes CEE workmanship as well as our products.

In 2024, 91% of CEEs worked with Owens Corning on at least one program element during the year. There are currently 105 insulation contractors in this elite group. To remain in the CEE program, contractors must adhere to Grade 1 insulation installation as well as complete all certifications and training, as defined by program requirements. Members of the program install different types of insulation and operate with different business models, from new construction and renovation of single-family homes to light commercial buildings such as multifamily units.

A truck transports insulation in California, U.S.



SUSTAINABLE GROWTH

2024 IN REVIEW



In 2024, Owens Corning revenues were \$11 billion. At the same time, we were recognized as one of the 100 Best Corporate Citizens by 3BL Media. We placed in the top 10 for the seventh consecutive year and ranked first in the capital goods industry.

Employees at the Composites site in Hangzhou, China.

SUSTAINABLE GROWTH OPPORTUNITIES IN 2024

Throughout the year, Owens Corning has continued to develop and manufacture products across a number of markets that consider sustainability. The following represent some notable examples.

Opportunities in Resilient Infrastructure

Owens Corning is working to develop reliable, sustainable, and resilient infrastructure. Through our efforts, we can meet the specific needs of communities while considering the challenges they will likely face in future years.

Recycled Shingles into Asphalt Paving

Owens Corning has long recognized the potential for recycling shingles into asphalt pavement, and we are working closely to develop solutions that meet departments of transportation specifications and other paving performance requirements. More information about our work in this area can be found in the [Circular Economy chapter](#).

FOAMULAR® EDGELOCK® Insulation

EDGELOCK® is a patented XPS that interlocks boards together. This product is designed to prevent thermal breaks and insulate roads in areas where permafrost is vulnerable to melting, which is a practical factor in infrastructure projects in these regions. The unique design of EDGELOCK® insulation allows installers to use one layer of insulation without sacrificing the thermal performance typically achieved through two layers of insulation. This results in fast installation, low labor hours, and less carbon emissions from equipment.

This product is available as FOAMULAR® NGX® EDGELOCK® insulation. This version is manufactured with a proprietary blowing agent that demonstrates a greater than 80% reduction in embodied carbon compared to legacy FOAMULAR® insulation.

Composite Utility Poles and Crossarms

We are working with several pole customers globally to develop utility transmission and communication poles. These glass fiber reinforced plastic (GFRP) poles offer reliability and resilience in high-load situations, such as in ice storms and high winds. They last longer than wooden poles, and they resist fire and wind. Unlike chemically treated wood poles, which can leach chemicals into the soil, GFRP composite materials are considered inert, minimizing adverse impacts to the environment where they are installed. In addition, composite poles can weigh up to 80% less than steel poles, making them lighter to transport and safe to install.

Global Market Insights predicts that the fiberglass light poles market will experience significant gains as demand for durable, efficient, easy-to-install lighting infrastructure grows and prices for metallic light poles surge.

Delivering More Power With Glass

Supporting our sustainable growth efforts in the wind sector, H² glass became available as a leading performing product in fiber and fabric form across all regions in 2024. This glass product portfolio with industry-wide highest modulus performance will allow our wind clients innovative technology at a competitive cost.

With collaboration and a focus on customer needs, the Owens Corning footprint allows quick production and supply of materials.



H² glass, a new generation higher modulus product of Owens Corning, successfully rolled off the Composites production line at the Hangzhou, China site.

Opportunities in Building and Construction

Owens Corning has built a global reputation for delivering innovative solutions for the construction industry. As we continue to develop products that meet the needs of this changing sector, we expect that reputation to grow even stronger.

Owens Corning Lumber

With product lines in marine grade decking, structural framing and posts, and siding and fascia, our Lumber portfolio provides an alternative to traditional wood, wood-based composites, and steel. Owens Corning Lumber is reinforced with Advantex® Fiberglas™, offering strength, durability, and resistance to rot and corrosion. It features heat reflective technology and is designed for low expansion and contraction. Available in a range of sizes and popular colors, Owens Corning Lumber can be cut and installed like traditional lumber.

Weather-Resistant Homes and Sustainable Construction

Owens Corning has entered into an equity engagement with Northstar Technologies, a startup specializing in prefabricated homes, to launch a new initiative dedicated to the development of durable and hurricane-resistant homes up to 250 mph. This construction will be manufactured using composite panels made from Owens Corning glass fiber.

Partnership with LP to Expand Options for Builders

Owens Corning products are helping LP Building Solutions, a manufacturer of engineered wood products based in Nashville, Tennessee, U.S., expand their offerings to builders. LP announced in April that it would be able to offer more options in its Novacore® Thermal Insulated Sheathing line. The Novacore® line uses Owens Corning® FOAMULAR® NGX® XPS foam to help with weather resistance. Read more about our FOAMULAR® NGX® XPS foam in the [Product Innovation chapter](#). The expansion includes new R3 and R7 thickness options so more homeowners and builders can use the products.

Improving Home Efficiency With Insulation Solutions

It is estimated that 65–70% of new construction homes built today are on slab foundations. The ductwork that supplies air from a furnace or air conditioning unit sometimes runs through drop-down soffits through what’s called the conditioned space of the home. Most often, though, it is run through an unconditioned attic. The air temperature in that attic can vary dramatically from season to season. In the summer months, for example, an attic can see temperatures in the 120–140° Fahrenheit range, even up to 200°F. An air conditioning unit will create 55°F conditioned air used to cool a house, but hot attic temperatures can negatively impact the cold air in the ducts. As a result, the rooms farthest away from the plenum will be receiving air that is much warmer, sometimes in the 70s. That means the house is not cooled evenly, and the unit must work harder and run longer to make up the difference.

Issues like this can occur because of thermal exchange and duct leakage. Thermal exchange, or the outside air temperature affecting the delivered air temperature inside a duct, can happen when a duct is too exposed to hot or cold unconditioned air. Duct leakage is common in both older homes and new ones, and it causes lost thermal energy (BTUs) as the unit works harder to cool or heat the home. These issues cost homeowners money and put extra pressure on heating and air conditioning units. Lost BTUs also impact the environment as energy is wasted.

The Research & Development team is working with the University of Central Florida and Florida Solar Energy Center on a buried ducts solution for homeowners to resolve this issue for minimal cost. A new innovative approach to bury ducts in hot/humid climates is being delivered in 2025 for new construction homes. These efforts will continue with a new retrofit project, which was granted \$1.4 million by the U.S. Department of Energy as part of its BENEFIT 2024 Funding Opportunity. Buried ducts are ducts that are covered with loosefill insulation, thus limiting the thermal exchange when run through the attic. This retrofit could help slab homes run more efficiently and save homeowners nearly \$2,000 per year in energy costs. This retrofit work will be ongoing in 2025.

EU Construction Product Regulation

In the EU, the Construction Product Regulation is the cornerstone of the CE (Conformité Européenne) marking that certifies that a product has met EU health, safety, and environmental requirements. The text for this regulation is now approved and entered into force. Mandatory sustainability indicators will be included in the regulation’s declaration of performance and conformity for all manufacturers of construction products.

Innovation to Drive Sustainability in the Glass Industry

Northwest Ohio Innovation Consortium

As part of our ongoing efforts to drive innovation globally and locally, Owens Corning is a member of the Northwest Ohio Innovation Consortium (NOIC). NOIC is a not-for-profit organization working to further innovation and research in northwest Ohio to create new employment, boost entrepreneurship, and catalyze sustainable manufacturing.

In 2024, the NOIC received a \$31 million grant from the Ohio Department of Development's innovation hubs program to establish a Northwest Ohio Glass Innovation Hub. Additionally, the NOIC received matching funds from various businesses in the area, including a \$2 million commitment from Owens Corning.

According to NOIC, this new hub is expected to create 1,600 jobs and have a \$284 million economic impact over the next five years. It is also expected to increase state tax revenue by \$25 million and produce more science, technology, engineering, and math graduates for the industry. Among other priorities, NOIC is optimizing the amount and type of recycled glass cullet available to the region and cycling cullet supply back to industrial partners, in part through partnerships with counties to build a glass reclamation framework.



Representatives from Owens Corning attended an NOIC news conference. From left: Greg Bennett, Government Affairs Lead; Megan James, Director, External and Enterprise Communication; Jessica James, Communications Leader, Sustainability and Innovation; Bruno Purnode, Technical Director; Amber Wohlfarth, Vice President, Investor Relations and Communications; and Mindy Kairis, Director, Regulatory Law and Government Affairs.

PhD program with Sorbonne University

Owens Corning has established a global network of glass experts who mentor and coach early-career talent joining our company. We are investing in a PhD program with Sorbonne University in Paris, France. Glass science is a core competency of the composite industry, and our goal with this PhD program is to understand the fundamentals of glass structure versus modulus performance. This knowledge is key to leading in the fiber glass product space. Our glass product portfolio, with industry-leading modulus performance, is allowing us to offer our wind clients innovative technology while reducing the cost of blade design.



“This innovation hub will provide Owens Corning access to innovation resources to help solve industry problems like recycled glass availability, melting efficiency, and talent recruiting and development for positions from manufacturing to science and technology.”

Kevin Smith
Vice President, Enterprise Research and Development

OUR STRATEGY FOR A SUSTAINABLE FUTURE

As we strive to maintain our leadership in sustainability, innovation, and digital transformation, we are building on the strategic priorities we have set for ourselves. Looking ahead, we will work to reinforce our position of strength in our core products and markets across all of our businesses. At the same time, we will continue to expand into new product adjacencies that leverage our expertise in material science, manufacturing, and the demands of the market. We will also work to leverage the scale and capabilities of our enterprise.

With these priorities in mind, we have made exciting progress, in terms of our financial growth, our public perception, and the recognition we have received from investors. We are always proud to hear our colleagues recommend us as a great place to work, our customers describe us as an industry leader, and our suppliers regard us as a great collaborator. It indicates that we can look forward to further growth that is truly sustainable — in every sense of the word.



Photo submitted by:

Katelyn Creech | Toledo, Ohio, U.S.
The Grand Palace, Seoul, South Korea.

PLANET

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Protecting Biodiversity	277

Photo submitted by:

Emelia Samuelsson | Skövde, Sweden
Lago di Braies, Italy.

Motivated to do the
right thing to make the
world a better place.

ENERGY EFFICIENCY & SOURCING RENEWABLE ENERGY

Owens Corning is working to achieve sustainability in energy on two fronts: using less energy and increasing the level of renewable energy that we source. We are relying on our people’s ingenuity and dedication to implement technologies, improve processes, and identify opportunities to reduce our energy usage — especially those that we can achieve at little or no cost to the organization.

At the same time, our Energy Sourcing team is working diligently to increase our ability to use electricity that comes from renewable sources. In doing so, we are reducing our dependence on fossil fuels, which in turn helps us reduce greenhouse gas emissions. Therefore, our energy sourcing work is essential to our efforts to combat climate change.



Photo submitted by:
Philippe Bruwier | Tessenderlo, Belgium
Wind turbine at the FOAMGLAS plant in Tessenderlo, Belgium.

Sustainability Reporting Topic

Energy Strategy*

For a definition of this topic and more information, see the [Stakeholder Engagement & Material Sustainability Topics chapter](#).

Relevant United Nations Sustainable Development Goals



The data in this chapter was independently assured to a high level by SCS Global Services. For more information on the assurance process see About the Report, and for our verification statement please see [Appendix J](#). For the data in this section, baseline adjustments were made following the World Resources Institute (WRI) protocols. Read more on [page 295](#) in [About the Report](#).

*Denotes a material topic. Learn more at the link above.



2030 GOALS FOR ENERGY EFFICIENCY & SOURCING RENEWABLE ENERGY

By 2030, we intend to achieve the following:

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

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

Tracking and Monitoring

Owens Corning tracks and monitors our performance against key energy-related indicators across our operations.

- Our plants report on the indicators that measure performance against our goals, which helps us stay current on data and spot variations that may require corrective action.
- Designated energy leaders oversee the implementation of energy management activities across our network of plants and help identify areas for improvement. In addition, they conduct assessments, facilitate continuous improvement Kaizen and Total Productive Maintenance (TPM) activities, develop projects, and provide technical support.
- Energy team members participate in monthly calls, which offer opportunities for collaboration that help us coordinate our global efforts more effectively.

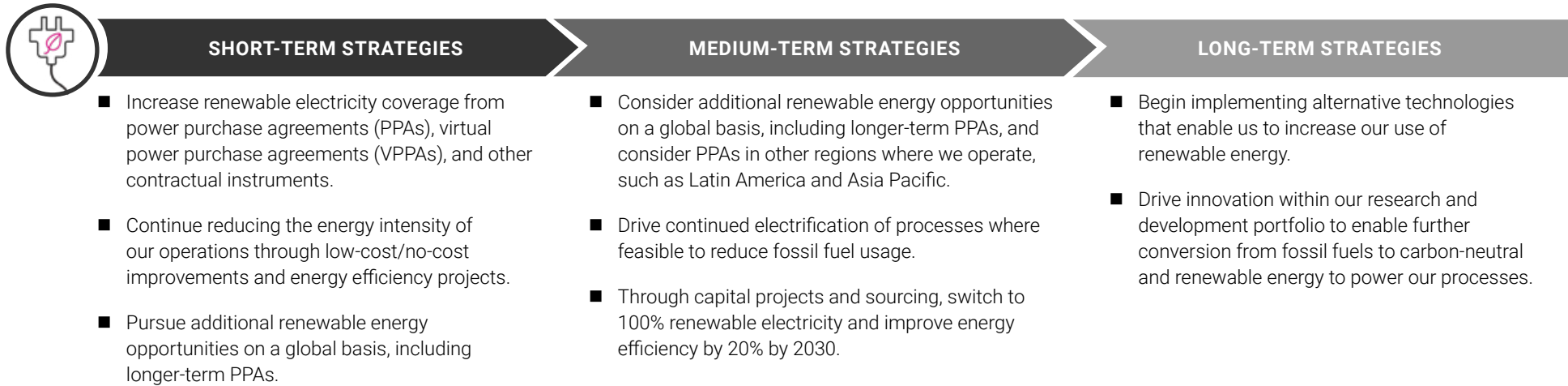
Photo submitted by:

Cleveland Thrasher | Brazil

Vantage Bridge, Vantage, Washington, U.S.

THE ROADMAP TO OUR 2030 GOALS

The following strategies are part of Owens Corning’s plan to increase energy efficiency and source renewable electricity.



SOURCING RENEWABLE ELECTRICITY

Power Purchase Agreements and Virtual Power Purchase Agreements

For every megawatt hour (MWh) of electricity generated by a PPA or VPPA, we receive one energy attribute certificate (EAC), which we then apply to the manufacturing of our products. While a company seeking to reduce its footprint can simply purchase EACs, we believe that we have a direct responsibility for bringing more renewable electricity into the grid. Therefore, in addition to entering into PPAs and VPPAs, we retire all the EACs generated by them, which reduces our environmental impact as well as the embodied carbon in our products. Different types of EACs include renewable energy credits (RECs), international renewable energy credits (IRECs), and guarantees of origin (GOs, the European equivalent to RECs).

Photo submitted by:
Megan Moore | Ontario, Canada
Sop's Arm, Newfoundland, Canada.

ENERGY EFFICIENCY &
SOURCING RENEWABLE ENERGY

2024 IN REVIEW



Photo submitted by:

Katelyn Creech | Toledo, Ohio, U.S.

The top of the Namsan Tower, Seoul, South Korea.



INTRODUCTION

PEOPLE

PURPOSE

PLANET

APPENDICES

PLANET | ENERGY EFFICIENCY & SOURCING RENEWABLE ENERGY: 2024 IN REVIEW

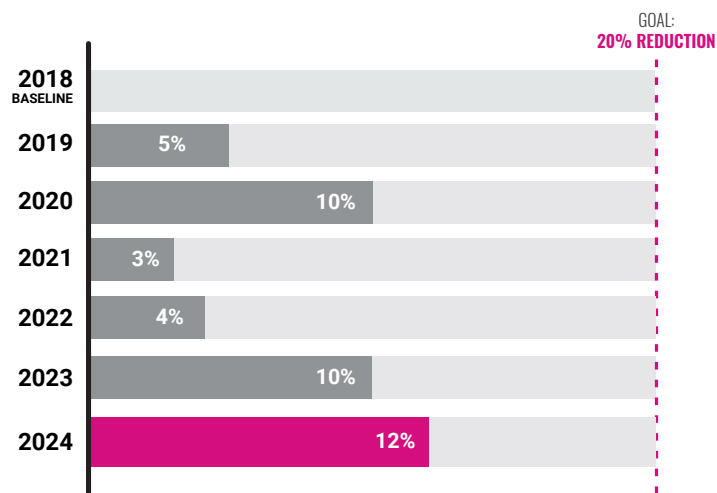
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PROGRESS TOWARD OUR 2030 GOALS

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

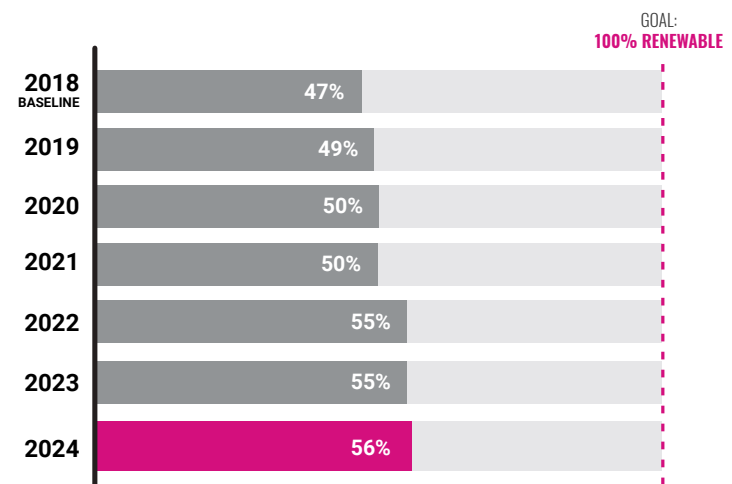
Source 100% renewable electricity and work to reduce emissions from our processes.

2030 Energy Efficiency (MWh)



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

2030 Renewable Electricity



OPERATIONALIZING ENERGY EFFICIENCY

2024 Energy Conservation Projects

Since 2006, Owens Corning has implemented over 1,300 energy-use efficiency and reduction projects in our facilities around the world. The result has been a reduction in estimated usage by approximately 1.5 million MWh per year. These projects include lighting retrofits, heat recovery, insulation improvements, and process optimizations. In 2024, we implemented 13 projects, generating annual energy savings of 15,116 MWh and reducing greenhouse gas emissions by over 4,134 metric tons (MT) per year.

2024 Energy Conservation Projects*

DESCRIPTION OF ACTIVITY	NUMBER OF PROJECTS	MT CO ₂ e SAVINGS/YEAR	MWh SAVINGS/YEAR	ANNUAL SAVINGS (USD)	INVESTMENT REQUIRED (USD)	PAYBACK	LIFETIME	SCOPE
Waste heat recovery projects	2	927	5,120	\$196,934	\$240,375	1–3 years	Varies by Project	2
Efficient lighting projects	3	635	1,096	\$186,496	\$279,000	1–3 years	Varies by Project	2
Projects impacting our processes, resulting in improved energy efficiency, including right-sizing of systems, efficient coating systems, and other process optimizations	3	1,774	5,156	\$855,800	\$681,731	1–3 years	Varies by Project	1 and 2
HVAC efficiency projects	3	487	2,034	\$170,147	\$453,586	1–3 years	Varies by Project	1 and 2
Replacing equipment with more energy-efficient technologies	2	310	1,711	\$91,383	\$80,000	1–3 years	Varies by Project	1 and 2
TOTAL	13	4,134	15,116	\$1,500,760	\$1,734,692			

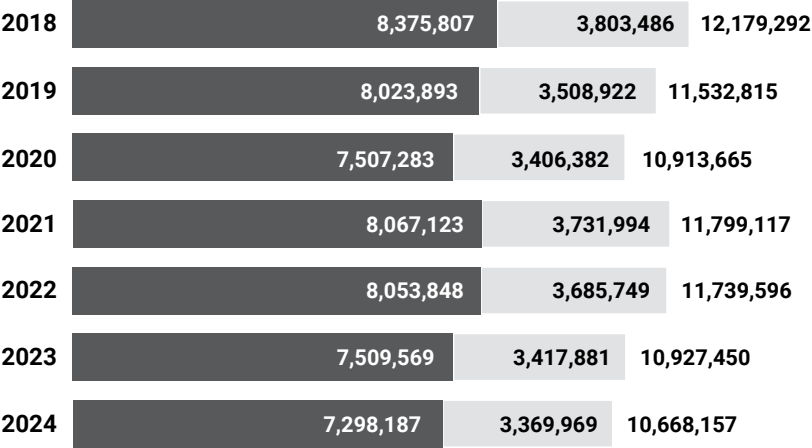
*This data does not include our Doors business.

Energy Consumption

(in MWh)

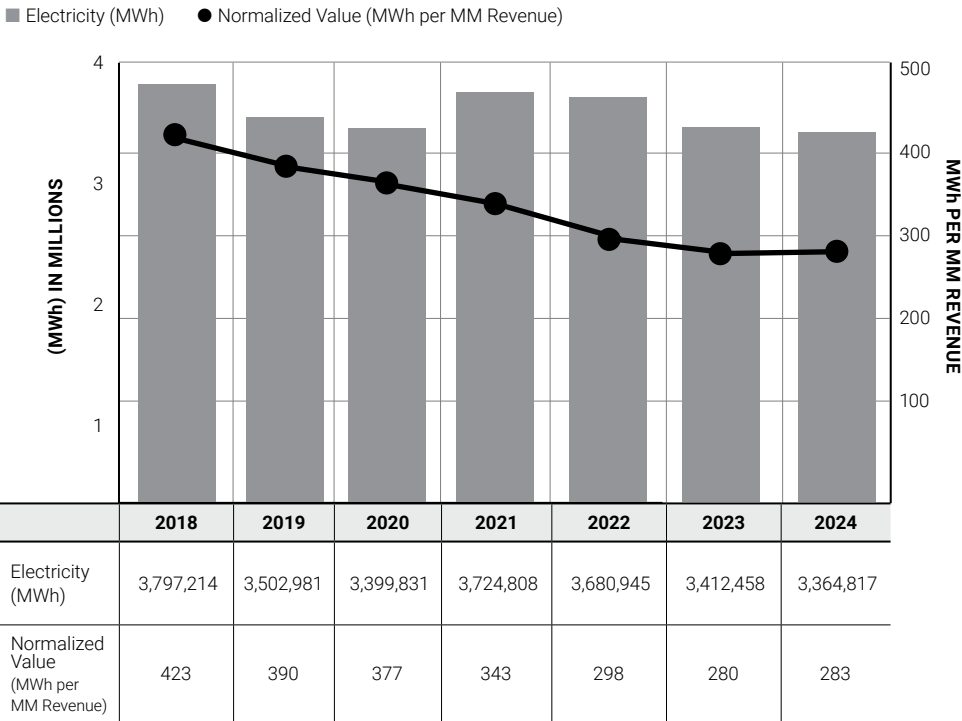
■ Direct Energy ■ Indirect Energy

In 2024, Owens Corning decreased its overall consumption of direct energy — including the fuel usage in operation — by 2.8% from 2023. We decreased consumption of indirect energy, which includes the use of electricity, steam, and district heating, by 1.4%.



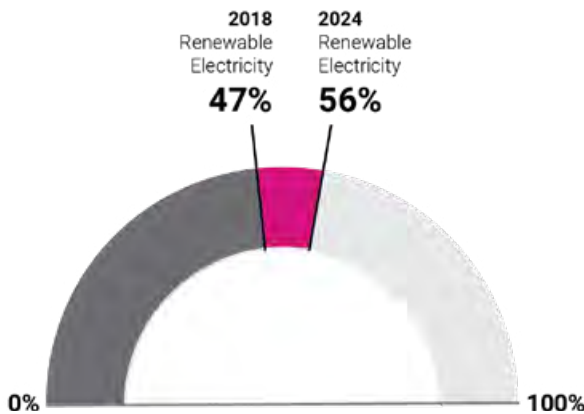
Normalized Electric Power

Our operations are all in the high climate impact sector of manufacturing, thus this sector is used to determine energy intensity.



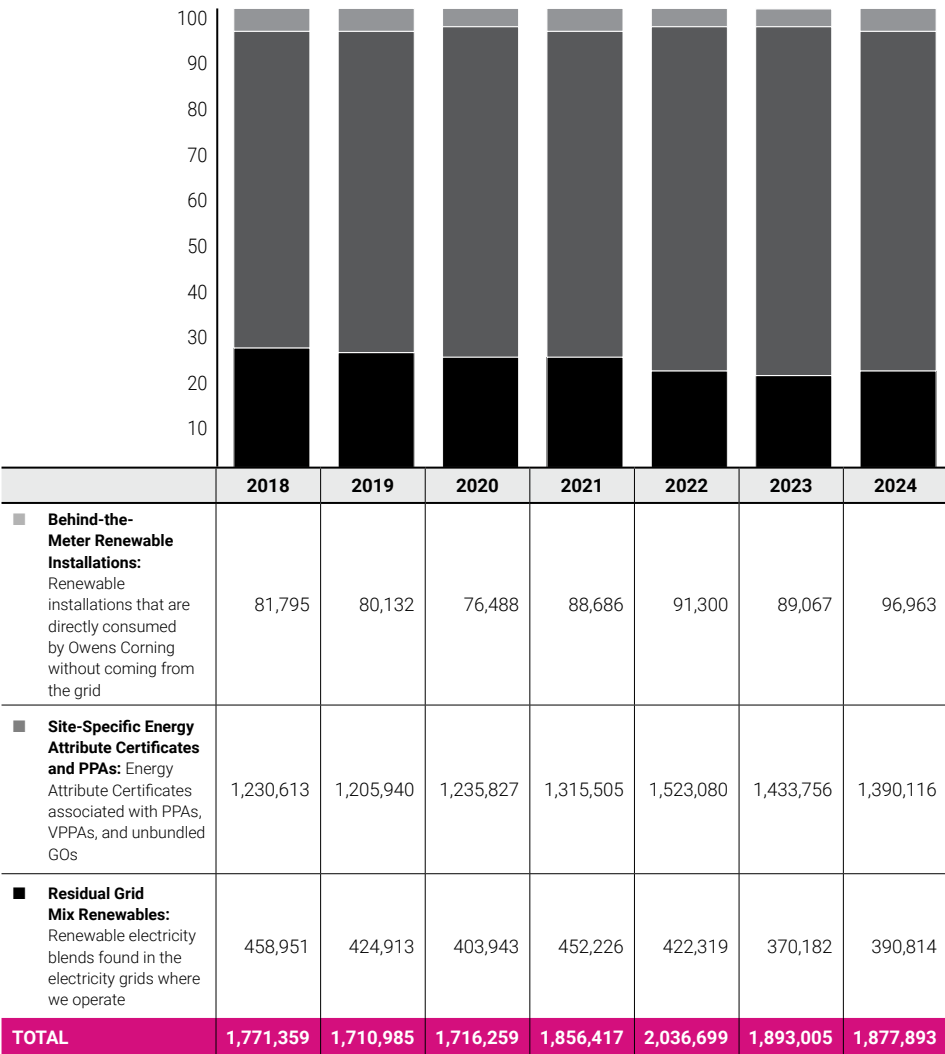
Indirect Energy – Percent of Renewable Electricity

In 2024, approximately 56% of our electricity came from renewable sources, which represents sustained progress toward our goal.



2024 Renewable Electricity by Type

As we make progress toward our 2030 goal for 100% renewable electricity, we track inputs from a number of types of sources, all of which contribute to our total 2024 renewable electricity consumption of 1,877,893 MWh, equal to 56% of our total electricity consumption.



SOURCING RENEWABLE ENERGY IN 2024

Owens Corning recognizes the need to increase the amount of renewable electricity available, and we continue to seek out and implement renewable energy projects with this aspiration in mind. Our team is exploring all market opportunities ranging from smaller on-site renewable installations to utility-scale virtual power purchase agreements. A diversified approach is necessary in order to achieve our sustainability goals.

Owens Corning has procured on-site renewable electricity at several of our sites globally. We currently have nine on-site projects, totaling ~13.15MW (megawatts) of installed capacity. Locations with on-site renewable generation include:

- 0.5-MW solar array at our Roofing facility in Kearny, New Jersey, U.S., providing approximately 2% of the power to the site.
- 2.7-MW solar array at our Insulation facility in Delmar, New York, U.S., providing approximately 6% of the power to the site.
- 2.4-MW solar array at our Toledo, Ohio, U.S. world headquarters, providing approximately 20% of the power to the site.
- 3.3-MW wind energy at our Insulation facility in Tessenderlo, Belgium, providing approximately 15% of the power to the site.
- 2-MW solar array at the Composites facility in Yuhang, China, providing approximately 2% of the power to the site.
- 0.4-MW solar array at our Roofing facility in Sayli, India, providing approximately 2% of the power to the site.
- 1-MW solar array at our Insulation facility in Fairburn, Georgia, U.S., saving an estimated 1,003 metric tons of CO₂e emissions.
- 0.1-MW solar array at the Doors facility in Carrick-on-Shannon, Ireland, which was constructed at the end of 2024 and has delivered 9.51 MWh in 2024.
- 0.75-MW fuel cell at our Roofing facility in Compton, California, U.S.

Additionally, we have entered into direct power purchase agreements at the following sites to increase our renewable electricity coverage:

- **L'Ardoise, France:** Sources 100% renewable electricity through the Compagnie Nationale du Rhône's (CNR) Caderousse hydroelectric project, which harnesses energy from the Rhône River.
- **Rio Claro, Brazil:** Renewable supply agreement for 75% of the facility's consumption that begins in 2025.
- **All Doors sites in Chile:** Direct supply agreement for renewable electricity from hydroelectric power.

To expand our renewable energy platform, we have entered into five VPPAs that have added 422.9 MW of annual capacity. These include:

- 125 MW of wind energy in Texas, U.S.
- 125 MW of wind energy in Oklahoma, U.S.
- 43 MW of wind energy in Finland.
- 48 MW of wind energy in Sweden.
- 81.9 MW of solar energy in Spain.

Owens Corning aspires to have contracts in place covering 100% of our global enterprise electricity in the coming years, with those contracts operational by 2030.

Sourcing Renewable Electricity: On-Site and Off-Site Programs

Globally, approximately 56% of our electricity across our portfolio came from renewable sources, including wind, hydro, solar, and geothermal energy in 2024. This metric is defined as the renewable electricity sourced from the grid and the energy enabled by our PPAs and VPPAs, including on-site generation.

In 2024, approximately 47% of the electricity used in our U.S. facilities came from renewable sources: wind (43%), hydro (2%), solar (2%), and biomass (1%). This overall percentage includes renewable electricity sourced from the grid as well as energy enabled by our PPAs and VPPAs. In fact, of our total U.S. electricity consumption, 40% is directly attributable to our renewable energy programs. As we increasingly shift to renewable sources, we evaluate global opportunities and invest in on-site renewable programs.

Low-Cost/No-Cost Improvements

One element of the roadmap to our energy goals involves making efficiency improvements at the plant level that can be performed for low or no cost to the company. We define low-cost/no-cost improvements as follows:

- Energy improvement measures for which the implementation cost of the measure is low enough to be counted as an expense rather than as a capital expenditure.
- Energy improvement measures that are plant-related capital projects, and the annualized savings are three times the required investment with a less than four-month simple payback.

This does not include energy capital expenditure projects or any measures funded by a rebuild project. Throughout our operations, we have seen employees take steps to reduce energy usage. The following is a key example:

- **Taloja, India.** The employees at the Taloja plant in India completed Kaizen assessments in 2024 to discover ways to reduce gas consumption and optimize processes. As a result, the facility has saved about \$200,000 in low- or no-cost projects and \$1 million in energy cost savings and rebates by optimizing electrical consumption close to the maximum demand (load factor). As a result of their efforts, the team has won six gold and one silver Global Energy Contest awards in the last eight years. The site has received other state and national recognition, including the award for Outstanding Achievements in Waste Management and Recycling Leadership from the Greentech Foundation in 2024.



Photo submitted by:
Prasad Bodas | Taloja, India
The team in Taloja identified projects to improve energy efficiency in operations.

Plant Initiatives

- **Tessenderlo, Belgium.** An additional section was installed at the end of production line 11, enabling a preheating of the molds entering the cellulating furnace by using exhaust gas. Further, the design of the new section, which reduces air coming in and gases going out, contributes to a 10% reduction in natural gas usage. Consequently, this improvement was replicated on line 9 at the end of 2024. The project also saves 789 MWh.
- **Amarillo, Texas, U.S.** Compressors were upgraded from a manual to an automated system, allowing them to run most efficiently for plant demand. This change offers an estimated annual energy savings of 4,380 MWh and \$313,000. Additionally, the facility utilized a third party to conduct a plant-wide natural gas leak assessment. Leak repairs realized a savings of \$42,000.
- **L'Ardoise, France.** The L'Ardoise team is continuing a pilot program to test the use of hydrogen in their processes. Read more about this project in the [Combating Climate Change chapter](#).
- **Carrick-on-Shannon, Ireland.** To combat mounting energy costs and reduce the plant's consumption of power off the national energy grid, a project in Carrick-on-Shannon was completed to install ground-mounted solar panel units. The panels were installed adjacent to the parking lot, a previously unused area. Over 20 years, the project is expected to save the plant up to 100,000 kWh each year. This leads to a reduction of roughly 20,000 kg CO₂ per year. The installation is also acting as a pilot for other solar power projects at the facility.
- **Yarrow, British Columbia, Canada.** At the end of 2024, the Yarrow Doors facility completed one year of involvement in a Strategic Energy Management Cohort (SEM-C). The goal of those in SEM-C is to identify and implement energy saving opportunities. As part of the activities, members of the Yarrow team attended check-in calls, workshops, and on-site tours. Some of the measures taken include shutting down ovens when not in use and turning off interior plant lights at night. More projects have been identified for the coming year as well. Through these efforts, the plant has achieved an annual estimated energy savings of over 342,000 kWh and estimated cost savings of over \$22,000.

OC DOORS

Energy Efficiency and the Better Plants Program

Owens Corning participates in the U.S. Department of Energy (DOE) Better Plants Program. Through this program, select Owens Corning sites in the U.S. are able to take part in Treasure Hunts, In-Plant Trainings, and similar initiatives. Also, as a Better Plants Challenge Partner, we have set a target of a 28% energy efficiency improvement by 2030, among other targets.

In 2024, our Doors leaders were given information about Owens Corning’s participation in the Better Plants Program so they could begin to take advantage of the resources offered. As a result, some Doors facilities have taken actions to get the most out of the relationship. For instance, the Laurel, Mississippi, U.S., facility was awarded a compressed air In-Plant Training event scheduled for May 2025. The plant in Greenville, Texas, U.S., applied for and received a free Industrial Assessment Center assessment from the University of North Texas as well.

Additionally, several global team members signed up to participate in virtual In-Plant Training sessions put on by the DOE.

Other activities around the company were conducted in 2024 as part of the Better Plants Challenge. Read about our In-Plant Training event and Treasure Hunt for water conservation efforts in the [Responsible Water Sourcing and Consumption chapter](#).



Biomass at Our Doors Facilities

At our Doors facilities, wood is not only used to create our products, but also to generate energy at six of our manufacturing facilities. In 2024, roughly 69% of our Doors facility energy needs were met by biomass – a renewable fuel source representing 10% of total energy usage at Owens Corning. When we compare biomass energy to fossil fuel alternatives, specifically propane and natural gas, it is considered a low carbon solution and reduces our overall greenhouse gas emissions. Our biomass feedstock includes the low-value material from forestry operations and residual wood fiber from the manufacturing process.

Benefits of using biomass include:

- **Locally sourced:** Sourcing biomass feedstock from the local community reduces the emissions from transport and distribution.
- **Waste reduction:** Using sanding sawdust and wood shavings from the manufacturing process diverts this waste from the landfill.

As we seek more ways to reduce our impact on the environment, Owens Corning will continue to look at opportunities to leverage energy available in biomass. We will utilize energy audits and employ new technologies through capital improvements to optimize energy production. This is just one of the innovative ways in which we serve as good stewards of our resources.

OC DOORS



Photo submitted by:
Philippe Bruwier | Tessenderlo, Belgium
Insulation plant in Tessenderlo, Belgium.

MAKING ENERGY SUSTAINABILITY CENTRAL TO OUR OPERATIONS

Throughout this chapter, we have seen many examples of our people working to achieve our 2030 goals for energy sustainability. Their accomplishments are an inspiration to us as we continue to find further opportunities to reduce our overall energy consumption and make more renewable electricity available.

These efforts — both large-scale advancements and everyday improvements to our facilities — are key components of our approach to sustainability. They help move us toward our aspirations for decarbonization, in which we eliminate all the greenhouse gas emissions associated with the manufacturing of our processes. More information about our approach to decarbonization can be found beginning on [page 224](#).



Photo submitted by:
Abigail Sprague | Granville, Ohio, U.S.
View of Auckland, New Zealand, from Bastion Point.

COMBATING CLIMATE CHANGE

As temperatures seem to be rising globally and weather patterns are changing, some companies are recognizing the need to reduce the greenhouse gas emissions that contribute to climate change. Regulatory imperatives and consumer expectations regarding sustainable products are changing the way business is done. Our people are collaborating across regions, businesses, and functions as we seek to combat climate change and ensure a resilient future.



Photo submitted by:
Rae Navarre | Toledo, Ohio, U.S.
Grand Prismatic Spring, Yellowstone National Park, Wyoming, U.S.

Sustainability Reporting Topics

GHG Emissions*; Climate Risk and Resilience*

For a definition of these topics and more information, see the [Stakeholder Engagement & Material Sustainability Topics](#) chapter.

Relevant United Nations Sustainable Development Goals



The Scope 1 and 2 data in this chapter was independently assured to a high level by SCS Global Services. Scope 3 data was assured to both high and moderate levels depending on the category of emissions. For more information on the assurance process see About the Report, and for our verification statement please see [Appendix J](#).

For the data in this section, baseline adjustments were made following the World Resources Institute (WRI) protocols. Read more on [page 295](#) in [About the Report](#).

*Denotes a material topic. Learn more at the link above.

2030 GOALS FOR COMBATING CLIMATE CHANGE

We intend to achieve the following by 2030:

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

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

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

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

To achieve these goals, we must reduce embodied carbon, which refers to the total amount of greenhouse gases (GHGs) associated with the manufacturing of our products at each stage of their entire cycle, including:

- Extraction of raw materials
- Transportation of raw material to manufacturing sites
- Manufacturing process
- Transportation to construction sites
- Use phase of the product
- End-of-life

The process of eliminating embodied carbon — known as decarbonization — requires consideration of the total impact of our products at every step of their life cycle, beginning at the design phase and continuing on to the end of their use. It demands cross-functional teamwork as we work to build a circular economy for our products, improve our supply chain logistics, and foster partnerships to drive decarbonization throughout our industry.

Our Approach to Combating Climate Change

To maximize our efforts to reduce greenhouse gas emissions and embodied carbon, a new governance model has been implemented through the establishment of our Decarbonization Committee. The committee currently operates at the business level, with plans to develop a regional focus, beginning in Europe and expanding into our other regions. In addition, a new Vice President role, with a special focus on circularity and decarbonization, was created in December 2023, aiming to connect sustainability, strategy, and science. Based in Europe, this Vice President reports to our Chief Sustainability Officer.

Owens Corning is acting in accordance with the Intergovernmental Panel on Climate Change (IPCC), which has established that temperature increases must be held to less than 1.5° C above preindustrial levels in order to avoid the worst impacts of climate change. Our 2030 Scope 1 and Scope 2 goals have been approved by the Science Based Targets initiative (SBTi) as meeting these standards. Concurrently, the SBTi has approved our Scope 3 GHG reduction goal as being aligned with the IPCC's pathway to achieve well below 2.0° C temperature increases. Aligning our goals with SBTi ensures that our goals will be impactful, achievable, rooted in science, objective, and comparable to other targets.

We follow the World Resources Institute (WRI) and World Business Council for Sustainable Development (WBCSD) protocol to account for Scope 1, Scope 2, and Scope 3 emissions. Hydrochlorofluorocarbon (HCFC) and hydrofluoroolefin (HFO) emissions are optionally included in our Scope 1 calculations in addition to the gases covered by the Kyoto Protocol (carbon dioxide, methane, and others). These are outlined in [Appendix C](#).



Photo submitted by:

Andrew Thornburg | Carthage, Missouri, U.S.

Averett Thornburg, age 6, splashing at Thistlethwaite Falls, Richmond, Indiana, U.S.

2030 ROADMAP TO GHG REDUCTION (SCOPE 1 & SCOPE 2)

Our plan to reduce Scope 1 and Scope 2 GHG emissions includes the following strategies:



SHORT-TERM STRATEGIES

- **Continue converting the blowing agent** used in manufacturing our XPS foam products to blowing agents with lower global warming potential (GWP).
- **Continue converting our network to renewable sources of energy** via power purchase agreements (PPAs), virtual power purchase agreements (VPPAs), and other contractual instruments, which will impact Scope 2 emissions. Learn more about our approach to PPAs and VPPAs on [page 219](#).
- **Explore circular economy business models** that would reduce overall GHG emissions. Learn more in the [Circular Economy chapter](#) of this report.
- **Optimize energy** by following energy intensity strategies we have established for energy reduction and energy recovery, discussed in detail beginning on [page 214](#).*
- **Adjust operating process conditions** by increasing electrical energy ratio in hot processes, such as electrical boosting (e-boosting) of melting to reduce use of natural gas.
- **Electrify fossil fuel processes** through equipment conversions.

MEDIUM-TERM STRATEGIES

- **Ensure systematic knowledge sharing** across our network of facilities.
- **Consider additional renewable energy opportunities** on a global basis, including longer-term agreements.
- **Continue converting the blowing agent used in manufacturing our XPS foam products to those with lower GWP.** By working to develop products with reduced operational emissions and lower embodied carbon, we can make great progress toward achieving our GHG reduction goals.
- **Continue maximizing opportunities for usage of renewable energy in our glass melting**, through processes such as e-boosting, while switching to 100% renewable electricity.
- **Energy reduction through equipment investment:** Reduce fossil fuels by electrifying our natural gas processes (for example, converting to electric melters and dryers in nonwovens production) and supplying them with renewable electricity or by using other innovative technologies such as hydrogen or biomethane, which could provide benefits across all of our businesses.*
- **Use Total Productive Maintenance and improvements to our production processes** to reduce our energy use by 20% by 2030, compared to our base year of 2018.
- **Continue to develop circular innovations** within our research and development portfolio.

LONG-TERM STRATEGIES

- **Drive innovation** in manufacturing technologies to provide alternatives to gas combustion melting technology and curing, such as maximizing electrification, or evaluating hydrogen combustion and biogas options.
- **Reduce the GWP of blowing agent blends** even further through research and development innovations.
- **Work to develop and implement last-mile solutions for remaining operational emissions** through exploration of new equipment, processes, and still-emerging renewable fuel technologies.

*Specified in Owens Corning's three-horizon roadmap for decarbonization in Europe.

2030 ROADMAP TO SCOPE 3 GOALS

Our plan to reduce Scope 3 GHG emissions includes the following strategies:



SHORT-TERM STRATEGIES

- **Governance:** Develop a governance framework to promote collaboration and visibility of data and progress. This includes implementing new systems for data collection and analysis specifically on Categories 1, 3, and 4.
- **Supplier Engagement:** Engage with our highest impact suppliers to understand their decarbonization roadmaps and how their actions can influence progress toward our goals. Collection of supplier-provided emissions factors to further refine our Scope 3 calculations.
- **Materials and Process Innovation:** Collaborate with suppliers and our product teams to use different lower embodied carbon input materials including recycled content in our products.

MEDIUM-TERM STRATEGIES

- **Develop and industrialize** XPS products using lower GWP blowing agents.
- **Continue to pursue circular initiatives to reduce upstream emissions** from raw material inputs in manufacturing.
- **Further optimize logistics operations to reduce emissions from the inbound and outbound transportation fleet and leverage a third-party partner** to identify opportunities to partner with carriers to transition to less carbon-intensive fuels.
- **Increase use of renewable electricity and reduce upstream Scope 3 emissions** from sourcing and processing of coke and natural gas by electrifying processes such as glass furnaces, coke cupolas, and material handling equipment.

LONG-TERM STRATEGIES

- **Continue to transparently engage with suppliers** to reduce value chain emissions wherever feasible.
- **Identify partnership opportunities** to invest in decarbonization technologies.
- **Identify and implement substitute materials** through research and development.

Strategies for Reducing GHG Emissions by Scope

We are committed to taking direct actions to accomplish our emissions reduction goals. The following represent a scope-specific breakdown of our strategies.

Reduction of Scope 1 GHG Emissions

Historically, the biggest contributors to our Scope 1 emissions have been the blowing agent used in our extruded polystyrene (XPS) foam production process, as well as fossil fuel consumption across the company. Converting the blowing agent, electrifying our assets, and employing additional efficiency measures are among the strategies for Scope 1 emission reduction.

Reduction of Scope 2 GHG Emissions

In support of our efforts to reduce our Scope 2 GHG emissions, we have expanded our renewable energy portfolio. A few examples are shared in this chapter – more information about our work in this area can be found on [page 219](#) in the Energy Efficiency & Sourcing Renewable Energy chapter.

In that chapter, we discuss the importance of PPAs/VPPAs, large-scale projects that inject renewable power directly into the grid. For every MWh generated by the PPA/VPPA, we receive one energy attribute certificate, an overarching term for renewable energy credits (RECs), international RECs (IRECs), and guarantees of origin (GOs). This also includes site-specific energy attribute credits (EACs), which are GOs that cover all electricity demand for a site.

We also measure emissions reductions that come from behind-the-meter renewable installations, which generate power that Owens Corning consumes directly without coming from the grid. Our reductions are outlined on the following page.

We do not invest in carbon offset programs or carbon capture technologies as a way to reduce our GHG emissions. Instead, we prefer to take direct action – such as making significant changes to our operations and driving change in the electricity grid – to reduce our Scope 1 and Scope 2 emissions.

Reduction of Scope 3 GHG Emissions

Given the breadth of topics included in Scope 3 emissions categories, we have taken an approach to focus on the areas with the biggest impact to our overall emissions – Category 1 Purchased Goods and Services, as well as areas where we have quick wins in our control. For Category 1, we have prioritized engagements with our chemical and mineral suppliers to understand supplier maturity and align decarbonization roadmaps and actions into our planning. To read more about our engagements with suppliers on decarbonization activities, see [page 160](#).

Another area of focus is the transportation of materials and products across our value chain (Category 4). While electrified transportation fleets are becoming more common, Owens Corning continues to focus on improving efficiencies in the planning and movement of our goods. This includes identifying logistical and sourcing strategies that leverage sustainable solutions.

To help limit the number of shipments made each day, we are working to reduce the number of stock transfer orders, in which finished goods are moved from one warehouse location to another. Stock transfer orders lead to double handling and increase the number of miles a product travels before arriving at a customer location. One way to achieve this is through the optimization of storage capacity at our warehouses.

We are maximizing the amount of product delivered on each shipment and, wherever possible, collaborating with our partners to haul heavier loads on specific roads as allowed by special permit. We are also working to reduce the weight of certain products, such as shingles, without sacrificing product quality. In doing so, we can fit more pallets on a truck, thus further increasing our efficiency.

We are focused on using the most energy-efficient modes of transportation, opting for rail transport over trucking whenever possible and avoiding the use of air transport for our goods.

We use a range of analytics to leverage available data and identify further opportunities for improvement. For example, we can use analytics to determine which carriers, modes, and routes can deliver the efficiencies and results needed to reduce our Scope 3 emissions.

Another area of focus is on energy efficiencies in our own operations. Working to reduce input fuels such as natural gas will generate positive improvements in Categories 1, 3, and 4.

Progress toward our other sustainability goals also have benefits in our Scope 3 strategy. Our zero waste-to-landfill initiatives help reduce emissions associated with the third-party disposal and treatment of waste generated (Category 5).

Finally, we are also focusing on activities that help create awareness and a culture around decarbonization. Even though it is a small overall contributor to our Scope 3 footprint, there are reduction activities associated with more efficient business travel (Category 6). Looking at ways to work with travel providers to prioritize e-vehicles and implementing new policies to promoting non-stop flights are positively impacting our overall Scope 3 total.

Scope 3 Emissions

We calculate our Scope 3 emissions as follows. Please note that some emission category types are not listed here because they have been determined to be immaterial to our business.

EMISSION TYPE	DEFINITION	CALCULATION
CATEGORY 1 Purchased goods and services	The representative raw material inputs used to manufacture products across our portfolio, from cradle to supplier gate.	<p>Chemicals and minerals: We have revamped our calculations to incorporate verified supplier-provided emissions data when available to better represent our true impact. Invoiced quantities from our financial spend data of supplied commodities are multiplied by a material-specific emissions intensity factor using material mappings developed from procurement data taxonomy. Over the sustainability reporting goal period, we will track progress by continuing to engage suppliers, so we can replace the material-specific emissions intensity factor with information supplied by the supplier. Our practices require us to track progress from our base year forward for supplier impact.</p> <p>Facing materials, packaging, and doors: Based on manufacturer-specific life cycle assessments (LCAs), we calculate the GHG emissions of these raw materials by combining annual production data with corresponding life cycle modules.</p> <p>Bespoke calculation using product-based methodology: Given the impact and size of the outsourced production for one product line in Asia Pacific, Owens Corning calculated emissions using an existing process with representative, industry-average emission factors for the unique blend of input materials. This enables us to account for additional material sources of Scope 3 emissions from purchased goods and services not otherwise included. In previous years, this impact would have been visible in our Scope 1 emissions.</p>
CATEGORY 2 Capital goods	Our assets, including manufacturing equipment, construction equipment, and land.	We determine the representative industry sector associated with each asset class's economic activity. GHG emissions are calculated using the annual expenses incurred within the asset class and the GHG emissions generated per unit of economic activity within its industry sector. Determination of Scope 3 emissions associated with capital goods was performed using an economic input-output life cycle assessment-based (EIO-LCA) method and calculated using the EIO-LCA online tool developed by Carnegie Mellon University. Primary data were collected internally on total spend for capital expenditure. This category does not include emissions from the Doors business's capital goods.
CATEGORY 3 Fuel- and energy-related activities	<p>This includes both upstream and downstream emissions.</p> <p>Upstream emissions stem from the activities required to produce purchased fuels and generate electricity, such as the extraction, processing, and transportation of fuels.</p> <p>Downstream emissions apply to purchased electricity and are the result of generation-to-consumption activities, including those produced when additional electricity needs to be generated to compensate for line losses that occur during transmission and distribution.</p>	GHG emissions from this category are calculated using life cycle impact assessment factors from the ecoinvent database for purchased fuels and electricity. For electricity, geographic-specific unit processes for high-voltage production are combined with emission rate data from the U.S. Environmental Protection Agency's eGRID (for U.S. facilities) and IEA (for non-U.S. facilities). For U.S. facilities, data for downstream transmission and distribution line losses were calculated using eGRID. For non-U.S. facilities, we used IEA data sets for the calculation.
CATEGORY 4 Upstream transportation and distribution – inbound	The transportation involved in sourcing raw materials.	We determine the weight of supplied raw materials and the corresponding distances transported by each major transportation mode using data from our transportation systems. After combining this activity data with the respective GHG emissions factor for each mode, we can estimate the GHG emissions from the inbound transportation of supplied input materials.

EMISSION TYPE	DEFINITION	CALCULATION
CATEGORY 4 Upstream transportation and distribution – outbound	The outbound distribution of finished goods.	Primary data for these product shipments is collected internally from Owens Corning logistics management systems. From the data sets collected, we combine activity data – consisting of the weight of products shipped, distance transported, and transportation mode – with mode-specific emissions factors to calculate GHG emissions.
CATEGORY 5 Waste generated in operations	Emissions from third-party disposal and treatment of our waste generated in Doors operations.	For waste generated in Doors operations, after identifying and classifying all waste streams, we calculate emissions by multiplying emission factors from the U.S. Environmental Protection Agency (EPA) GHG Emission Factor Hub by each waste stream as applicable and summing the results.
CATEGORY 6 Business travel	Rental car mileage and commercial air travel, as well as employee vehicle reimbursement related to business mileage.	This data is received from our travel vendor. For employee vehicle reimbursement related to business mileage, Owens Corning uses an extract of miles from our travel system and determines emissions based on a standard emissions rate, which is provided by the U.S. EPA Greenhouse Gas Emissions from a Typical Passenger Vehicle Guide.
CATEGORY 7 Employee commuting	Emissions related to our employees traveling to and from work.	Emissions are calculated using a simplified version of the Scope 3 GHG Protocol's average-data method. To estimate employee commuting, we use the U.S. EPA's guide to determine an estimate of grams of carbon dioxide per mile, as well as the average number of days worked per year. We believe this estimate is overstated, as our calculations do not take into account telecommuting, public transportation, carpooling, business travel days that would be accounted for separately, or other methods of commuting.
CATEGORY 10 Processing of sold products	The downstream processing that is common with our intermediate products, such as reinforcement glass fiber, which is often used in reinforced plastic composites.	GHG emissions from this category come from our glass-fiber reinforcement products and from our doors components products. For our glass fiber reinforcement products, GHG emissions are determined by correlating the revenue from our Composites business to the GHG emissions of industry sectors that represent our glass fiber reinforced plastic (GFRP) customers. Our doors components products are processed downstream by door assembly and fabrication and distribution customers, which are analogous to our own residential doors and residential distribution sites. We therefore use the Scope 1 and 2 emissions from these sites and the number of units produced to create emissions factors, which were then multiplied by the units of doors components and prefabricated doors sold to customers to arrive at our emissions total for Doors.
CATEGORY 11 Use of sold products	Emissions from the polyurethane foam core of steel doors during useful life.	For Masonite steel doors, we calculate Scope 3 emissions from the use of sold products by looking at the greenhouse gases released from the foam core used inside the doors. We start by identifying the types of foam blowing agent used in our doors. Then, we use data on how much blowing agent is in each door and estimate that 1% of this agent is released each year. We calculate the greenhouse gas emissions based on the global warming potential of each blowing agent and add them up to get the total annual emissions. Finally, we multiply this annual total by the door's 80-year lifespan to estimate the total emissions over its useful life.
CATEGORY 12 End-of-life treatment of sold products	Emissions from the disposal and end-of-life treatment of the products we sell.	Scope 3 end-of-life (EoL) emissions are determined for fiberglass and XPS insulation by calculating the GHG emissions when all the glass wool and XPS foam produced by our North American facilities for 2024 is sent to the landfill. Pertaining to our fiberglass and XPS insulation, EoL emission factors are determined from cradle-to-grave environmental product declarations (EPDs), and the LCAs upon which they are based. The third party-verified LCAs were internally conducted for these products in 2017 and 2018, respectively. These factors are used in conjunction with 2024 production volumes for these two insulation materials to determine the Scope 3 emissions when the production volume quantities are disposed of as waste-to-landfill.

Power BI Dashboard and Engagement Pilot

To better understand our Scope 3 emissions, we consolidated and assessed data from our suppliers and the products they sell to Owens Corning. Prior to 2023, data were collected and updated manually in Excel-based spreadsheets that allowed for analysis of emissions by commodity group, business, region, and product. These Excel-based charts allowed us to begin to understand the main contributors of our Scope 3 emissions and discuss how we wanted to prioritize engagement activities with specific suppliers. The drawback, however, was the data sets were very cumbersome to manipulate and time-consuming to generate analytics to share within the organization.

Recognizing these limitations, we assessed and developed a new tool to provide an interactive analysis of supplier emissions data. Utilizing Power BI, we transitioned the Excel-based spreadsheets into a centralized dynamic dashboard, allowing for visualization of complex data sets and rapid use and distribution among key decision makers in the company including the Sourcing and Sustainability teams. We can now easily calculate emissions by input product, finished product, supplier, and region among other filtering options.

In 2024, we expanded the use of our Power BI dashboard to include data related to our transportation suppliers. With this new tool, we can visualize emissions associated with inbound and outbound emissions (Category 4) by business, region, and mode. Using this data we can further categorize and consolidate emissions by supplied materials or finished product. Through this new tool, internal engagements were carried out to prioritize opportunities for Scope 3 reductions and were included in several supplier engagements during 2024.



Photo submitted by:
Kristin Bell | Toledo, Ohio, U.S.
Coati in Riviera Maya, Mexico.

REDUCING EMBODIED CARBON THROUGHOUT OUR ORGANIZATION

Decarbonization in the Design Phase

With the Ecodesign Strategy Wheel, our project teams are able to reduce embodied carbon even before products are manufactured. Through this brainstorming tool, teams are able to ensure responsible production throughout the project development process — reimagining design, choosing materials wisely, and reducing our manufacturing impacts. By empowering designers to consider sustainability at every stage, we can identify ways to reduce our overall impact, including GHG emissions. Learn more about the Ecodesign Strategy Wheel on [page 176](#).

In addition, our Insulation business now includes insights into carbon emissions in its capital delivery process. The revised process requires us to take GHG emissions into account for any new product or process.

Operationalizing Decarbonization

At the plant level, our people are working to reduce GHG emissions by making improvements to our manufacturing processes. In addition to reducing our energy use through increased efficiencies, we are employing other strategies designed to move us toward our aspirations for decarbonization too, such as waste heat recovery.

Increasing Electrification in Our Operations

One key strategy involves the transition away from fossil fuels toward electrifying our processes when feasible. For example, we are shifting to all-electric furnaces to melt glass in our Insulation and Composites businesses.

Where process or technology constraints make a complete shift to electrification unfeasible, we still look for ways to power our processes using electricity to the greatest possible extent. For example, by modifying electrode count and locations, we are increasing electrical power supplied to the furnaces. Significant research and development will be required to mitigate the impact of this approach on the life of the furnace.

Another example of this is our work to transition from coke cupolas to electric melters. We are also integrating low- and no-carbon technologies into our operations, which will further reduce the embodied carbon in our products. In addition to melting processes, we are investigating similar approaches for glass delivery, drying, and curing.

Exploring Renewable Fuel Sources

Where combustion is required, we are making efficiency improvements by swapping air for oxygen, and we are exploring alternate fuels such as hydrogen and biogas. These options offer opportunities for decarbonization, as their combustion emits water rather than carbon dioxide. We seek to integrate hydrogen combustion technologies into our manufacturing processes while ensuring product quality. Our work with the H2GLASS consortium, discussed further on [page 232](#), will help us achieve our hydrogen aspirations.

Transitioning to 100% Renewable Electricity

As we electrify our processes, it is also important that we source that electricity from renewable sources. This is essential for our sustainability aspirations, and it positions us to meet increasingly stringent energy sourcing requirements, such as those underway in Europe.

We are working to source 100% renewable electricity across all our assets. We are vetting various technologies to achieve this, and our progress has been encouraging. More information about these strategies can be found beginning on [page 219](#).

Electrifying our processes using renewable sources and reducing our demand for combustion will enable us to improve efficiencies and reduce carbon dioxide-equivalent (CO₂e) emissions, which refers to the number of metric tons of CO₂ emissions with the same global warming potential as one metric ton of another greenhouse gas.

Reducing Embodied Carbon in Our Products

Made With Renewable Electricity

A number of Owens Corning products, including some of our high-density insulation products and shingles, are certified as made with 100% renewable electricity. These products, which are part of our reduced embodied-carbon portfolio, are certified in accordance with SCS Global Services' certification protocol. These certifications are made possible by PPAs and VPPAs, described in detail on [page 219](#). Owens Corning obtains and retires the EACs generated by these wind farms, enabling us to receive third-party renewable electricity certification.

These certified products provide commercial architects, specifiers, builders, and homeowners with lower-carbon product options as they seek to build more sustainable structures. They also help architects design buildings with reduced life cycle impacts in keeping with the recognized goals of the Architecture 2030 Challenge and U.S. Green Building Council's LEED® certification.

The blowing agent used to make FOAMULAR® NGX® insulation is optimized to demonstrate greater than 80% reduction in the product's GWP compared to legacy FOAMULAR® XPS insulation. In developing this product, Owens Corning is addressing climate change in two ways — by reducing the product's embodied carbon and by helping individuals reduce their own energy footprint.

We conduct EPDs on many of our products — offering a verified, third-party source for embodied carbon values. Learn more on [page 185](#).

PARTNERING TO COMBAT CLIMATE CHANGE

Owens Corning works with a range of consortiums, universities, and companies to help combat climate change. These alliances provide technical capabilities, help develop new technologies, and share information and investments in infrastructure. Through our collaboration, we are able to save time, cost, and risk as we work together for a better future.

To further drive decarbonization in our Composites business, Owens Corning joined 22 other companies in a collaborative project called H2GLASS. Established by Horizon Europe and funded through the EU, H2GLASS aims to develop ways to replace natural gas with hydrogen and utilize oxy-fuel combustion energy. Horizon Europe funds research and innovation dedicated to combating climate change through collaboration and the sharing of knowledge. The project launched in January 2023. More information about the progress of this project can be found on [page 237](#).

We are also members of the Carbon Leadership Forum, a coalition of architects, engineers, contractors, material suppliers, building owners, and policymakers dedicated to dramatically reducing the embodied carbon in the building industry and promoting whole-building life cycle assessments and impact reductions.

To help our customers reduce their embodied carbon, Owens Corning was a Methodology Partner in the development of the Embodied Carbon in Construction Calculator (EC3), a tool designed to help designers and specifiers look at a project's overall embodied carbon emissions, enabling the specification and procurement of low-carbon options.

We engage with a number of external parties with whom we can leverage our expertise and our products. Together, we can do even more to combat climate change and advance sustainability throughout our industry. Learn more about our lobbying efforts in the [Leadership & Advocacy chapter](#). These partnerships include the following:

- **Trade groups.** These partnerships enable us to expand our reach to consumers and industry professionals, so we can do more to promote energy efficiency and renewable energy practices. A complete list of trade groups with whom we engage begins on [page 341](#) in [Appendix D](#).

We also participate at the board level in many strategically relevant organizations, such as the North American Insulation Manufacturers Association (NAIMA), and the Building Performance Institute (BPI). In addition, Owens Corning employees participate on committees and working groups within these organizations.

- **Policymakers.** Owens Corning supports legislation and regulatory efforts aimed at reducing global GHG emissions in line with the IPCC's recommendations to limit warming to 1.5° C, and we engage with policymakers to further those aspirations. Our Government Affairs team collaborates globally with our Legal, Regulatory Affairs, Corporate Affairs, Finance, Sourcing, Science & Technology, and Sustainability functions to support activities aligned with our climate objectives.
- **Non-governmental organizations (NGOs).** We actively partner with organizations that drive forward-thinking programs across a range of topics, including advanced standards for energy efficiency and the durability of buildings. This includes our membership in the American Center for Life Cycle Assessment, the National Association of State Energy Officers, and the Carbon Leadership Forum.

Green Power Partnership

Owens Corning is a member of the Green Power Partnership, which was established by the U.S. Environmental Protection Agency to provide expert advice and technical assistance to companies and organizations seeking to increase their renewable electricity use.

To qualify for participation, partners must meet annual electricity use standards and meet a minimum percentage of their annual electricity use in the U.S. from renewable sources. As a member of the Green Power Partnership, Owens Corning has access to a range of tools and resources, as well as valuable assistance as we work toward our 2030 target for renewable electricity.

In 2024, Owens Corning was ranked No. 26 on the Green Power Partnership's ranking of the top 100 member companies.

COMBATING CLIMATE CHANGE

2024 IN REVIEW



Photo submitted by:

Olivia Stewart | Tampa, Florida, U.S.

Wahclella Falls, Oregon, U.S.



INTRODUCTION

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PURPOSE

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PLANET | COMBATING CLIMATE CHANGE: 2024 IN REVIEW

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PROGRESS TOWARD OUR 2030 GOALS

46%

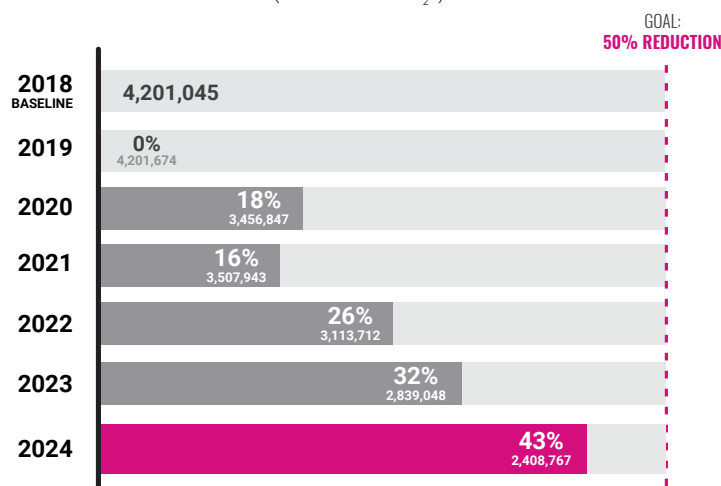
**ABSOLUTE REDUCTION IN
SCOPE 1 EMISSIONS**

Historically, most of our Scope 1 emissions have been attributable to the blowing agent used in our XPS foam production process, as well as fossil fuel combustion across the company. Innovations such as our FOAMULAR® NGX® insulation are critical to our strategy. It should also be noted that changes in production output could cause increases or decreases in our emissions, given the shifts in the use of raw materials and energy.

43%

**ABSOLUTE
REDUCTION IN
SCOPE 1 AND
MARKET-BASED
SCOPE 2 EMISSIONS**

**Absolute Scope 1 and Scope 2 (Market-Based)
Greenhouse Gas Emissions**
(metric tons of CO₂e)



35%

**ABSOLUTE REDUCTION IN MARKET-BASED
SCOPE 2 EMISSIONS**

Electricity from utility providers is the major source of our market-based Scope 2 emissions. We use monthly invoices to capture end-to-end consumption at an enterprise level. As required through the WRI and WBCSD GHG Corporate Accounting and Reporting Standard and GHG Protocol Scope 2 Guidance, we calculate our market-based GHG emissions by tracking:

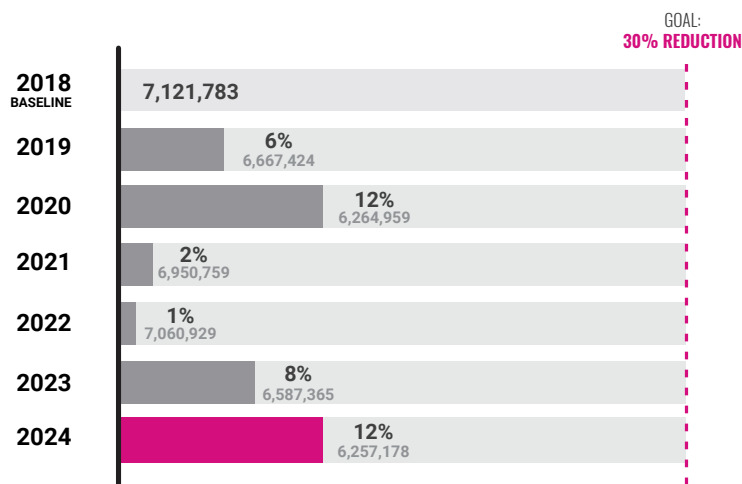
- Energy attribute certificates (including renewable energy credits)
- Contracts
- Supplier/utility emission factors
- Residual mix (where appropriate)

In 2024, we used the 2024 eGrid factors to measure location-based emissions from electricity for U.S. locations, as well as the 2024 Green-e® Residual Mix factors to measure market-based emissions from U.S. locations. For Europe, we also used the 2023 AIB European Residual Mix factors for market-based electricity emissions. For select international market-based calculations and all international location-based electricity calculations, we used IEA factors released in 2022. It should be noted that for 46.6% of our facilities, we calculate emissions using supplier/utility emissions factors, which means we can make these calculations more accurately than through standard regional estimates. In these cases, suppliers provide information about the specific power sources used. These calculations may reflect the sources that make up the grid supply after renewable energy has been sold to specific users, meaning that other users are charged for the residual mix of sources.

PROGRESS TOWARD OUR 2030 GOALS

12%
ABSOLUTE REDUCTION IN
SCOPE 3 EMISSIONS

Absolute Scope 3 Greenhouse Gas Emissions (metric tons of CO₂e)



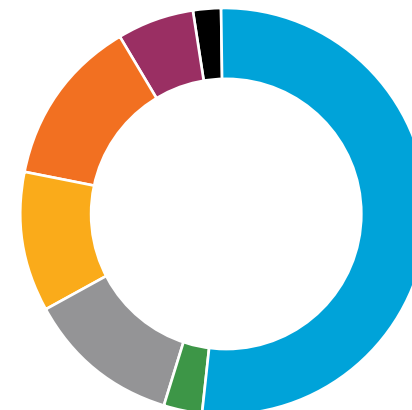
With the integration of Masonite into our Scope 3 data, we applied our calculation methodology and expanded our coverage to represent their emissions in additional categories (Categories 1 and 4) and also incorporated new categories into the overall Owens Corning inventory (Categories 5 and 11). With these changes, our updated historical progress towards our 2030 goal has improved.

We further refined our modeling and calculations for purchased asphalt, which also resulted in progress improvements.

Due to operational improvements such as the blowing agent conversion to a lower global warming potential alternative, our end-of-life emissions (Category 12) have been reduced.

Through engagements with our high-impact suppliers, we received updated product specific emissions factors that reflect benefits from their decarbonization activities. These improvements positively impacted our emissions from supplied materials (Category 1). For more information on our Scope 3 engagements with suppliers see [page 160](#).

2024 Scope 3 GHG Emissions



- Purchased goods and services [^] 51%
- Capital goods ⁺ 3%
- Fuel- and energy-related activities (not included in Scope 1 or Scope 2) [^] 12%
- Upstream transportation and distribution — Inbound [^] 11%
- Upstream transportation and distribution — Outbound [^] 13%
- Waste generated in operations [^] <1%
- Business travel [^] <1%
- Employee commuting [^] <1%
- Processing of sold products ⁺ 6%
- Use of sold products ⁺ <1%
- End-of-life treatment of sold products [^] 2%

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

INITIATIVES TO REDUCE EMBODIED CARBON

2024 RENEWABLE PROGRAMS FOR GHG REDUCTIONS BY TYPE*		
	MWh	EMISSIONS REDUCTION, IN MT CO ₂ e
Behind-the-Meter Renewable Installations	96,963	6,775
Site-Specific Energy Attribute Certifications and PPAs	1,390,116	645,038
TOTAL	1,487,079	651,813

*GHG reduction type descriptions can be found on [page 218](#).

- In 2024, we sourced 399,743 MWh of electricity through guarantees of origin for renewable electricity across 16 of our European sites, which translates to 208,921 metric tons of avoided carbon dioxide-equivalent (CO₂e) emissions.
- Our facility in Gastonia, North Carolina, U.S., is powered with 100% nuclear electricity, the generation of which emits no greenhouse gases.
- Through our PPAs and VPPAs, Owens Corning retired 1,390,116 RECs, for a total of 645,038 metric tons of avoided CO₂e in 2024.

In December 2023, the final text of the Industrial Emission Directive was adopted in the EU, which sets the tone on the decarbonization of industrial facilities. As the emissions limit values range for the installations will be directly linked to the best available technique, the next few years will be crucial for the decarbonization of our activities.



In 2024, the reduction of greenhouse gas emissions from our peak year of 2007 is ~ 70%, and we are expected to be at ~75% by 2030.



- **Hällekis, Sweden.** In August 2024, the plant in Hällekis, Sweden, broke ground on a project aimed at helping reduce greenhouse gas emissions from the facility. The plant is installing an electric melter to take the place of the coke-fired furnaces being used for manufacturing insulation. The project is expected to reduce the plant’s Scope 1 and 2 emissions by 80%.

Two cupolas will be replaced with one electric melter at the facility. A new 7,500-meter facility is being constructed with two buildings. One building will house the melter and the other will be for raw materials handling and filtration processes.

The project is officially underway, and the next step is the construction of a new filter house, which will be used for the environmental cleaning of process gases. This is expected to wrap up in 2025. The entire project is expected to be up and running in 2027.



The Hällekis insulation plant conversion project receives support from the Industrial Leap (Industriklivet), the Swedish Energy Agency’s program to support the Swedish industry’s transition to fossil-free.



Insulation plant, Hässleholm, Sweden.

- **Hässleholm, Sweden.** In late 2023, the plant in Hässleholm began using an electrical blast air heater in its cupola. The goal was to decrease coke consumption in the production of stone wool. Improvements were made after the initial phase of the project, and it began running again in June 2024. This has led to a total decrease in coke consumption of about 18–20%. There are plans to further decarbonize the incineration process through electrification and other renewable energy sources.

- **Barnsley, South Yorkshire, United Kingdom.** The forklift trucks at the Doors site in Barnsley had been a gas-powered fleet. This required weekly gas tank top-ups for the three tanks on site. At the end of the existing contracts, the team began the process of phasing out gas-powered forklifts and replacing with electric trucks. The goal of the move was to reduce carbon output and improve working conditions for employees. By replacing 32 trucks, the site accomplished a CO₂ reduction of more than 387,279 kg in four successful months.

- **Nephi, Utah, U.S.** An equipment update at our Insulation site in Nephi has realized a reduction in energy usage. An oxidizer is used to control air emissions, and the one at Nephi was upgraded in 2024 from a standard thermal oxidizer to a biological oxidizer, or Bio-Ox. A thermal oxidizer uses incineration to control emissions, while a Bio-Ox uses microorganisms to do the job. The new Bio-Ox scrubber achieves an 80% reduction in VOCs, while saving approximately 1,780 metric tons of CO₂e versus the standard thermal oxidizer.

OC DOORS

- **L'Ardoise, France.** In an effort to decarbonize our production of glass fiber, the team in L'Ardoise, France, conducted a trial in which hydrogen was used in the glass melting process. During this trial, the furnace was powered by 50% renewable electricity and 50% hydrogen. This led to a 95% reduction in CO₂e emissions from the furnace.

Owens Corning works with an EU-funded consortium aimed at the decarbonization of the glass industry. This trial makes Owens Corning the first glass fiber manufacturing company to successfully test industrial scale production of glass fiber using only e-boost and oxygen/hydrogen combustion. Work will continue in 2025 to further test the hybrid melting technology.

Additionally, the team at this Composites plant was able to increase e-boosting capabilities in their furnace by approximately 52%, which is a record milestone for Owens Corning Composites.



“[The L'Ardoise] trial embodies Owens Corning's mission to build a sustainable future through material innovation ... As we test and scale the use of hydrogen, we can envision a zero-emission melting process for composite glass fibers, which would be a breakthrough in what has historically been a hard-to-abate sector.”

Anne Berthereau

Vice President, Decarbonization and Circularity



EMBODIED CARBON IN OUR PRODUCTS

We currently have 13 products that are certified by SCS Global Services as made with 100% renewable electricity:

- EcoTouch® Flexible Duct Media Insulation
- Pink® Next Gen® Fiberglas™ Insulation
- Loosefill Insulation
- Thermafiber® Insulation
- Thermafiber® Formaldehyde-Free Insulation
- QuietR® Duct Board Insulation
- QuietR® Spiral Duct Liner
- FOAMULAR® NGX® XPS Insulation
- Fiberglas™ 700 Series Insulation Board
- Fiberglas™ Insul-Quick® Insulation
- Ceiling Board
- Duration® and Oakridge® from our facility in California, U.S.

These certified products make up 22% of our total revenues.

FOAMULAR® NGX® XPS Insulation installation.

ENGAGING OUR SUPPLIERS AROUND SCOPE 3 EMISSIONS

In 2024, we continued our targeted engagement with our high-impact suppliers on their contribution to our Scope 3 emissions data. The purchased goods and services category represents the majority of our Scope 3 emissions, and with that we focused on our chemical and mineral suppliers that account for 30% of our total Scope 3 emissions. Since the start of this engagement in 2023, we’ve met with nearly 60 suppliers with high carbon footprints such as asphalt, processed minerals, plastics, and specialty chemicals.

Each interaction has expanded our understanding of our suppliers’ decarbonization maturity as well as educating our suppliers on Owens Corning values related to decarbonization and our efforts to reduce the carbon footprint of our products. Suppliers have shared the progress being made to reduce GHG emissions within their organizations, and they’ve also shared emissions documentation that led to future roadmap discussions. Through these interactions we were able to externally validate and incorporate emissions factors from six suppliers for specific products we purchase and use. By using these specific factors, we replace using industry average emissions factors and further refine our Scope 3 calculations to be more robust. We will continue engaging with our suppliers to incorporate their product-specific emissions factors moving forward as part of our roadmap to meet our 2030 goal.

The results of our 2024 engagements were shared with Commodity Leaders and the Responsible Supply Chain Steering Committee to continue developing processes and embedding sustainability into our supplier engagements in order to advance towards our 2030 Scope 3 goal. Learn more about our supplier engagement in the [Responsible Supply Chain chapter](#).

UNDERSTANDING THE COST OF EMISSIONS

Owens Corning has established an internal price for carbon emissions — a best practice used by many companies. Doing so helps us make smart decisions about our GHG emissions reduction initiatives, as it enables us to frame challenges and opportunities in monetary terms, which are often more broadly understood than the concept of tons of emissions.

In implementing an internal carbon price, we consider Scope 1 and 2 emissions — the total impact of our operations and our supply chain. We have internally and externally published reduction goals, which are aligned to drive strategy and action. We do not have an internal carbon tax or carbon charge allocated to our businesses, so we are using shadow pricing to assess these costs.

Quantifying the cost of carbon emissions with an internal carbon price helps us plan future scenarios and make informed business decisions. Our internal carbon price varies by region and considers a range of potential forecasted costs, ranging from \$60 to \$160 per metric ton, depending on the location. A regional approach to internal carbon pricing allows us to be more accurate as we estimate and evaluate the cost of carbon for capital project planning in regions with varying carbon prices. It also places value on reducing carbon emissions in regions that do not yet have taxes or trading schemes.

By estimating the difference in metric tons of carbon dioxide-equivalent (CO₂e) emissions produced from one year-end period to the next, then multiplying that amount by \$160 per metric ton, we can arrive at the high-end estimate of cost savings of emissions reduction if a carbon tax were implemented.

We have also been able to quantify our current total risk in the event of an efficient, economy-wide carbon tax, and we can see how dramatically we have reduced that risk since 2007, our peak GHG emissions year. This also allows us to value our future forecasted emissions reductions as we work toward our 2030 goals. Since 2007, we have reduced absolute Scope 1 and Scope 2 CO₂e emissions by approximately 70%. By cutting emissions in half compared to 2018, our 2030 absolute Scope 1 and Scope 2 CO₂e emissions will be approximately 75% lower than they were in 2007.

A GLOBAL EFFORT TOWARD A BETTER FUTURE

The fight against climate change represents one of the most pressing environmental imperatives we currently face. Every stage of a product’s life cycle represents an opportunity to reduce embodied carbon, and it is vital that we pursue many avenues toward reducing greenhouse gas emissions.

We are fully committed to decarbonization and have developed specific reduction activities that align with the strategy to reach our science-based 2030 greenhouse gas emission reduction goals and beyond. Every step we take toward reducing the embodied carbon in our products places us closer to our aspirations.

Photo submitted by:
Michael Malone | Memphis, Tennessee, U.S.
Whale watching in Cabo San Lucas, Mexico.



WASTE MANAGEMENT

Our waste reduction strategy relies on three pillars: reduction, recycling, and diversion. Throughout our operations, we are working to reduce waste through operational efficiency improvements, increase internal recycling by developing new technologies and capabilities, and establish external partnerships to divert waste to alternate applications.



This chapter focuses on the many ways we are reducing waste. The waste generated at our sites comes from various manufacturing processes, such as doors and shingle manufacturing waste and glass fiber, and other waste streams, including commodities used to transport and package raw materials, and general site trash. The goals we have set here go hand-in-hand with our circular economy aspirations, which are described in detail beginning on [page 186](#).

Photo submitted by:

Patrick Haller | Granville, Ohio, U.S.

Post-industrial fiberglass scrap takeback for loosefill insulation.

Sustainability Reporting Topic

Waste

For a definition of this topic and more information, see the [Stakeholder Engagement & Material Sustainability Topics](#) chapter.

Relevant United Nations Sustainable Development Goals



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

For the data in this section, baseline adjustments were made following the World Resources Institute (WRI) protocols. Read more on [page 295](#) in [About the Report](#).

2030 GOALS FOR WASTE MANAGEMENT

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

We have made waste management one of our top strategic priorities for sustainability, and we have established a three-pillar approach to achieve it. This goal is not required by legislation and is a voluntary target.



THE ROADMAP TO OUR 2030 GOALS

We have established a range of strategies to achieve our Zero Waste-to-Landfill Goal.



SHORT-TERM STRATEGIES

- **Reduce waste intensity by improving operational efficiency and process design.**
By improving process performance, we can reduce the amount of waste generated.
- **Identify and implement reuse and recycle solutions** to reintroduce waste back into our processes.
- **Divert our waste** into other applications and markets through external partnerships.
- **Continually drive waste reduction** through focused management efforts.

MEDIUM-TERM STRATEGIES

- **Internally recycle scrap materials** within existing processes.
- **Continue to find new external outlets** for specific waste streams.
- **Conduct research and development on glass fiber recycling technologies**, which can reduce the demand for raw materials and energy.

LONG-TERM STRATEGIES

- **Invest in next-generation manufacturing technologies** and design a waste-free process.
- **Invest in technologies and processes** to recycle various waste glass fibers into raw materials, so they are of sufficient quality to be put back into production.
- **Collaborate with strategic partners** to support the recycling of glass and other waste streams.



Photo submitted by:

Kathya Mahadevan | Granville, Ohio, U.S.

Dry insulation scrap packed for diversion, Nephi, Utah, U.S.

Internal Processes and Accountability

Zero waste-to-landfill (WTL) requires a cross-functional approach across our enterprise — people at all levels and positions taking action to drive reductions. Our Environmental Management System (EMS) is a collection of policies and procedures regarding the management of our environmental performance in our facilities. Among other things, the EMS ensures compliance with all regulatory requirements related to waste and adherence to our Environmental, Health, Safety, and Product Stewardship Policy. More information about the EMS can be found on [page 40](#).

Our Circular Economy team is also responsible for driving waste reductions and fostering relationships with internal and external stakeholders across all our businesses to achieve our goals. The team conducts periodic reviews to assess progress, and they take necessary corrective actions to help mitigate waste.

Waste that cannot be recycled in our own plants often has uses in other applications, and our Waste Diversion team works on identifying and qualifying those types of outlets. We have three key levers for eliminating our waste-to-landfill: reducing the amount of waste we produce, recycling internally, and diverting externally. Our Waste Diversion team is responsible for using these levers to design a roadmap that ultimately leads us to our goal.

Although all our waste programs are subject to enterprise-level leadership review and reporting, many of our waste reduction initiatives begin at our manufacturing facilities, where our people's dedication and ingenuity have helped identify opportunities for improvements. In the next section of this chapter, we will demonstrate the ways we are operationalizing waste management.

WASTE MANAGEMENT

2024 IN REVIEW



Photo submitted by:

Kathya Mahadevan | Granville, Ohio, U.S.

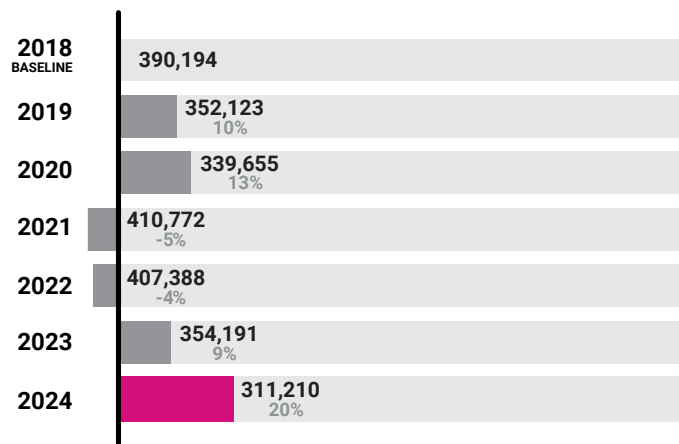
Waste segregation of cores at the plant in Irving, Texas, U.S.



PROGRESS TOWARD OUR 2030 GOALS

Waste-to-Landfill in Metric Tons by Year

GOAL: ZERO WASTE-TO-LANDFILL



Drivers of Progress Toward Our 2030 Goal

Network optimization, changing market conditions leading to shifts in product mix, along with strong focus on reduction and diversion have resulted in progress toward our 2030 goal. Our plants continue to lower their waste intensity through improvements in overall operational efficiency. Our Roofing business accelerated diversion in 2024, recovering losses experienced during the pandemic. Our Insulation business made progress on scrap reduction through intentional actions to optimize network efficiency. Active diversion from mineral wool plants have also contributed to goal progress. Progress on WTL reduction in the recently acquired Doors business is flat.

OPERATIONALIZING WASTE MANAGEMENT

To deliver our waste goals, we rely on waste reduction efforts at the plant level, the deployment of recycling solutions through collaborative efforts between our R&D and engineering teams, and the diversion of waste to alternate applications through external partnerships achieved through the efforts of our Waste Diversion team.

In 2024, Owens Corning successfully diverted 63% of our waste generated away from landfill. Offtake customers have found value in waste materials, and multiple external partnerships and offtake agreements have been established for waste from our Roofing and Insulation businesses. Even so, Owens Corning continues to have waste streams that are being landfilled. This waste has value to Owens Corning as a majority is glass fiber. We are actively working to reduce these streams through improvements to plant operational efficiency and integration of waste management into our Total Productive Maintenance processes. We are also making progress on industrializing our recycling solutions through multiple pilot projects.

Waste Mapping

To identify waste flows within our processes at our top waste-generating plants, our Circular Economy team has undertaken a waste mapping initiative that applies the principles of value stream mapping used in Lean Management. The goal of this initiative is to increase the understanding of material efficiency in the process and to identify processes that are wasteful. The waste maps are developed through collaboration between various teams — Operations, Environmental, Health and Safety, and Logistics within the plant. Through the process, the teams have identified opportunities to reduce costs, improve production flows, reduce inventory, and improve performance. In addition, several plants have incorporated waste as a key performance indicator (KPI) within their daily management systems. In 2024, this mapping process was completed at three U.S. sites: Fairburn, Georgia; Kansas City, Kansas; and Lakeland, Florida. Owens Corning's approach to waste reduction will be extended into the newly acquired plants to drive progress.

WASTE MANAGEMENT INITIATIVES

The following are among our key waste management initiatives throughout our operations:

- **Besana, Italy.** The plant in Besana was able to decrease the amount of sludge going to landfill by over 400 metric tons, or 50%, between 2023 and 2024. This was accomplished by using a waste sorting facility to process the sludge. The facility removes contaminants from the sludge, then performs micronization (the act of reducing the average diameter of a solid material's particles), and finally, mixes the material with various additives to make it usable by other industries and plants. The opportunity to participate in this program was thoroughly evaluated by the plant team, who found it would have a positive environmental impact.
- **Roofing and Nonwovens Plants, North America.** In 2023, an expansion of nonwoven glass mat recycling occurred for North American facilities. In 2024, the Circular Economy team worked with the same recycler and plants across the Roofing and Nonwovens businesses to expand the recycling program and to include a waste stream that was previously difficult or impossible to recycle. Both the Roofing and Nonwovens plants generate residual waste cardboard cores that have glue and either multiple layers or fragments of glass mat present. In many cases, cardboard recyclers are unable to process this material due to the contamination. However, the current recycler is able to accept this material in baled, or bundled, form. Plants like Blythewood, South Carolina, U.S., took the initiative to create best practices and standard operating procedures to divert this hard-to-recycle waste stream from landfill. Other plants like our Memphis Roofing plant were able to significantly reduce space by baling the cores before transporting for disposal. Baling is the process of compacting recyclable materials into compressed bundles. This makes it easier to transport and process. This program continues to be developed, and it has the potential to increase recycling by at least 2,500 metric tons once it's fully deployed across the businesses.
- **Portland, Oregon, U.S.** At the beginning of 2024, the Portland Roofing plant initiated a recycling contract with a waste hauler to facilitate recycling of waste shingles at an asphalt manufacturer. The plant team completed due diligence before the start of the program, but the hauler was unable to keep up with equipment and transportation requirements. This resulted in the plant needing to identify, evaluate, and onboard a new waste hauler swiftly. Plant staff connected with a hauler who historically provided recycling services for shingle waste. Because this hauler was knowledgeable of the plant's operations, they could quickly spring into action and continue delivering waste shingles to the asphalt manufacturer. Throughout 2024, the Portland Roofing plant diverted over 1,600 metric tons of shingles from landfill.
- **Danville, Illinois, U.S.** In 2024, plants across the enterprise experienced increased scrutiny of waste streams by waste haulers. This placed a demand on plants to identify alternative waste solutions for hard-to-dispose-of materials. By seeking out recycling opportunities, utilizing strong organization skills, and practicing excellent communication, the Danville team was able to expand their dry glass recycling program from 380 metric tons in 2023 to over 1,270 metric tons in 2024. The program required the plant staff to analyze various recycler specs and create strategies to plan the transportation of large quantities of uncoated nonwoven mat to multiple recycling partners.



Photo submitted by:
Kathya Mahadevan | Granville, Ohio, U.S.
Recycled cullet, Nephi, Utah, U.S.



■ **Kansas City, Kansas, U.S.** A new demonstration recycling process has been implemented into our loosefill insulation manufacturing line in Kansas City. The new process, referred to as wet waste recycling, more effectively recovers and separates waste fibers from process water streams.

This effort has reduced the waste-to-landfill from the Kansas City plant by 15%, while providing ancillary benefits of reduced water intensity and increased manufacturing productivity. Implementing the new process at manufacturing scale, while demonstrating continuous operation and machine reliability, has been a strong proof point for the new technology. As a result of these successful efforts in Kansas City, plans are now in place to deploy the new technology at additional fiberglass manufacturing facilities to support our 2030 Zero Waste-to-Landfill commitments.

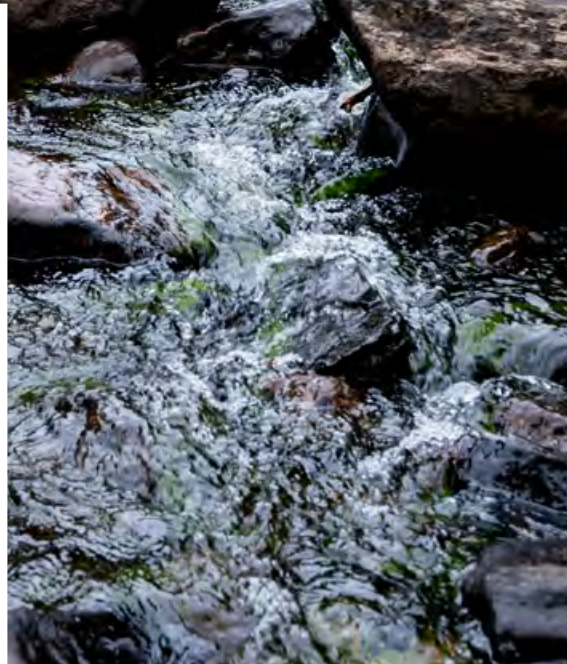


Photo submitted by:

Nathaniel Bauer | Denver, Colorado, U.S.
Creek at Turquoise Lake, Colorado, U.S.



“The successes of the wet waste recycling project have provided a promising outlook for Owens Corning’s sustainability technology development ambitions. Beyond this specific technology, the team members involved have demonstrated that impactful changes can be made quickly through collaboration and creativity. During trials we received proactive support from plant leadership teams and saw outstanding engagement from operators. Everyone we worked with shared the same desire to eliminate waste-to-landfill by creating a process that is better for both our customers and the environment. Seeing this enthusiasm and commitment to recycling initiatives at all levels of our company has made me confident that we will make great strides on our sustainability journey in the coming years.”

Zach Power
Senior Recycling Engineer

- **Joplin, Missouri, U.S.** A significant contributor to the diversion of waste in 2024 was a project initiated in 2022. The Waste Diversion team identified a partner to use Joplin's fly ash and shot waste as a reinforcement additive in its concrete mix. The project team also negotiated a hauling rate that was lower than the cost to landfill the materials. After an extensive pilot to ensure minimal disruption to the plant operations and the receipt of permits from the Oklahoma Department of Environmental Quality, a full-scale program was initiated. The Circular Economy team and the plant received the Games Slayter Innovation Award for their work on this project. The project has resulted in diverting 26,600 metric tons of waste from landfills since November 2023. As of the end of 2024, this project has saved approximately \$800,000.



“One of our major learnings from the Joplin project was that through working collaboratively across different functions at Owens Corning, we can solve big challenges. The project also showed that a focused effort on achieving our sustainability goals can deliver both environmental benefits and value to the organization.”

Kathya Mahadevan
Senior Sustainability Leader

- **Barnsley, South Yorkshire, United Kingdom.** The Doors site in Barnsley saw 12 consecutive months of success from their project to improve manufacturing efficiency. The project goal was to reduce the waste coming from production lines due to product defects. Steps to get there included analysis of production processes, additional quality control measures, enhanced employee training, mechanical upgrades, increased maintenance, and continued monitoring. Through these measures, the site saw a 20,000 reduction in scrap doors, thus saving 40 metric tons of softwood, or 20 fully grown pine trees.

OC DOORS



Photo submitted by:

Katarzyna Kasprzyk-Śmiłowska | Trzemeszno, Poland
Tulips in Warsaw, Poland.

Excellence in Waste Diversion

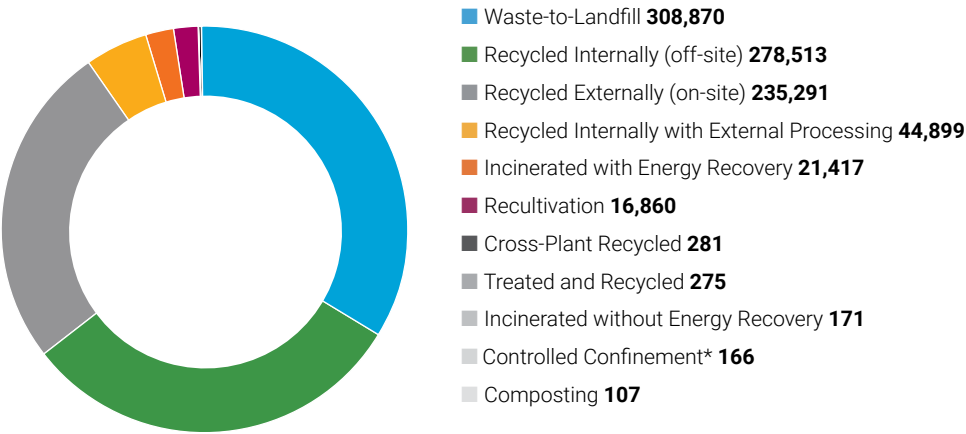
Owens Corning facilities are committed to managing waste, and we are proud to recognize their accomplishments. We use an internal rating system comparing diversion from landfill to total waste generated. In 2024, 46 plants diverted more than 80% of their waste from the landfill.

PLATINUM LEVEL 100% WASTE DIVERSION	GOLD LEVEL >98% WASTE DIVERSION
<ul style="list-style-type: none">■ Asan■ Barnsley■ Huthwaite■ Nanjing■ Xuancheng Guangde■ Khadoli	<ul style="list-style-type: none">■ Dudley■ Ridgeview■ Sayli■ Tianjin Glass Line■ Trzemeszno■ Vilnius■ Yantai■ Yuhang Glass Wool
SILVER LEVEL >80% WASTE DIVERSION	
<ul style="list-style-type: none">■ Cabrero■ Carrick-on-Shannon■ Changzhou■ Charlotte■ Dapada■ Gresham■ Guangzhou■ Hallekis■ Hässleholm■ Kearny■ Medina■ Minneapolis■ Mount Vernon■ Nacogdoches■ Nephi■ Portland Asphalt	<ul style="list-style-type: none">■ Portland Roofing■ Prineville■ Rockford■ Sacopan■ Springfield■ Stanley■ Stoke-on-Trent■ Stokesdale■ Tallmadge■ Taloja■ Tessengerlo■ Tiffin■ Valleyfield■ Wahpeton■ Windsor■ Yuhang GRS

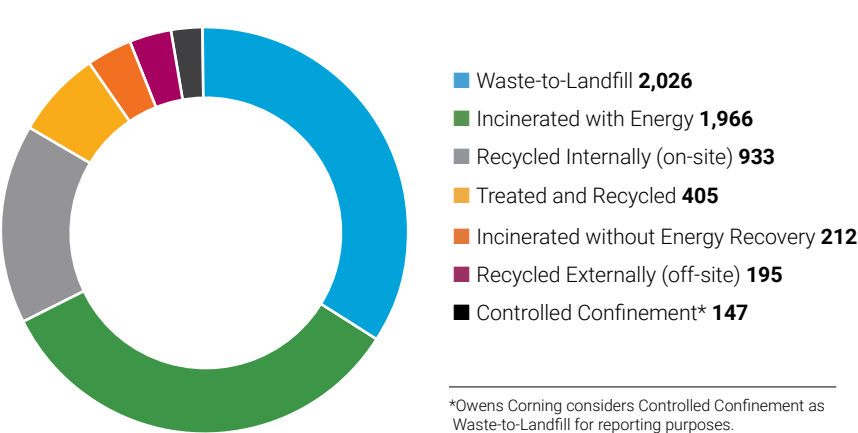
Waste Management Performance

Owens Corning uses waste intensity to measure our performance toward our 2030 waste management goals. We continue to evaluate and improve upon the methods and mechanisms used to track how waste streams are recycled, reused, or landfilled. When available, we use invoices from waste management or recycling companies in our data reporting; otherwise, we rely on on-site weight scales. In the absence of scales, we use calculated estimates to determine the weights of our shipments. We assess our performance based on the final disposition of each material.

2024 Non-hazardous Waste by Disposal Method
(Metric Tons)



2024 Hazardous Waste by Disposal Method
(Metric Tons)



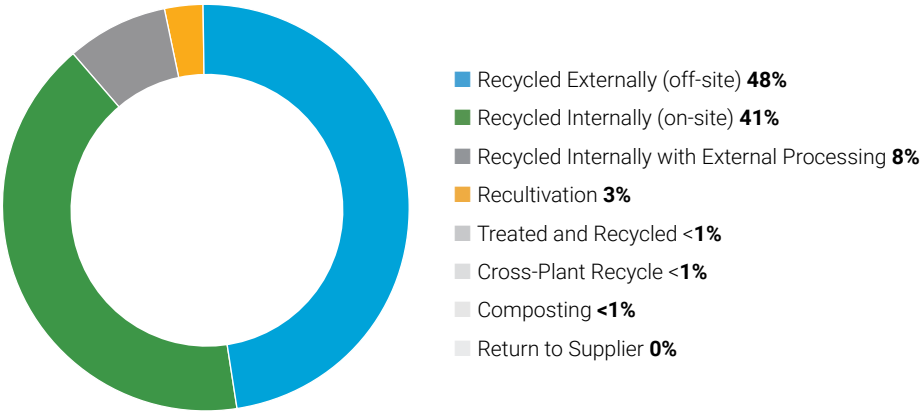
*Owens Corning considers Controlled Confinement as Waste-to-Landfill for reporting purposes.

Total Waste Generation and Disposal

The majority of waste generated in Owens Corning facilities is either diverted or sent to landfill. Depending on the type of waste, we use such diversion methods as commercial composting and returning waste to supplier.

In 2024, Owens Corning generated 912,737 metric tons of waste, compared to 977,413 metric tons in 2023. We separate waste into hazardous and non-hazardous categories. In 2024, the overwhelming majority, 906,851 metric tons, was non-hazardous waste. More information about our approach to hazardous waste can be found in the [Environmental Management and Compliance Chapter](#).

2024 Waste Diversion by Disposal Method



Waste Diversion 2018–2024

Our overall waste diversion rate for 2024 was 63%, compared to 61% in 2023 and 59% in 2018.

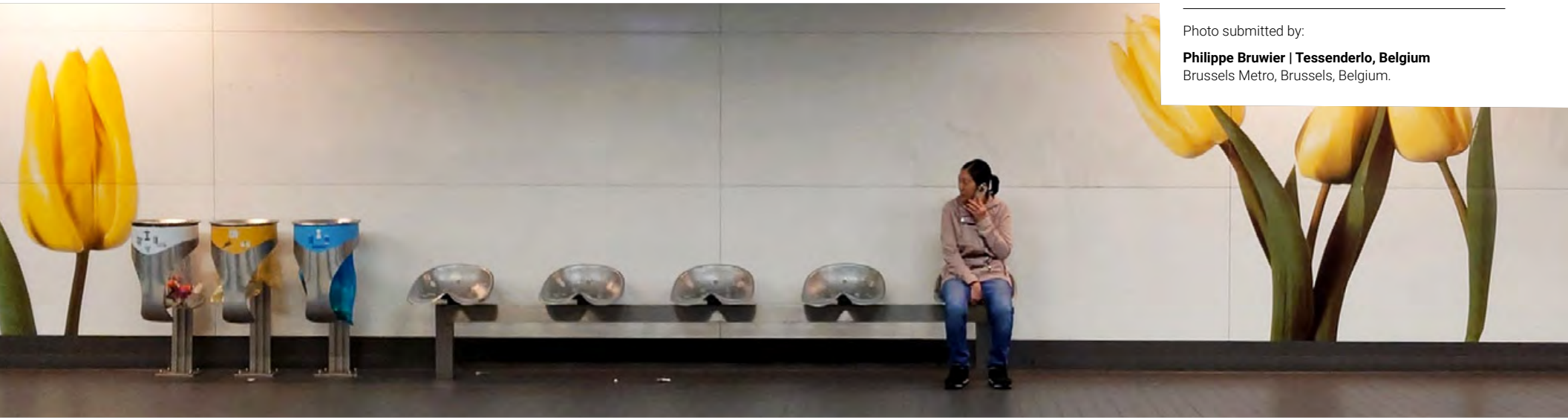
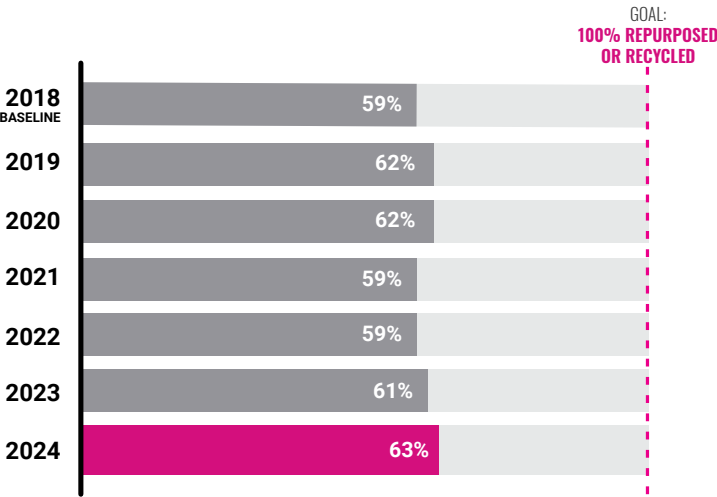


Photo submitted by:
Philippe Bruwier | Tessenderlo, Belgium
Brussels Metro, Brussels, Belgium.

REINFORCING OUR COMMITMENT TO ZERO WTL

Managing waste remains one of our top strategic priorities for sustainability, and we remain committed to achieving our waste-to-landfill ambitions. This involves redefining waste — continuously looking for beneficial uses for our byproducts and other waste materials — and we are proud of the gains our people are making in plants and facilities everywhere.

Throughout our operations, we are working to divert materials, which would otherwise have gone to the landfill, toward other uses. This requires a great deal of collaboration and innovation within and among our plants, and we are encouraged by the progress we have made improving operational efficiency and process design. Every step we take toward zero WTL demonstrates our people's resilience and ingenuity, helping ensure that our 2030 waste management goals are within reach.

A new technology that more effectively removes water from the insulation waste has been researched by the Circular Economy team and was piloted in Kansas City.



RESPONSIBLE WATER SOURCING & CONSUMPTION

Abundant fresh water is essential to life on Earth. Owens Corning recognizes the need to balance our own needs with the needs of communities — especially in areas with a lack of access to usable water. That’s why we’re actively working to reduce our water use in ways that deliver tangible results, both for our company and for the people with whom we share this scarce resource.

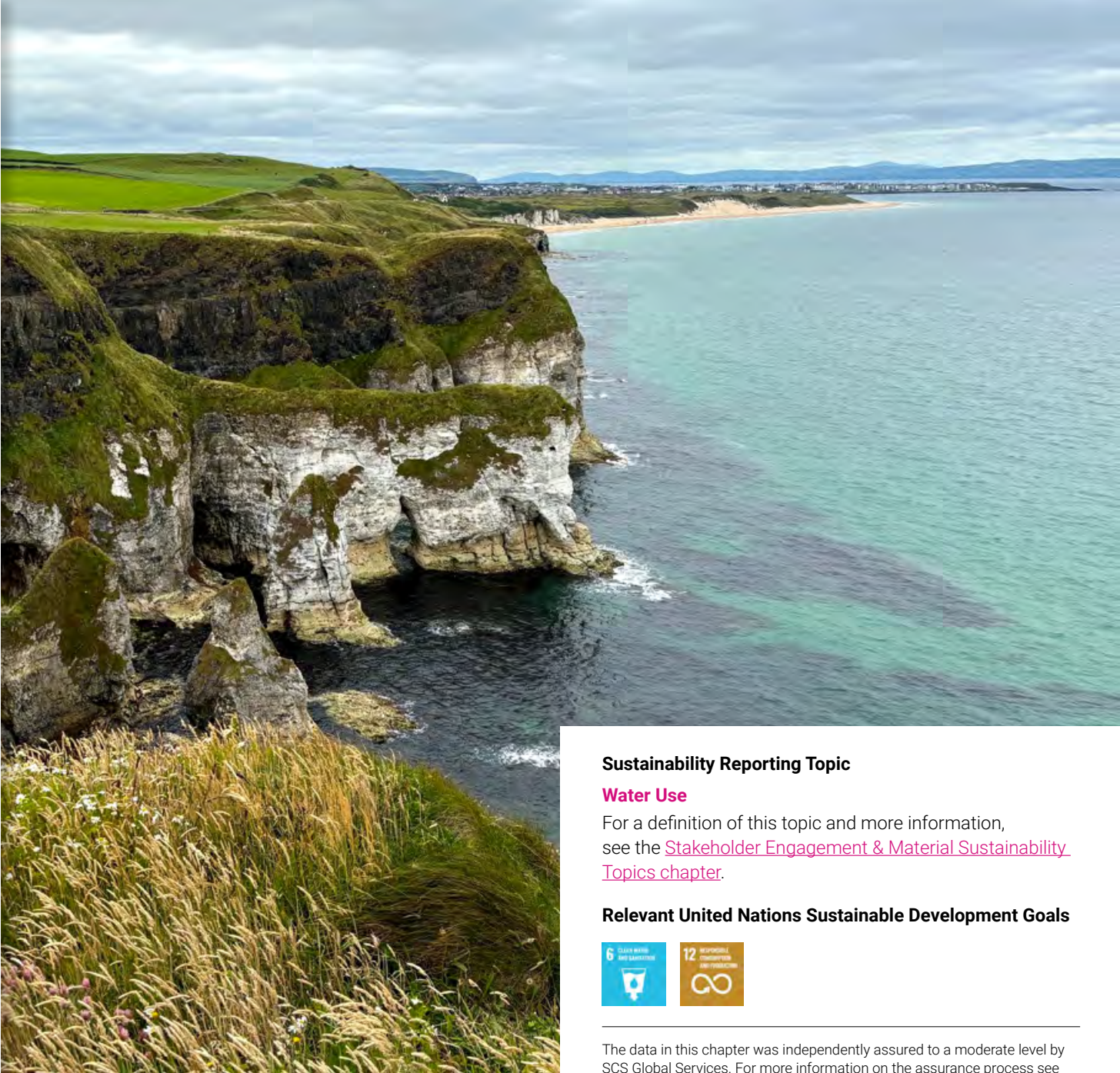


Photo submitted by:
Cheryl Smith | Granville, Ohio, U.S.
Cliffs near Portrush, County Antrim, Northern Ireland.

Sustainability Reporting Topic

Water Use

For a definition of this topic and more information, see the [Stakeholder Engagement & Material Sustainability Topics](#) chapter.

Relevant United Nations Sustainable Development Goals



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

For the data in this section, baseline adjustments were made following the World Resources Institute (WRI) protocols. Read more on [page 295](#) in [About the Report](#).

2030 GOALS



FOR RESPONSIBLE WATER SOURCING & CONSUMPTION

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

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

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

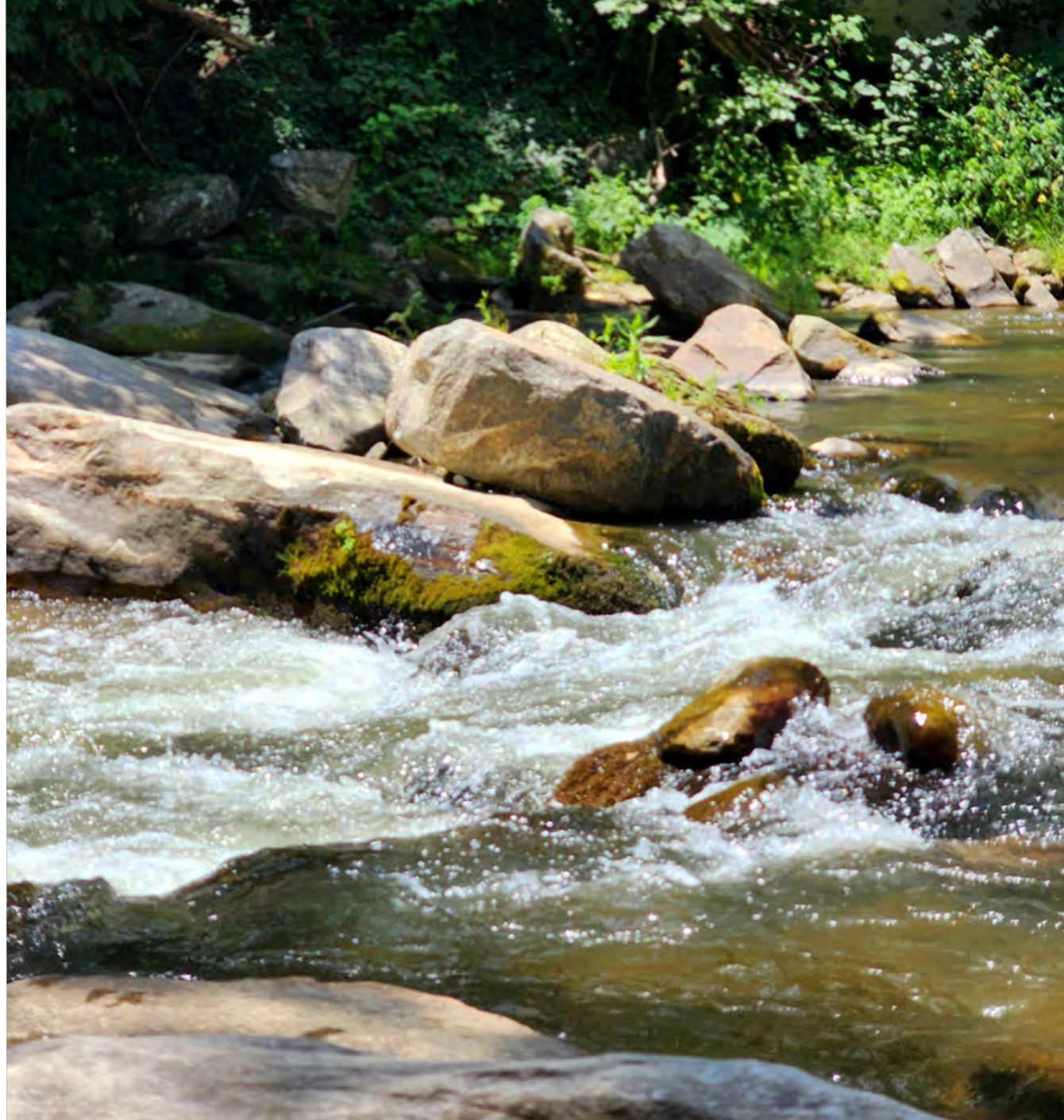


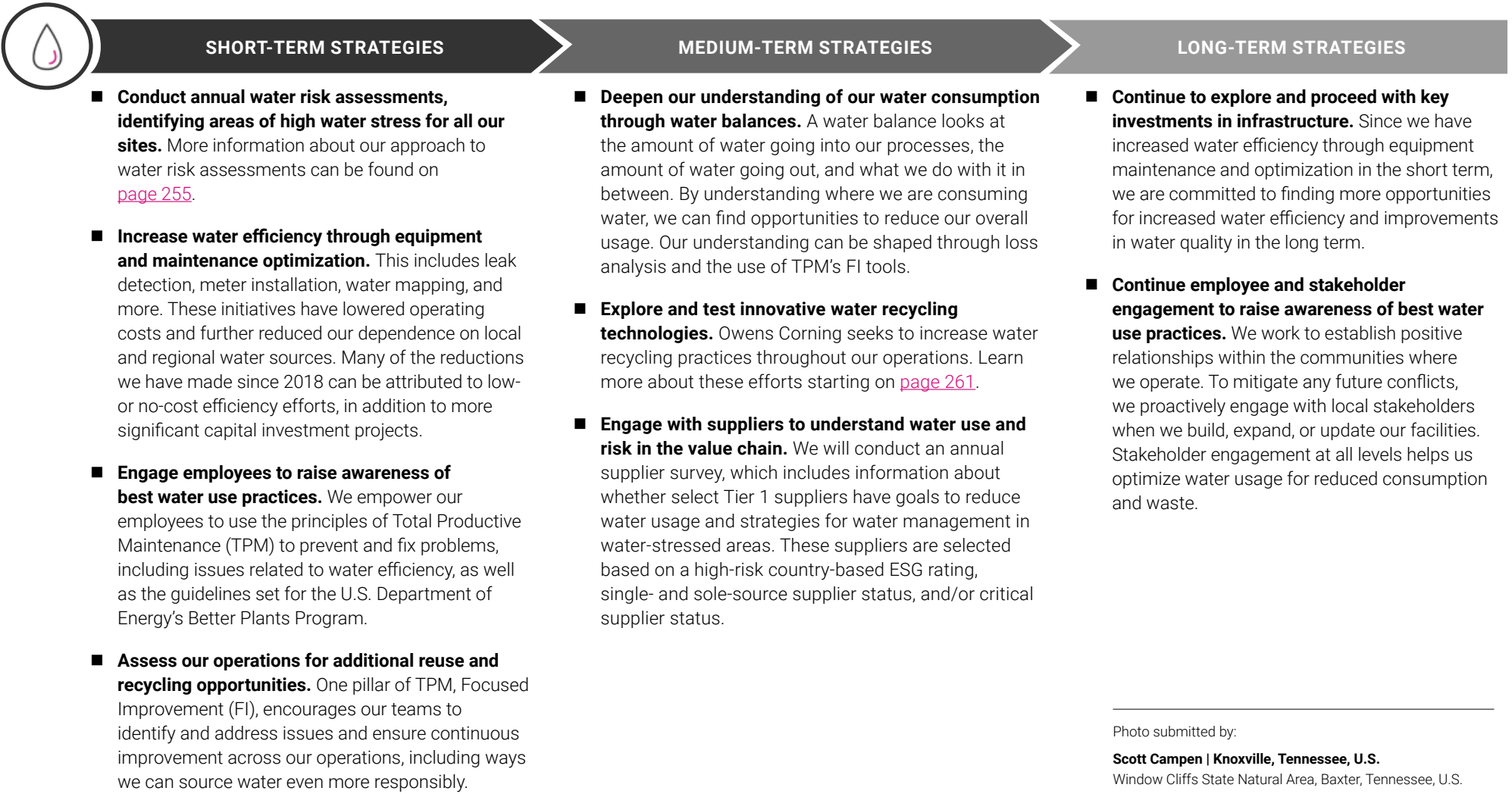
Photo submitted by:

Dawn Eytcheson | Duncan, South Carolina, U.S.
Chimney Rock, North Carolina, U.S.



THE ROADMAP TO OUR 2030 GOALS

To achieve our voluntary goals for responsible water sourcing and withdrawal, Owens Corning has established the following strategies:



WATER RISK ASSESSMENTS

AT OWENS CORNING

Water-related risks and availability of supply vary across our geographies, processes, and product lines. To minimize the impact of these challenges at our locations, we perform regular risk assessments using the World Resources Institute (WRI) Aqueduct Water Risk Atlas.

Using this tool, in conjunction with our internal knowledge, we gain the information needed for a framework to develop our targets and measure our progress.

The WRI Aqueduct Water Risk Atlas features 13 indicators that address the quantity and quality of physical risk, as well as regulatory and reputational risks. As we look at these indicators, we seek to determine the following:

- Which indicators could have a direct impact on our ability to withdraw water
- Which indicators could be impacted by our water withdrawal
- Which indicators would be affected by a 50% decrease in our water withdrawal intensity

Based on those considerations, we selected seven indicators that have the highest relevance to our operations. They are categorized as follows:

- **Significantly relevant.** These indicators are emphasized in our internal evaluation and in the scoring of our facilities.
 - **Baseline Water Stress** compares the water withdrawn to the water available in a given subbasin. Each subbasin is part of a larger basin that drains into an ocean or lake at a single point. Since water demand is usually local, the WRI Aqueduct Water Risk Atlas measures water withdrawal at the subbasin level.
 - **Baseline Water Depletion** is similar to baseline water stress, but rather than considering total withdrawals, it is calculated based only on the amount of water consumption.
 - **Drought Risk** measures the probability that drought will occur, as well as the magnitude of its impact based on the exposure and vulnerability of the affected population and assets.
- **Relevant to our operations.** We also consider these indicators in our water risk assessments.
 - **Interannual Variability** refers to the variations in available water supply from year to year.
 - **Seasonal Variability** refers to the average variations within a year, including both renewable surface water and groundwater supplies.
 - **Unimproved/No Drinking Water** areas are those where people have less access to safe drinking water. This measurement only measures the proportion of the population without access to treated drinking water, rather than the availability of water or the actual quality of water.
 - **Peak RepRisk** is a third-party index that quantifies business risk exposure to environmental, social, and governance (ESG) issues in a given country.

Since 2018, we have measured our water risk using WRI Aqueduct Indicators and our annual water data, which serve as a strong proxy for all aspects of water risk to a business's operations. This metric takes into account the supply and demand stress of regional water withdrawal, providing us with a more complete understanding of water-stressed areas.



Photo submitted by:
Jim Close | Toledo, Ohio, U.S.
White Pass Scenic Railway, Alaska, U.S.

Location-Based Targets

We have developed voluntary location-based targets to address our potential impact on water conditions around the world. Location-based targets address both our need for water, as well as the needs of the communities where we operate.

Our targets are based on a score for each facility, which is derived through calculations based on the WRI Aqueduct indicators previously listed. A site is included in our list of high water-stress areas if it meets the following criteria:

- The facility has an extremely high risk score in at least one of the three significantly relevant indicators.
- The facility has a high total score based on all seven indicators.

We also have a watchlist for all sites where a water risk indicator could change over time. Each year, we evaluate all sites according to these indicators, and location-based targets will be added as needed to address high water-stressed areas. See our 2024 location-based targets [here](#).



Photo submitted by:
Julie Pope | Toledo, Ohio, U.S.
Sunrise over River Raisin, Monroe, Michigan, U.S.

Water Recycling and Recirculation

- **Recycled water** refers to water that is used in the production process, then pulled out of the production process, mechanically and/or chemically treated. Following treatment, it is either returned to the same process or used in a different area, either production or non-production related.
- **Recirculated water** refers to water that is used in a closed-loop system in the production of prime product. This water only exits the recirculating system when it evaporates or when the recirculating system is flushed or cleaned.

At the site level, we track recycled and recirculated water monthly, along with water withdrawal, water use, and water discharge. Most of our withdrawal data comes from invoices and meter readings, which are supplemented by calculations based on process knowledge and production levels. All sites are required to follow our detailed water governance documentation to ensure standardization and accuracy. We have taken steps to increase recirculation and recycling of water at our plants, which decreases costs related to intake, treatment, and discharge. In several manufacturing facilities, for example, process water is recycled and used for cooling towers and landscaping. In our Insulation plants, we have increased water recirculation percentages where processes support using recirculated water.

As a result, we have seen a decrease in water withdrawal, despite increased production in these plants. This reduces our footprint in the communities where we operate while also benefiting our company financially.

Discharge Compliance

Owens Corning facilities comply with national, state, and local regulations and permits regarding water withdrawal and wastewater discharge.

Our businesses use water in different regions with different regulations and in different processes. As a result, our water management approach is tailored to the site level.

At applicable sites, we actively monitor relevant effluent data, including chemical oxygen demand (COD), biochemical oxygen demand (BOD), and total suspended solids (TSS). We also collaborate with external organizations to verify our discharge information. Where it is necessary to meet discharge requirements, we pretreat or treat our wastewater prior to discharge accordingly. Most of our sites are charged for their water discharge, and all our sites are expected to comply with local regulations.

Discharges to environments around our facilities are controlled through permits and required monitoring. In addition, several of our facilities have achieved a zero-discharge level, other than water discharged for irrigation. Unauthorized discharges and runoff must be reported to our Environmental and Legal departments, and corrective action must be taken. Employees are subject to disciplinary action for knowingly failing to comply with legally required environmental reporting.

Impact on Local Water Bodies

We evaluate all our facilities to determine their proximity to sites listed as ecologically sensitive or significantly important to maintaining biodiversity. Aquatic evaluations are also completed at the corporate level to determine if any of our facilities are located near rare, threatened, or endangered species; sensitive habitats; or species on the International Union for Conservation of Nature (IUCN) Red List of Threatened Species. Water withdrawals from our facilities do not exceed volume thresholds, as we do not extract from Ramsar Wetlands sites or other highly sensitive water resources based on our knowledge of suppliers and sources.

Owens Corning is not impacting any specially protected bodies of water or related habitats, as defined at the country level by the U.N. World Heritage Sites, U.N. Biosphere Sites, or Ramsar Wetlands. This determination is based on an annual evaluation that continues to demonstrate our manufacturing sites' lack of proximity to these defined sites or species.

More information about these efforts can be found in the [Protecting Biodiversity chapter](#) of this report.

RESPONSIBLE WATER
SOURCING & CONSUMPTION

2024 IN REVIEW



Photo submitted by:

Katelyn Creech | Toledo, Ohio, U.S.
Phi Phi Islands, Thailand.



INTRODUCTION

PEOPLE

PURPOSE

PLANET

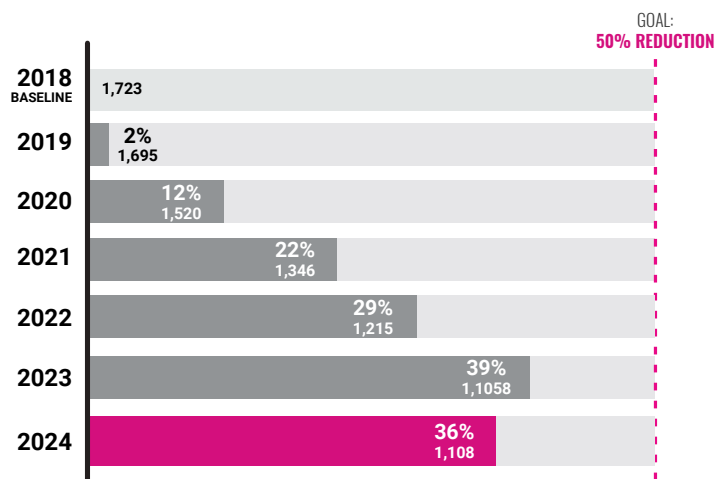
APPENDICES

PLANET | RESPONSIBLE WATER SOURCING & CONSUMPTION: 2024 IN REVIEW

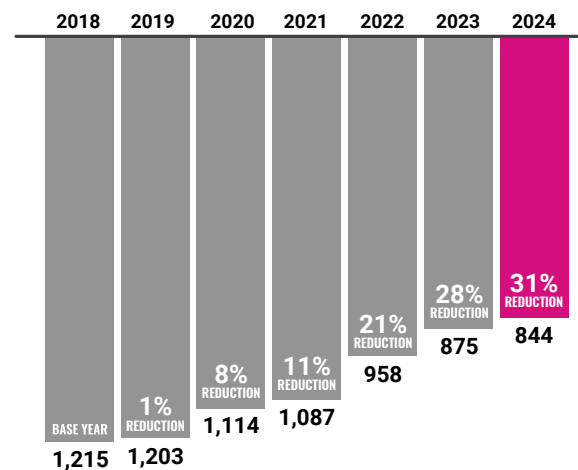
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PROGRESS TOWARD OUR 2030 GOALS

**High Water-Stress Sites
Water Withdrawal Intensity**
(cubic meters normalized by revenue, in millions)



All Other Sites Water Withdrawal Intensity
(cubic meters normalized by revenue, in millions)
GOAL: REMAIN FLAT OR REDUCE



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



ADDITIONAL PROGRESS IN WATER CONSERVATION

Using a metric based on multiple factors taken from the WRI Aqueduct Indices, our water stress analysis indicates that, of our sites that were active in 2024, 44 were in water-stressed areas. Our facilities at these sites accounted for 33% of our overall water withdrawal in 2024, as well as 35% of our overall water discharge.

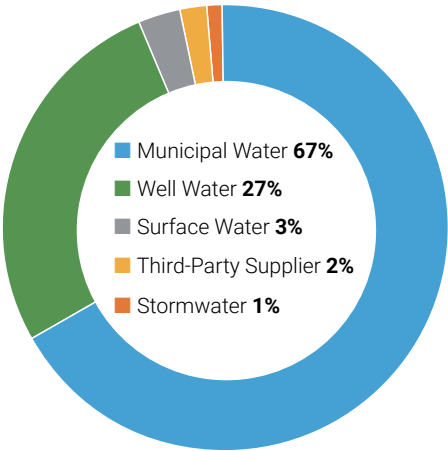
In 2024, Owens Corning facilities:

- Recycled 385,132 cubic meters — 4% of water withdrawn.
- Recirculated 199,760,572 cubic meters — 1,834% of water withdrawn.

Since 2018, our conservation and efficiency efforts have avoided more than 2.9 million cubic meters of water, saving more than \$2.3 million in water intake related costs — and enough drinking water for about 2.5 million people for a year.

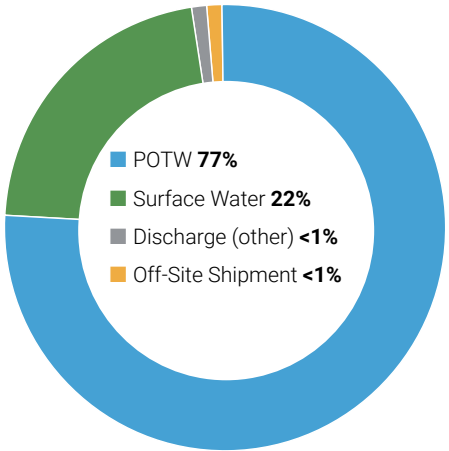
Photo submitted by:
Kristin Bell | Toledo, Ohio, U.S.
El Dorado Seaside Palms Resort, Riviera Maya, Mexico.

2024 Water Withdrawal by Source



We source water for our operations from the sources listed in the accompanying chart. This year, we withdrew 10,935,562 cubic meters of water, a 10% absolute decrease compared to the base year 2018.

2024 Water Discharge by Destination



In 2024, we discharged a total of 5,421,183 cubic meters of water, which represents a 21% reduction from the base year of 2018. This includes discharges to publicly owned treatment works (POTW), surface water sites, off-site shipment, and other destinations.

Water Risk Assessments in 2024

Using the water risk assessment approach described earlier, Owens Corning conducted our 13th annual water risk assessment in 2024 — our seventh year using multiple water stress factors taken from the WRI Aqueduct Indices to define our metric. We used the findings from this analysis in conjunction with our sites' 2024 water intake and discharge statistics. Collectively, this assessment informs the development of our water management plans to optimize water efficiency at facilities in water-stressed regions with high water demand.

Photo submitted by:

Scott Campen | Knoxville, Tennessee, U.S.
Sunset in Key West, Florida, U.S.

Location-Based Targets in 2024

With the acquisition of Doors in 2024, we have identified 44 location-based targets with our 2024 annual water risk assessment. Although these sites currently on our list serve as the baseline for our 2030 goals, we also have a watchlist for all sites where a water risk could change over time. Each year, we evaluate all sites according to these indicators, and location-based targets will be added as needed to address high water-stressed areas.

FOR 2030 LOCATION-BASED TARGETS



OPERATIONALIZING WATER CONSERVATION

Hässleholm, Sweden

For many years, the Owens Corning Paroc plant in Hässleholm has been exchanging residual heat with a neighboring plant, Hässleholm Miljö Beleverket. So, when Beleverket was producing leftover water from one of its processes, they contacted the Hässleholm team, building on an already established partnership. The team determined that purchasing the recycled water from Hässleholm Miljö Beleverket would be half the cost of using fresh water, saving both water and money.



Photo submitted by:

Rawan Abdulhaq | Hässleholm, Sweden

Left: The entrance point of the water into our facility and then the distribution point into our process.

Right: Rawan Abdulhaq, Senior Sustainability Specialist, and Jan Bengtsson, Senior Engineering Specialist, standing near the bridge connecting the Hässleholm Miljö facility to ours.

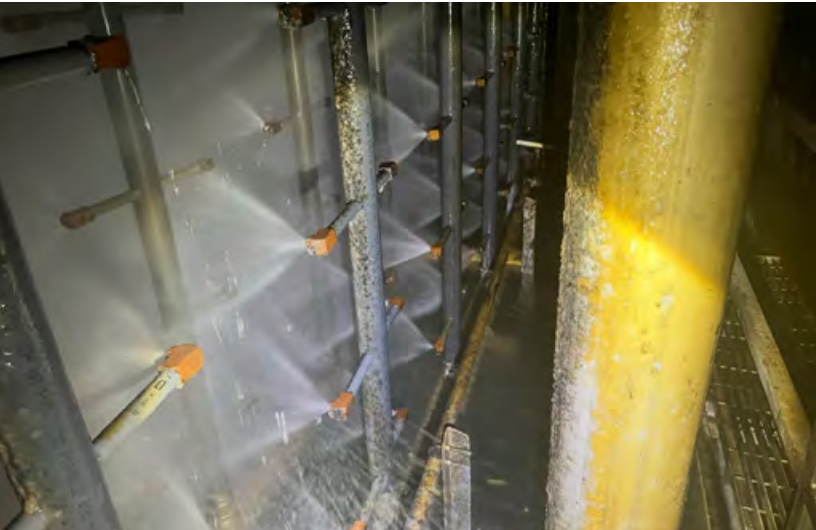


“We are happy to have found and implemented a solution for reuse of water and contribution to a lower water usage within the Hässleholm municipality.”

Veronica Sjödin
*Environment and Sustainability
Manager Sweden*

Amarillo, Texas, U.S.

Part of the process in composite fiberglass manufacturing is controlling air temperature, humidity, and flow. A spray tree is used to clean air before exhausting it, but the team in Amarillo realized that the sprayers were using too much water in their area, and the excess was just flowing down a drain. They used PVC piping to redirect that overflow back into the sprayers, which will save an estimated 28,000 cubic meters of water each year.



Monterrey, Mexico

Limited water in the Monterrey, Mexico, area means finding new ways to conserve and reuse it. At Owens Corning's only FOAMULAR plant in Mexico, water filtration systems were installed in March 2024. These systems allowed for water in both the foam and fiber areas to be recycled through the process.



Besana, Italy

A reverse osmosis system was put into use in July 2024 at our Composites site in Besana, Italy. This system allows for the reuse of water at the plant, rather than relying on potable water. Currently, the reverse osmosis is being used for the cooling tower and HVAC system. It is estimated that this will save roughly 150,000 cubic meters of water per year. There are future plans to expand this effort and install a metering system to track water consumption.

Laurel, Mississippi, U.S.

As part of ongoing efforts to conserve water, the Doors plant in Laurel converted one of the chip wash units on site from well water to treated process water. This change resulted in a 50-gallon-per-minute reduction in the use of groundwater. Additionally, less water will be sent to the municipal wastewater treatment system, which reduces monthly water costs.

OC DOORS

Left: Amarillo, Texas, U.S.
Spray trees (top), solution implemented, PVC piping redirecting the drain lines (bottom left), air scrubber and air handler building (bottom right).

Above: Monterrey, Mexico.
The completed and installed project in the foam area of the plant.

Newark Training

The facility in Newark, Ohio, U.S., was the first Owens Corning manufacturing site, and today it produces fiberglass insulation. In 2023, Newark topped our list of water users. Finding ways to reduce the water being used there was crucial to reducing our overall usage.

In May 2024, the team in Newark took part in an In-Plant Training session and Treasure Hunt as part of the U.S. Department of Energy's (DOE) Better Plants Program. These workshops are led by experts from the DOE to help participants understand the true cost of water usage and identify water-saving projects at their site. More information about the Treasure Hunts can be found on [page 221](#).

The Newark team worked to discover high-impact, low- or no-cost opportunities for water conservation at the plant. This work led to the discovery of a water softener regeneration valve that was stuck open. The fix was made quickly, and the repair saved roughly 27,000 cubic meters of water per year. The site is leveraging TPM to track water usage and drive waste reduction.

It was recognized that the cullet cooling system was being oversupplied. The cullet cooling water system accounts for more than 40% of the plant's overall water usage. To mitigate this overflow of water into the system, the team at Newark is working on a plan to control flow, which will allow for proper cooling of the cullet, which is critical, while reducing waste. The plant is currently working on plans to implement these opportunities in the coming years where feasible.

Another issue that was discovered pertained to a cooling tower. A purge valve at the tower was not fully actuating, causing the tower to fill too often. Replacing the valve increases the system health and is projected to lead to a savings of 49,000 cubic meters of city water used per year.



Newark team members and corporate environmental sustainability team members.

“

“To me, sustainability is the ultimate goal for a manufacturing plant. It means producing exactly what is ordered, using the precise amount of raw materials, and eliminating waste throughout the process. Additionally, the end product should remain useful through its entire life cycle and beyond.”

Mason Cordes
Engineering Lead



Better Plants Challenge

Owens Corning is a partner in the U.S. Department of Energy's Better Plants Challenge, through which we have pledged to reduce our water withdrawal intensity by 15% in our U.S. operations by 2030, using 2018 as our base year. The Challenge requires an additional commitment from partners to share corporate data, solutions, and successes to help guide other industrial companies.



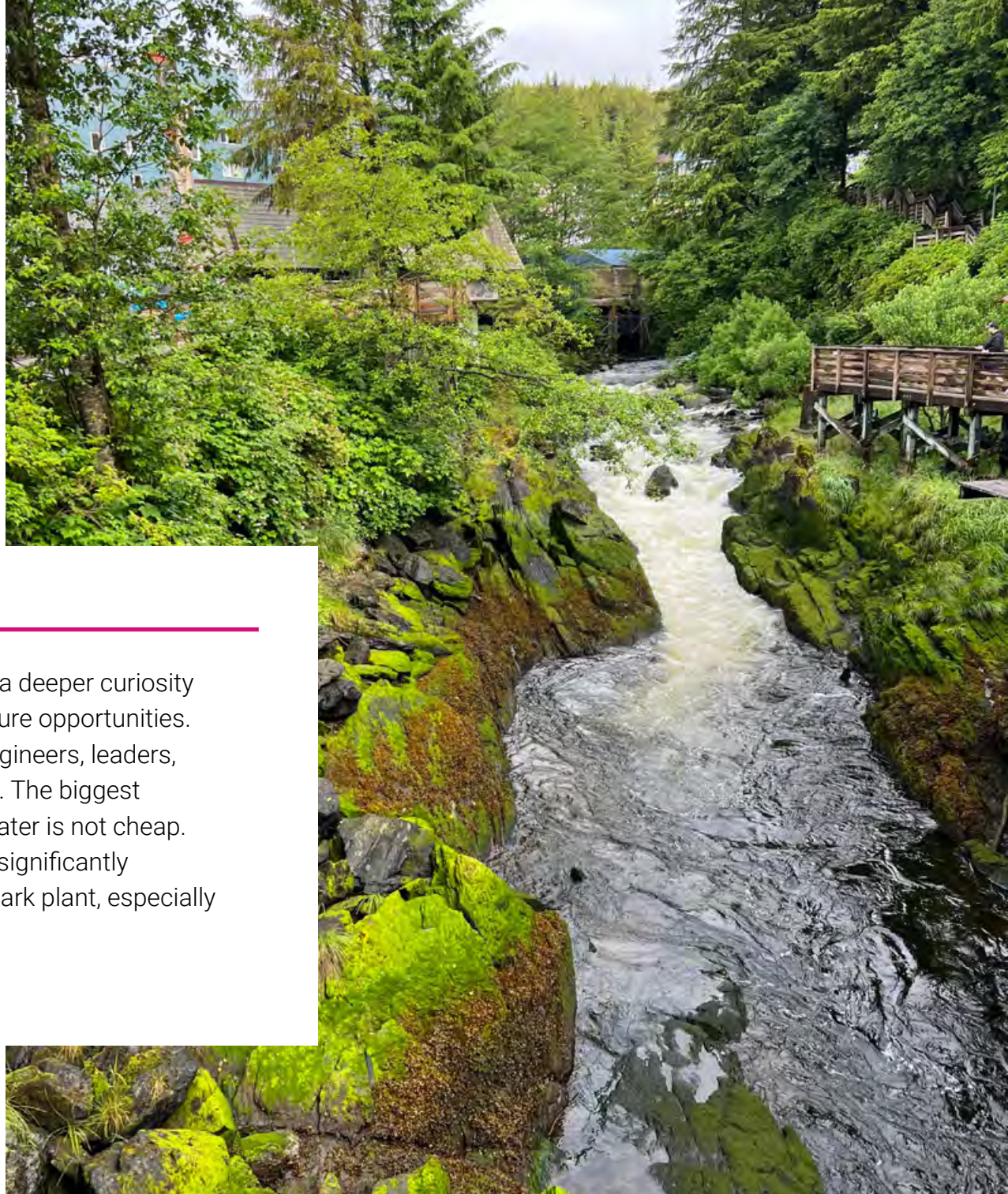
“For me personally, [the Newark training event] sparked a deeper curiosity about our processes, past sustainability efforts, and future opportunities. As a newcomer, I relied heavily on the insights of our engineers, leaders, and floor personnel, who observe these processes daily. The biggest takeaway for me was the heightened awareness that water is not cheap. Building a foundation by creating a water process map significantly enhanced my understanding of water usage at the Newark plant, especially when identifying gaps.”

Tiairra Holmes

Environmental Development Program

Photo submitted by:

Jim Close | Toledo, Ohio, U.S.
Ketchikan, Alaska, U.S.



INNOVATING & INVESTING TO USE WATER RESPONSIBLY

Looking ahead, we will be making even more investments in infrastructure at our sites around the world, with a continued focus on the areas that we have identified as being high-stressed sites for water. We will be making more upgrades to our plants in the years to come, and we look forward to sharing more information about these investments in future reports. We will also be investigating new opportunities for water reuse at our plants as another way to reduce our overall impacts.

Sourcing and consuming water responsibly can have a positive effect in the communities around our plants, many of which are in areas where quality water is relatively scarce. This is important to Owens Corning, as we believe that no one should be disproportionately impacted by environmental issues because of where they live. It's an ideal that we will carry with us as we move toward our 2030 goals and beyond.

Photo submitted by:

Megan Moore | Ontario, Canada
Stanley Glacier Trailhead, Kootenay, British Columbia, Canada.



AIR QUALITY MANAGEMENT

We have set specific targets to reduce select air emissions, and we closely monitor several other air emissions — it’s all part of our dedication to ensuring cleaner air everywhere.

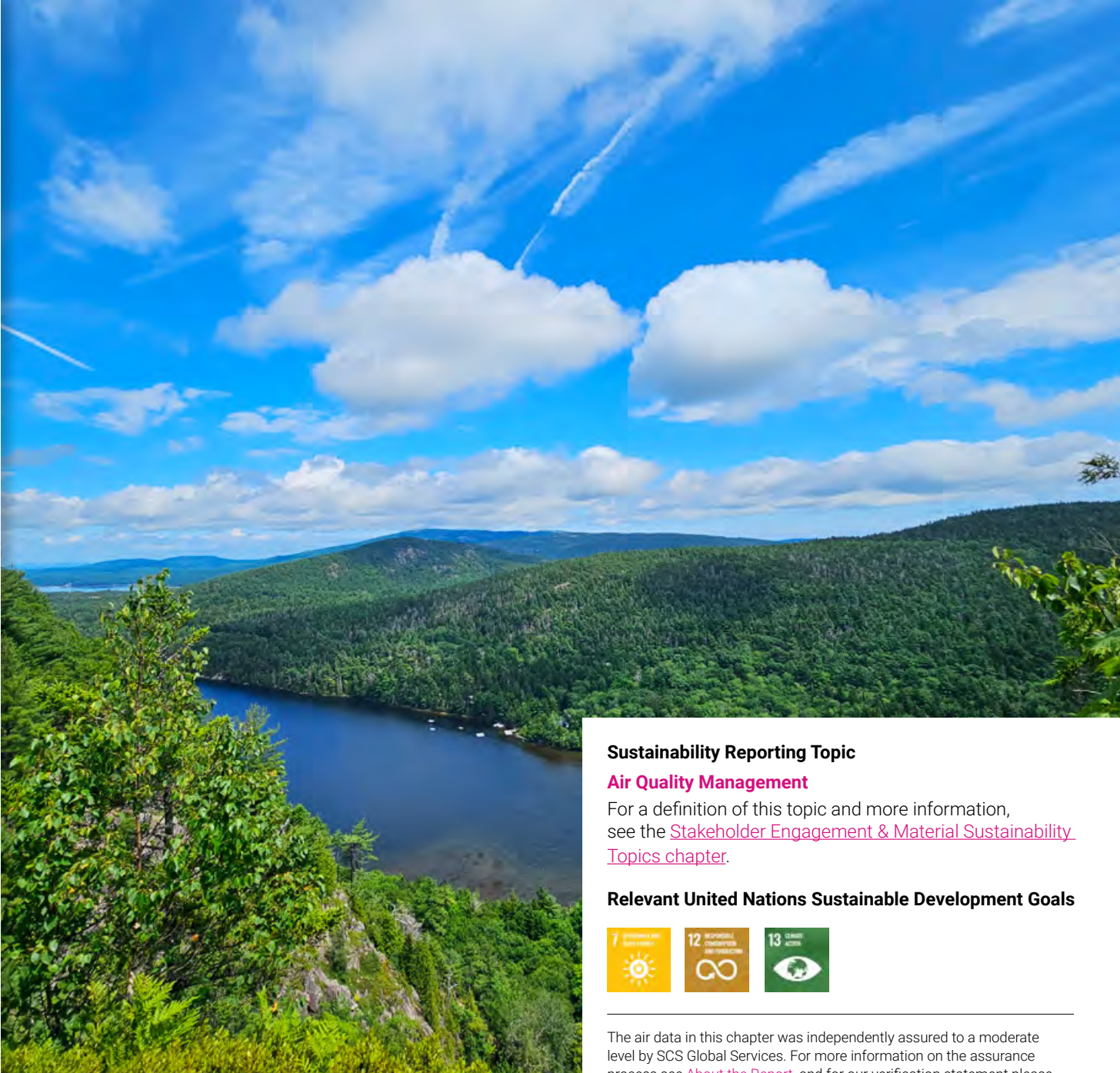


Photo submitted by:
Scott Campen | Knoxville, Tennessee, U.S.
Echo Lake, Acadia National Park, Maine, U.S.

Sustainability Reporting Topic

Air Quality Management

For a definition of this topic and more information, see the [Stakeholder Engagement & Material Sustainability Topics](#) chapter.

Relevant United Nations Sustainable Development Goals

7
AFFORDABLE AND CLEAN ENERGY

12
RESPONSIBLE CONSUMPTION AND PRODUCTION

13
CLIMATE ACTION

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

For the data in this section, baseline adjustments were made following the World Resources Institute (WRI) protocols. Read more on [page 295](#).

2030 GOALS

FOR AIR QUALITY MANAGEMENT

By 2030, we will reduce the aggregate intensity of the emissions of volatile organic compounds (VOCs) and fine particulate matter (PM_{2.5}) by 50%.

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

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

A 50% aggregate intensity reduction in PM_{2.5} emissions (metric tons normalized by revenue, in millions) from the base year of 2018.

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

We also manage, track, and report against nitrogen oxide (NO_x) and sulfur oxide (SO_x) air emissions requirements.

- NO_x refers to gases that contribute to air pollution, including smog and acid rain.
- SO_x refers to gases that contribute to air pollution and can harm plant life, contribute to acid rain, and can cause health impacts in humans.

The ways we measure and control NO_x and SO_x vary by location and local regulatory requirements. Combustion is a significant source of these emissions.

We use combustion-related factors to calculate our footprint where practical. We also perform testing in some facilities to directly measure emissions, depending on equipment, regulatory requirements, and processes.

We follow industry best practices to control emissions from combustion processes. In addition to routinely inspecting and tuning boilers and burners, we work to ensure ideal fuel mixtures to promote optimal air quality.



Photo submitted by:

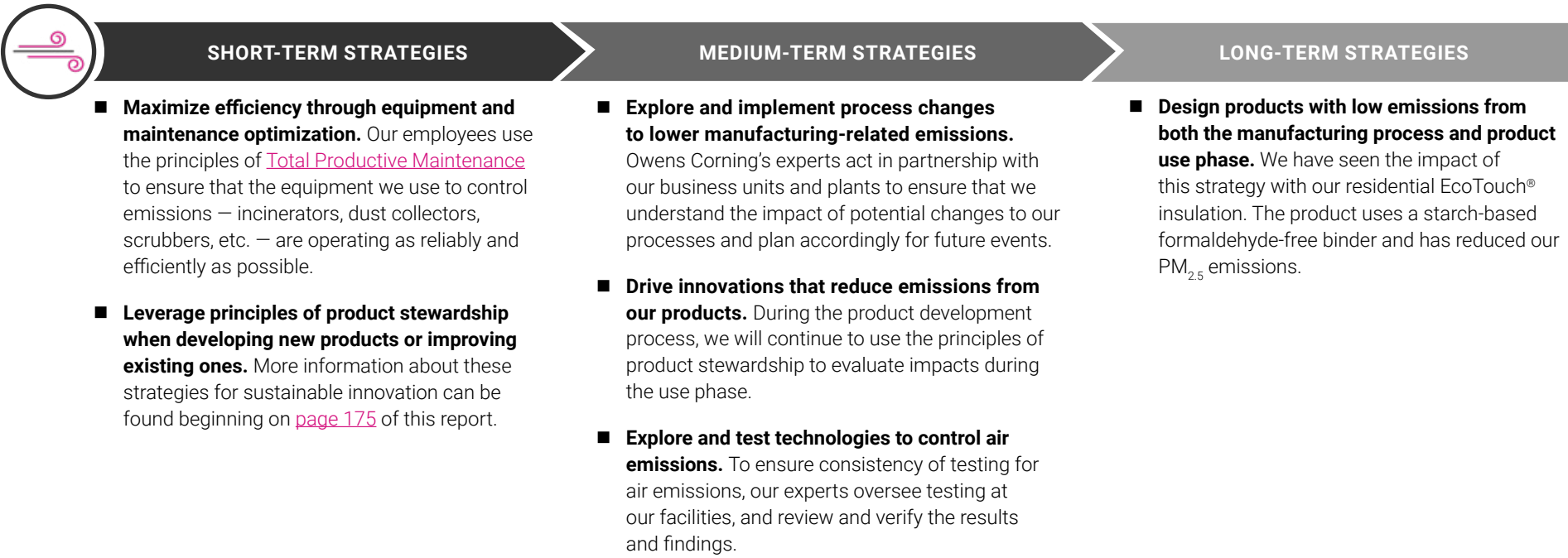
Kelly Al-sorghali | Toledo, Ohio, U.S.
St. Thomas, U.S. Virgin Islands.



Photo submitted by:
Katelyn Creech | Toledo, Ohio, U.S.
Port Lavaca, Texas, U.S.

THE ROADMAP TO OUR 2030 GOALS

Our plan to reduce air emissions includes the following strategies:



Formaldehyde-Free Products

As part of our overall approach to air quality management, Owens Corning is working to eliminate formaldehyde from our product formulations. Historically, formaldehyde has been used in the binder that holds fibers together in many insulation and nonwoven composite products. By developing formaldehyde-free binder technologies, we are able to reduce emissions from our manufacturing processes and eliminate formaldehyde emissions.

Insulation Products

The following insulation products are either made with formaldehyde-free binder or have no binder applied:



U.S. & Canada

- AttiCat® Loosefill Insulation
- EcoTouch® Certified R Metal Building Insulation
- EcoTouch® Batt and Roll Insulation with PureFiber™ Technology
- EcoTouch® Faced Insulation (Kraft, FS-25, Foil, PSK)
- EcoTouch® Insulation for Flexible Duct
- EcoTouch® QuietZone Acoustic Insulation
- EcoTouch® MBI Newark Products (Monarch binder)
- EcoTouch® MBI Plus Metal Building Insulation
- EcoTouch® Metal Building Utility Blanket
- GEM® Insulation
- ProCat™ Loosefill Insulation
- ProPink® MultiSpec™ Loosefill Insulation
- ProPink® Loosefill Insulation (L77)
- PINK Next Gen® Fiberglas™ Insulation (EcoTouch® and Monarch 0 binders)
- PureSolution® Technology Products (GEM®, NuCore™, InsulGuard™, TRS with PST)
- QuietZone® Acoustic Batts with PureFiber™ Technology
- RA Series EcoTouch® Insulation
- SonoBatts, Sound Attenuation Batts with PureFiber™ Technology
- Thermafiber® FF Products (FF SAFB, FF Fire & Sound Guard Plus, FF Safing, FF FireSpan 40 & 90)
- ThermoRange® System (TRS) Insulation



Mexico

- Utilicore® Insulation
- Duct Wrap LF Fiberglass Insulation



Asia Pacific

- ThermoRange® System (TRS) Insulation
- Unfaced EcoTouch® Insulation
- Kraft-faced EcoTouch® Insulation
- Non-added Formaldehyde Mineral Wool

AIR QUALITY MANAGEMENT

2024 IN REVIEW



Photo submitted by:

Megan Moore | Ontario, Canada

View of Miner's Peak from Ha Ling Peak, Canmore, Alberta, Canada.



INTRODUCTION

PEOPLE

PURPOSE

PLANET

APPENDICES

PLANET | AIR QUALITY MANAGEMENT: 2024 IN REVIEW

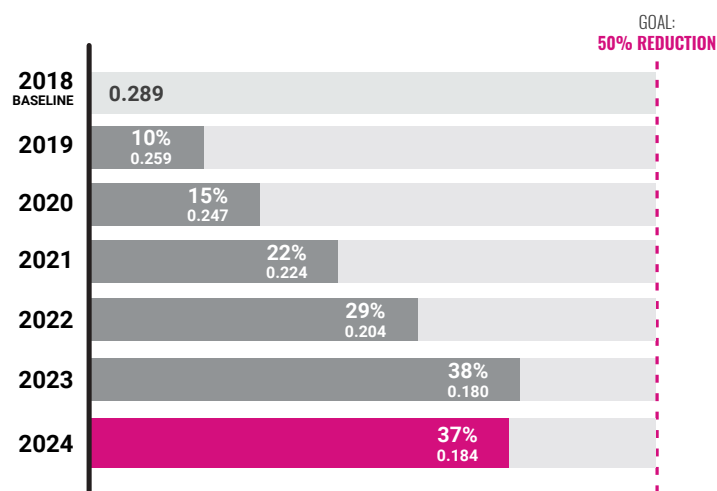
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PROGRESS TOWARD OUR 2030 GOALS

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

VOC Emissions Intensity

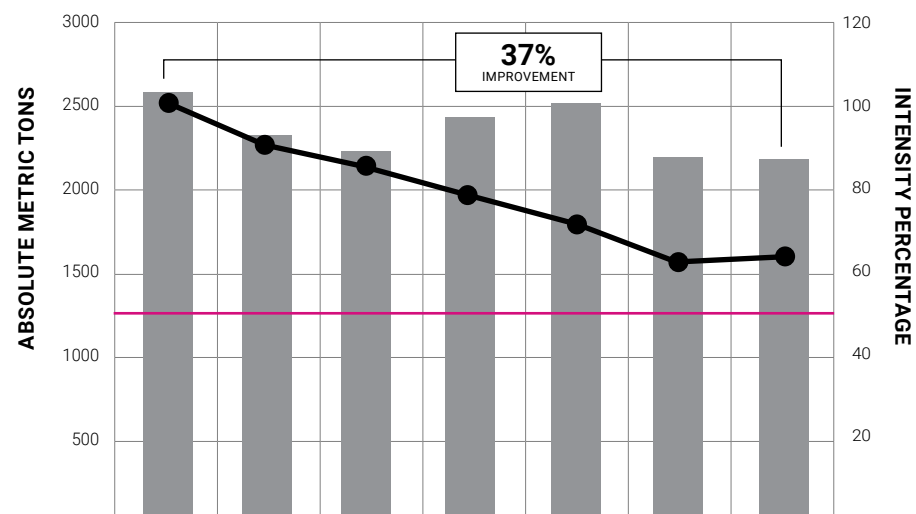
(metric tons normalized by revenue, in millions)



This improvement of 37% is due to equipment upgrades and improved efficiencies.

VOC Footprint

■ VOC Emissions ● Aggregate Intensity Percentage — 2030 Goal



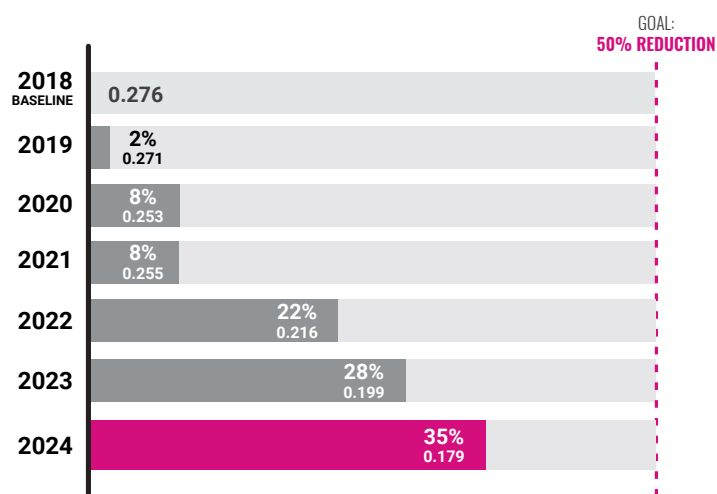
	2018	2019	2020	2021	2022	2023	2024
Absolute Metric Tons	2,592	2,327	2,227	2,439	2,523	2,195	2,181
Aggregate Intensity Percentage	100%	90%	85%	78%	71%	62%	63%
Aggregate Intensity (Metric Tons Normalized by Revenue, in Millions)	0.289	0.259	0.247	0.224	0.204	0.180	0.184



Reduce the aggregate intensity of fine particulate matter (PM_{2.5}) emissions by 50% from the base year of 2018.

PM_{2.5} Emissions Intensity

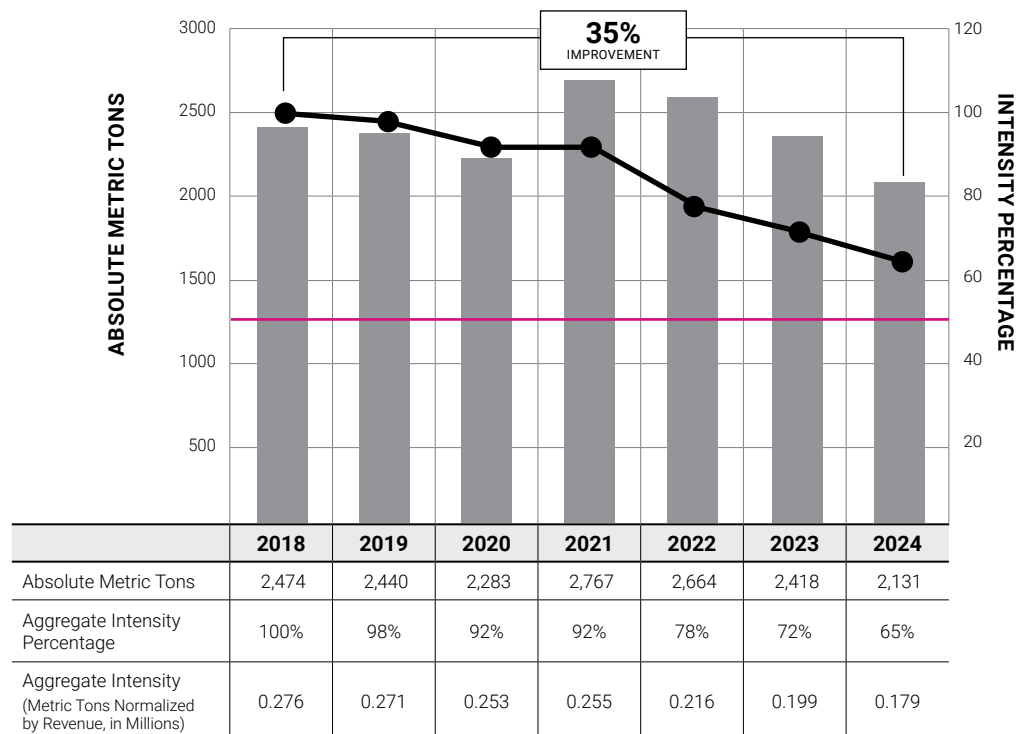
(metric tons normalized by revenue, in millions)



This improvement of 35% is due to equipment upgrades and improved efficiencies.

PM_{2.5} Footprint

■ PM_{2.5} Emissions ● Aggregate Intensity Percentage — 2030 Goal

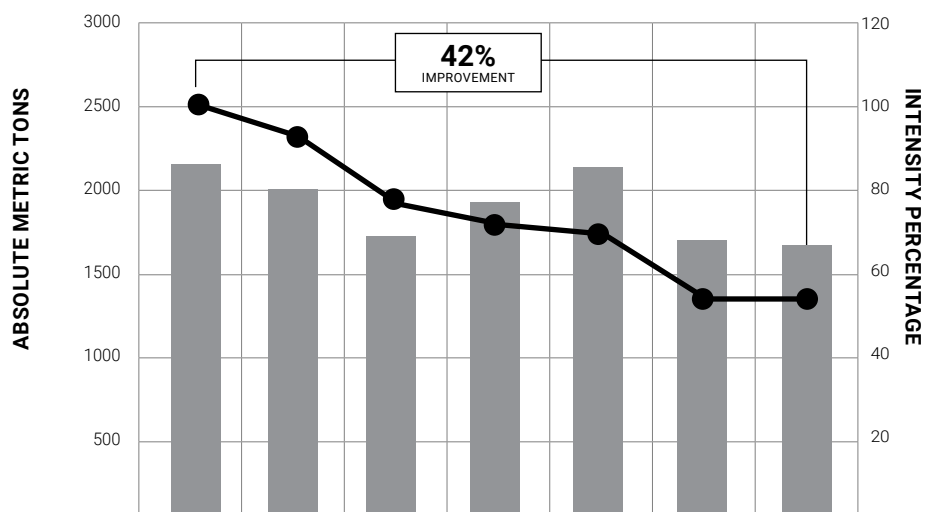




Management, tracking, and reporting against nitrogen oxide (NO_x) and sulfur oxide (SO_x) air emissions requirements.

NO_x Emissions Footprint

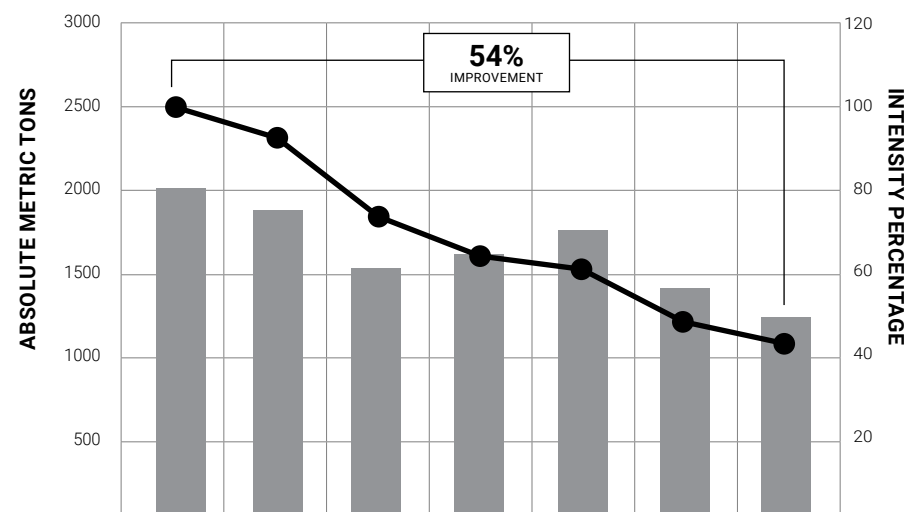
■ NO_x Emissions ● Aggregate Intensity Percentage



	2018	2019	2020	2021	2022	2023	2024
Absolute Metric Tons	2,157.46	2,001.70	1,716.76	1,924.11	2,138.71	1,693.55	1,660.06
Aggregate Intensity Percentage	100%	93%	79%	74%	72%	58%	58%
Aggregate Intensity (Metric Tons Normalized by Revenue, in Millions)	0.241	0.223	0.190	0.177	0.173	0.139	0.140

SO_x Emissions Footprint

■ SO_x Emissions ● Aggregate Intensity Percentage



	2018	2019	2020	2021	2022	2023	2024
Absolute Metric Tons	2,023.46	1,886.78	1,531.13	1,618.09	1,763.78	1,409.78	1,229.26
Aggregate Intensity Percentage	100%	93%	75%	66%	63%	51%	46%
Aggregate Intensity (Metric Tons Normalized by Revenue, in Millions)	0.226	0.210	0.170	0.149	0.143	0.116	0.103

OPERATIONALIZING AIR QUALITY MANAGEMENT

At a number of Owens Corning sites, we have made significant investments toward air quality improvements. The following are some examples of the ways that we are leveraging technologies across our operations to reduce our air emissions and the impacts on the communities where we operate.

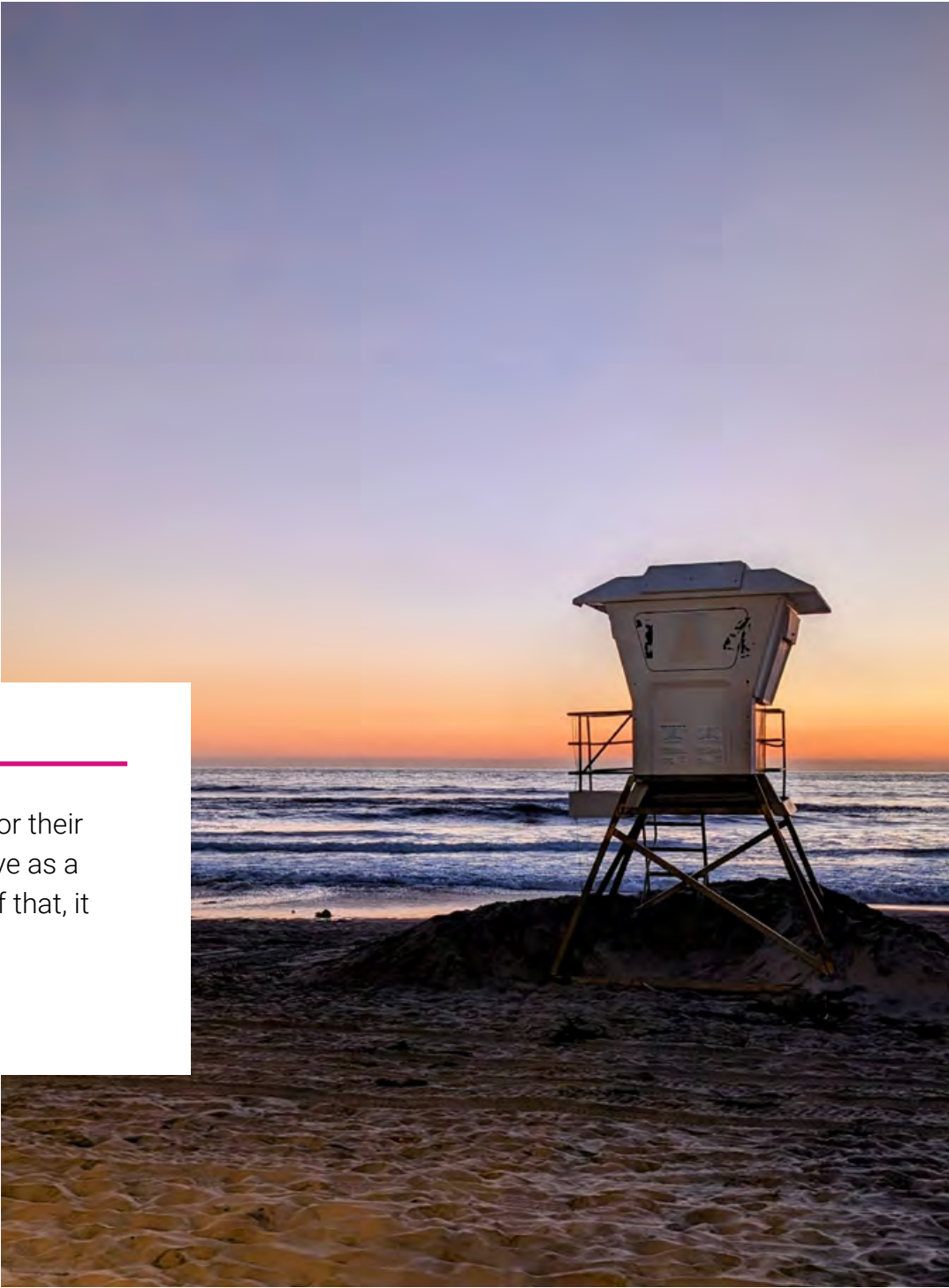
- **Mount Vernon, Ohio, U.S.** This glass insulation plant operates eight dust collectors, which control emissions from its processes. Daily monitoring of differential pressure is required for each dust collector to assess system performance and ensure compliance with permit requirements. These checks had previously been recorded manually on paper. In 2024, this monitoring process was converted to an electronic system, and a Failure Mode and Effects Analysis (FMEA) was completed to allow for more proactive maintenance and improved reaction time to problems. In addition, monitoring devices and data collection systems were updated with visible indicators to show patterns. With these improvements, operators and environmental, health, and safety (EHS) staff can easily and quickly review operational data and trends. Ensuring optimal operation of dust collector systems reduces particulate emissions from our processes, reduces our impact on the environment, and supports our sustainability goals.



“Our operators are really leaning toward the electronic format for their routine tasks. I think they are realizing all the paperwork we have as a plant — it’s a lot. So, if we are able to digitize any of that or all of that, it makes their life easier and our lives easier.”

Katlyn Tolliver
EHS Leader

Photo submitted by:
Kristin Bell | Toledo, Ohio, U.S.
Mission Beach, San Diego, California, U.S.



- **Delmar, New York, U.S.** Delmar uses dry electrostatic precipitators on their furnaces for air emissions control. The cap on the emergency bypass point for the furnace is held closed with compressed air sourced from a third-party plant. To eliminate the risk of air pressure drops due to supplier interruption, which could result in the cap not being held closed, the site's Environmental and Safety team took on a project to install backup air that will ensure the cap stays closed in the event air pressure from the third party is lost.



"I am proud to contribute to Owens Corning's sustainability goals so that we may continue to produce the high-quality products that we are known for while being good stewards to the environment."

Chris Rappleyea

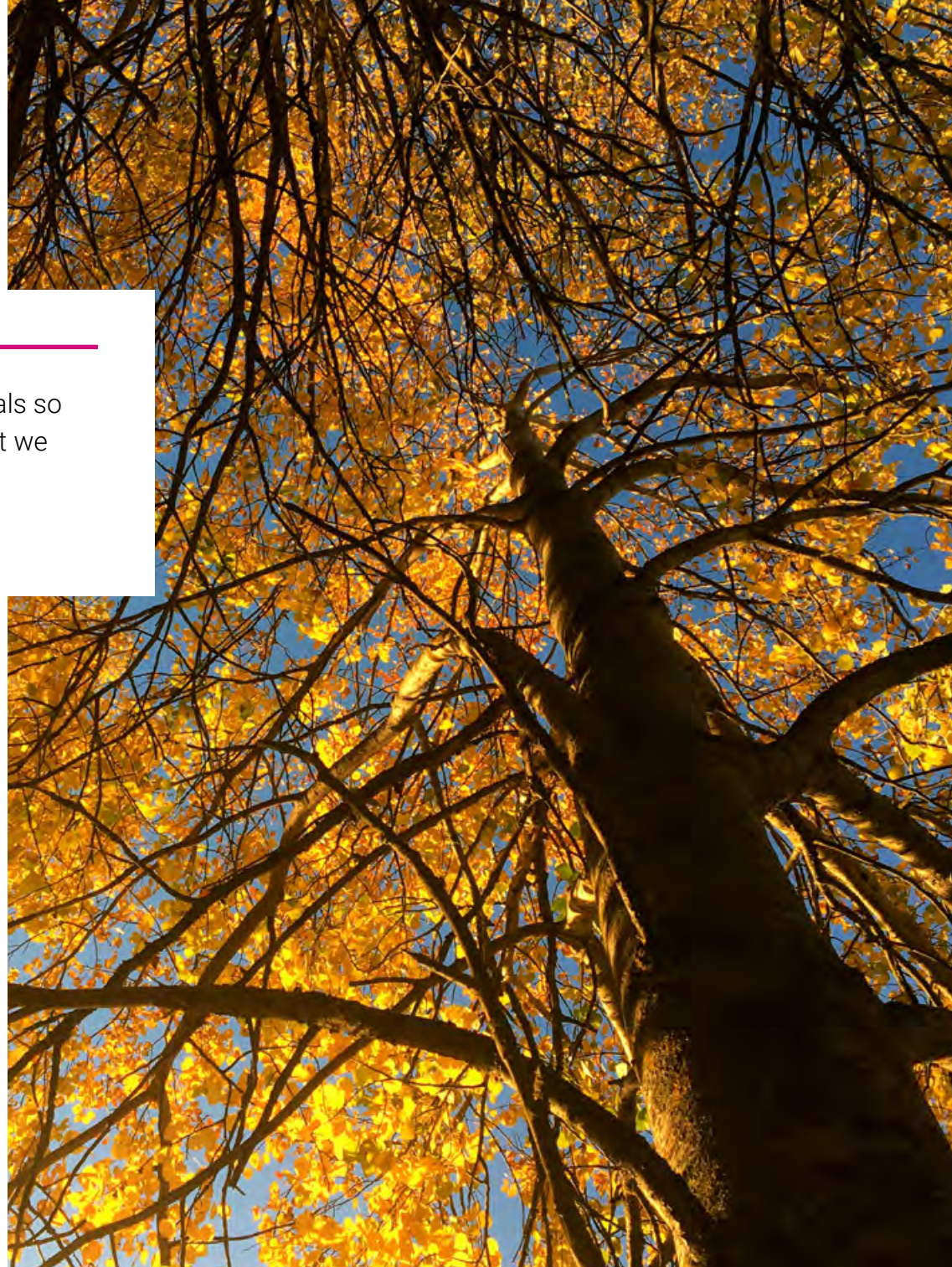
Environmental & Safety Lead

- **Summit, Illinois, U.S., and Atlanta, Georgia, U.S.** In 2024, plans were put into motion to replace older air pollution control devices at two locations with newer, more efficient controls. The Roofing business Environmental Leader initiated this project as a preventive measure as the existing units near the end of their lives and to reduce VOC and hazardous air pollutants emissions at these locations.
- **Asphalt plants in the U.S.** The Roofing business has invested in a forward-looking infrared (FLIR) camera to support periodic assessments of the condition of asphalt processing equipment. The addition of the specialized camera enhances routine assessments by allowing the inspection team to quickly identify any potential natural gas or other leaks from the process. In addition, if a leak is found, the camera would be used to ensure that the leak was repaired properly. This camera is being used in addition to required inspections and can allow for earlier detection of leaks.

Photo submitted by:

Hanna Tauschi | Parainen, Finland

Trees in Mynämäki, Finland.



Maintenance Training to Reduce Air Emissions

We created a full suite of training courses related to the electrostatic precipitator, a type of control equipment that uses an electric charge to reduce air emissions. This complex equipment is used at three of our bonded fiberglass insulation plants. These courses establish and standardize preventive maintenance and troubleshooting protocols, enabling us to improve equipment operating efficiency and operate for longer periods of time. To complement this training, we provided on-site, hands-on maintenance workshops dedicated to preventive and corrective maintenance actions on this specialized equipment.

Insulation Training on Equipment

In 2024, the Insulation business's Air Pollution Control Device team focused on equipment reliability. The team validated that control device preventive maintenance (PM) requirements were properly identified and began tracking environmental PM completion as a key performance indicator (KPI). Addition of this KPI provides a powerful leading indicator of equipment reliability and contributes to overall regulatory compliance and emission reduction efforts. The team also continued work on evaluation of all air pollution control devices, with a focus on expected lifespan to allow for proactive scheduling of maintenance and replacement. The team will continue to build on this work in 2025, with plans to enhance and expand scheduled PM actions, and to provide specialized training for maintenance teams on air pollution control device operation.

Training Sessions Shed New Light on Air Quality

Members of Insulation plants in the U.S. and Canada took part in an on-site training about air quality management. The session covered topics like regulatory compliance and connecting processes to environmental impacts. There were 28 employees in attendance at the training session. Subject matter experts participated as speakers at the event, and some were also able to stay and listen in on other sessions.

The training focused on building greater knowledge of how our manufacturing processes work and building a deeper understanding of potential environmental impacts. The training session was run by the Insulation Regional Environmental team. The training was very successful, as engagement with environmental impacts in manufacturing has noticeably increased. Going forward, there are plans to hold similar trainings annually.



IMPROVING AIR QUALITY THROUGH OUR PRODUCTS AND PROCESSES

Air quality management remains an essential part of our sustainability journey, and we are taking steps to further operationalize it throughout our plants. Going forward, we will continue to investigate opportunities to reduce our emissions through thoughtful initiatives that target both maintenance and operations processes.

As we continue to invest in technologies and processes to reduce VOCs, PM_{2.5}, and other emissions, we expect to see increased benefits in the form of cleaner air and a more sustainable future.

Photo submitted by:

Anand Brahme | Toledo, Ohio, U.S.
Horseshoe Bend, Page, Arizona, U.S.

PROTECTING BIODIVERSITY

Caring for the natural world means recognizing that every species plays a role in maintaining life on our planet. According to the United Nations, approximately 1 million plant and animal species are facing extinction, which can have devastating impacts on the delicate ecosystems that sustain all life on Earth. Climate change is one of the major drivers of biodiversity loss, and a key discussion point at the 2024 United Nations Biodiversity Conference of the Parties, or COP16, was that thriving biodiversity can help keep carbon out of the atmosphere. Additionally, when nature is flourishing we can see other benefits, such as reduced risk of natural disasters. That's why, in addition to our climate change goals of reducing emissions and using resources responsibly, we are taking an even more holistic approach to protecting and promoting biodiversity at our sites around the world.

In 2015, we released our [Biodiversity Statement](#) to share our initial understanding and our approach to managing biodiversity impacts. We remain committed to:

- Integrate biodiversity assessments into current and proposed activities.
- Work with governmental agencies at each of our operating locations to obtain appropriate clearances and information to operate and, if necessary, take appropriate measures to protect the environment, including sensitive ecosystems.
- Encourage and support facilities to participate in local initiatives that protect and restore biodiversity.
- Publicly report on biodiversity impacts and activities in a timely, consistent, and transparent manner.
- Understand and positively influence the impact of our supply chain on biodiversity.

Since the release of the Biodiversity Statement, Owens Corning has been learning from our biodiversity management strategy and developing a holistic nature strategy. This strategy is setting us up to release our biodiversity goal in 2025.

Photo submitted by:

Philippe Bruwier | Tessenderlo, Belgium

Sustainability Reporting Topic

Nature

For a definition of this topic and more information, see the [Stakeholder Engagement & Material Sustainability Topics chapter](#).

Relevant United Nations Sustainable Development Goals





SCREENING OUR LOCATIONS **AROUND THE WORLD**

Owens Corning performs a complete location screening for all our facilities using the Integrated Biodiversity Assessment Tool (IBAT) explained below. Sites located in close proximity to protected and high-value biodiversity habitat areas may pose a higher risk for impacts to biodiversity.

We compare each of our site locations to the following lists of the most protected and highly valued areas:

- United Nations Educational, Scientific and Cultural Organization (UNESCO) World Heritage Sites and Biosphere Reserves
- Sites designated by the Ramsar Convention of Wetlands
- Sites designated by the Alliance for Zero Extinction, an organization dedicated to conserving the world's most threatened species
- Key Biodiversity Areas (KBA), referencing the 2016 IUCN Global Standard Report
- Natura 2000 sites, as applicable to Europe
- Nationally listed nature and wildlife reserves

Integrated Biodiversity Assessment Tool

We upload site coordinates into IBAT to help us obtain information about a facility's proximity to nationally and regionally protected sites, key bird and biodiversity areas, and endangered or threatened species in the vicinity. IBAT is a web-based mapping and reporting assessment tool developed and maintained by the IBAT Alliance, a consortium of organizations made up of BirdLife International, Conservation International, the International Union for Conservation of Nature (IUCN), and the U.N. Environment World Conservation Monitoring Centre. IBAT is designed to help users make informed, data-driven decisions in their biodiversity policies and practices.

IBAT provides access to the following global biodiversity datasets:

- IUCN Red List of Threatened Species
- World Database on Protected Areas
- World Database of Key Biodiversity Areas (KBA)

Sites that are determined to be within a KBA's boundaries are prioritized to assess potential adverse impacts, and plans are established to assess the remaining sites. IBAT provides us with a greater awareness of our sites' proximity to protected sites and enables us to act with greater transparency.

2030 GOALS **FOR PROTECTING** **BIODIVERSITY**

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

Photo submitted by:

Nathaniel Bauer | Denver, Colorado, U.S.



COLLABORATING TO SAFEGUARD SPECIES

As we work to develop strategies that will protect biodiversity, we rely on the guidance we receive from expert organizations dedicated to best practices for saving species.

Wildlife Habitat Council

Owens Corning worked with a third-party organization to conduct Biodiversity Impact Assessments at selected sites, designed to help us address adverse impacts as part of our management of biodiversity topics. The Wildlife Habitat Council (WHC), an organization dedicated to promoting and certifying habitat conservation and management on corporate lands, was one of our key collaborators. In conjunction with the WHC, we developed bespoke methodologies to assess our impacts at our locations around the world.

Owens Corning also collaborated with WHC to develop a range of initiatives that empower sites to proactively protect species in ways that are aligned with best practices. WHC’s invaluable guidance has helped us initiate projects and maintain native habitats at many Owens Corning sites, including the restoration of native habitats such as prairie lands and the installation of bird boxes, bat boxes, and pollinator gardens. For example, at our Science & Technology Center in Granville, Ohio, U.S., and at our world headquarters in Toledo, Ohio, U.S., the following programs have taken place:

- Installation, monitoring, and maintenance of bird boxes, as well as reporting results
- A “Bats and Biodiversity” webinar, featuring a guest speaker from the Ohio Department of Natural Resources
- Installation and management of bat boxes
- Installation of a native prairie habitat
- Installation, monitoring, and maintenance of a pollinator garden



Photo submitted by:
Peter Canepa | Granville, Ohio, U.S.
Pollinator garden at the Science & Technology Center in Granville, Ohio.

Science Based Targets Network

Owens Corning is a member of and has been actively participating in the Corporate Engagement Program (CEP) with the Science Based Targets Network (SBTN), which is part of the Global Commons Alliance. The SBTN includes international environmental nonprofit organizations, agencies, and mission-driven entities. Its goal is to empower individuals, companies, and governments to become stewards of the environment using science-based targets — measurable, actionable, and timebound objectives based on the best available science. The SBTN aims to develop methods and tools that help companies set goals and actions toward understanding and preventing negative impacts on nature and biodiversity by expanding on the successes of the Science Based Targets initiative (SBTi). This, in turn, fosters an atmosphere that builds momentum toward our collective goals.

Maintaining this partnership positions us to align our efforts with a wide range of nature-related sustainability goals established by the United Nations and incorporated into broader frameworks by the SBTN. These goals address a range of global concerns, including ecosystems, extinction risks, land degradation, climate change, and sustainable development. Our participation in the SBTN will enable us to further support sustainable development and contribute to the advancement of target-setting methodologies that can be adopted throughout the private sector.

Mining, Quarries, and Wood Sourcing

We recognize that our own operations are only a part of the impact that our business has on biodiversity. We operate a number of quarries that extract industrial rock from the earth, and we purchase materials extracted by other companies as part of our global supply chain. We also understand the importance of the world’s forests and the positive impact they have on human health, ecological systems, biodiversity, and climate change. In our Doors business, wood is the primary raw material for our products and ensuring we source wood in a responsible way is of the utmost importance. See more details on our Wood Sourcing Policy and Wood Supplier Survey in the [Supply Chain chapter](#) of this report. To assess and continuously improve the sustainability of each product, we need to thoroughly understand and be able to influence or manage the product’s footprint.

As part of our approach to biodiversity, we encourage our suppliers to embed sustainability practices across their operations that aim to:

- Reduce the generation of waste and achieve zero waste-to-landfill.
- Reduce greenhouse gas emissions and implement carbon neutral solutions.
- Reduce the consumption of water.
- Protect and enhance nature and biodiversity.

For example, our glass production requires a high grade of sand, which generally comes from mines and quarries rather than riverbeds or shorelines. In 2024, our sand consumption was approximately 760,000 metric tons, with 74% coming from North America. We are confident in the integrity and continuity of our sand supply base. In addition, our commitment to glass recycling can help reduce our reliance on sand in the production of fiberglass insulation. Environmental, social, and governance risk exposures are part of our overall approach to prioritizing suppliers. Details can be found in the [Supply Chain chapter](#) of this report.

Environmental Impacts of Our Quarries

In contrast to many traditional mining operations, all industrial rock sourced from our quarries is used in some capacity. In fact, we ensure that there are solutions in place for all materials extracted from the quarries.

- Fine granules that are not directly relevant to stone wool production are either sold into the glass industry, used in construction, or compacted into briquettes, which can then be used as inputs for stone wool production.
- Usable stone is sent to our manufacturing sites to create stone wool.
- Rock that is not suitable for stone wool, known as “country rock,” is used to provide infrastructure for the quarry, to shore up topsoil embankments, and as aggregate material for building projects.

In addition to managing stone waste, we manage our quarries’ soil and water impacts. Topsoil moved in the development of a quarry is kept on-site. Most becomes part of the landscape again, as grass and trees grow in, while some is used as filler in quarry infrastructure.

Our ownership of Owens Corning Paroc and the rights to mining concessions in Finland includes sources of direct mineral extractions and source industrial minerals. Following our acquisition of these quarries in 2018, Owens Corning implemented our own internal auditing standards on the sites, seeking to protect local habitats and gauge any potential environmental impact. Consistent with our other initiatives, our approach has sought to extend beyond mere compliance. To this end, the management systems at each active quarry are third-party verified to ISO 14001 (2015) and ISO 9001 (2015), ensuring systems are in place that integrate consideration of environmental impacts into operations.

Responsible Wood Sourcing

The Owens Corning Wood Sourcing Policy was crafted by our Doors business to outline how we define responsibly sourced wood. This policy was distributed to our wood suppliers along with our wood sourcing survey in 2024. As part of our responsible wood sourcing, we also define geographies considered “Regions of Risk,” which are those that include endangered ecosystems and/or are critical to local communities’ cultural identity. We will strive to source only third-party certified products from these regions or identify alternatives with our suppliers.

We commit to source wood products that:

- Come from a known source.
- Are legally harvested and traded.
- Do not threaten high conservation value.
- Do not come from deforestation or other ecosystem conversion leading to biodiversity loss, including that of rare, threatened, and endangered species.
- Are harvested and produced in a way that recognizes and upholds indigenous and other local community rights and customs.
- Are harvested and produced ensuring that human and worker rights are protected, including decent and humane working conditions and no forced or child labor.

We strive to ensure that all regulatory reporting requirements are met when importing materials from our wood suppliers and required compliance data are provided prior to importation. We request that some of our suppliers complete a Certificate of Harvest document annually. The Certificate of Harvest includes an attestation of compliance with the United States Lacey Act, in addition to foreign government regulations regarding wood compliance.

We use the completed wood supplier surveys to perform a risk analysis based on country of harvest, wood species, spend, supplier procurement policies, and third-party responsible sourcing certifications, such as the Forest Stewardship Council’s chain of custody certifications. Based on the results of our risk analysis, we perform audits on select wood suppliers. We plan to train our vendors on our policy and develop action plans to meet our supplier requirements.

Sustainable Forestry Certifications

Sustainable forestry certifications provide a way to help protect the future of forests while providing our customers with the best possible products. They also demonstrate to our customers that the products they receive from Owens Corning Doors are from responsibly managed forests. We are part of several sustainable forestry programs. Our primary wood certifications are the Sustainability Forestry Initiative (SFI), Programme for the Endorsement of Forest Certification (PEFC), and Forest Stewardship Council® (FSC®). Our facility in Laurel, Mississippi, U.S., holds a Fiber Sourcing certificate with SFI. This certification shows our customers that the raw material we use comes from legal and responsible sources, whether or not the forests are certified.



Photo submitted by:
Alexis Alvarez | Tampa, Florida, U.S.
FSC Certified Taeda Pine from a wood supplier in Southern Brazil.

PROTECTING BIODIVERSITY

2024 IN REVIEW



Photo submitted by:
Abigail Sprague | Granville, Ohio, U.S.
Hamilton Gardens, New Zealand.



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Integrated Biodiversity Assessment Tool Findings

The chart shown here contains information about Owens Corning sites that are part of our management of biodiversity topics since they are within or near a Key Biodiversity Area (KBA). IBAT defines KBAs as “sites contributing significantly to the global persistence of biodiversity in terrestrial, freshwater, and marine ecosystems.” Sites within a KBA’s boundaries are prioritized as we plan mitigating action. All sites listed below are Owens Corning manufacturing sites, except the Masonite Innovation Center West Chicago. Also note that Doors sites were evaluated in 2024, and two sites were added to this list.

LOCATION/ACREAGE	KEY BIODIVERSITY AREA (KBA)	TYPE OF KBA	BIODIVERSITY TRIGGERS	NUMBER OF SPECIES WITH POTENTIAL HABITATS WITHIN 1 KM OF SITE*	DETAIL ON PROXIMITY
Asan, South Korea 8.68 acres	Asan Bay (including Asan-ho Lake and Sapgyo-ho Lake)	Important Biodiversity Area	Endangered and vulnerable species, migratory birds/congregations	CR-5, EN-39, VU-49, NT-39, LC-749	Within 1 km
Brüggen, Germany Heidhausen 81: 6.08 acres Christenfeld 24: 3.1 acres	Schwalm-Nette-Platte and Grenzwald	Important Biodiversity Area	Bird species with most of their range restricted to a region, regionally important congregations, species threatened at the European Union level (IBA status B2, B3, and C6)	CR-4, EN-10, VU-51, NT-53, LC-749	Within 1 km
Fort Smith, Arkansas, U.S. 5520 Planters Rd.: 38.07 acres 5401 Excelsior Rd.: 33.51 acres	Fort Chaffee	Important Biodiversity Area	Threatened bird species population (IBA status A1)	CR-4, EN-9, VU-27, NT-33, LC-794	Within 1 km
Guangde, China 13.56 acres	Anhui Chinese Alligator National Nature Reserve	Alliance for Zero Extinction Area	Critically Endangered Species, Endemic Species (IBA status A1e)	CR-4, EN-9, VU-32, NT-22, LC-761	Within the AZE boundaries
Lake Charles (OC Doors) 8.98 acres	Coastal Prairie	Important Biodiversity Area	Migratory birds/congregations, one resident bird species listed as near threatened on IUCN Red List: Buff-breasted sandpiper	CR-12, EN-26, VU-55, NT-42, LC-1,521	Within the IBA boundaries
Masonite Innovation Center West Chicago, U.S. (OC Doors) 11.36 acres	Pratt’s Wayne/Phillip State Park Grassland Complex	Important Biodiversity Area	Breeding area for one bird listed as near threatened on IUCN Red List: Henslow’s sparrow	CR-6, EN-14, VU-26, NT-30, LC-859	Within 1 km
San Vicente, Spain 6.33 acres	Mountains of Barcelona	Important Biodiversity Area	Vulnerable species, migratory birds/congregations, important area for species characteristic of the Mediterranean region, and cliff nesting species	CR-16, EN-37, VU-98, NT-114, LC-1,203	Within the IBA region

*Active sites listed only.
**Species are listed in the order of Critically endangered (CR), Endangered (EN), Vulnerable (VU), Near threatened (NT), Least concern (LC).

2024 Biodiversity Collaborations

We are making progress toward setting a meaningful, impactful goal in 2025. As we review our biodiversity-related assessment data and relevant operational and supplier impact data, we are referencing guidance from Science Based Target Networks (SBTN), the Taskforce on Nature-related Financial Disclosures (TNFD), and the Corporate Sustainability Reporting Directive (CSRD) European Sustainability Reporting Standards (ESRS) E4: Biodiversity and Ecosystems. With this guidance, a more complete framework is emerging that will continue to inform our understanding.

In 2024, with the support of an external consultant, we mapped the property boundaries of all our direct operations using ESRI's ArcGIS Online. Using the SBTN Materiality Screening Tool, we identified our high-impact commodities and assessed our state of nature pressure indices for our direct operations and a subset of our supply chain. We engaged internal leadership to share the potential SBTN land and freshwater target pathways for Owens Corning with the biodiversity assessment we have today. We continue to follow the technical guidance laid out in SBTN's steps 1–3 to scope these targets.

Given our global supply chain, we want to gain more traceability of our suppliers to better understand the biodiversity impacts of our supply chain. We continue to engage our internal leadership teams to ensure the potential targets and goal we set are embedded throughout our operations and businesses.

Looking ahead, we will continue following external science-based guidance and frameworks to set our 2030 goal for protecting biodiversity. We are on track to have this goal in place by the end of 2025.

Photo submitted by:

Kelly Al-sorghali | Toledo, Ohio, U.S.
Red Rocks Amphitheatre, Denver, Colorado, U.S.



PROTECTING WILDLIFE AROUND THE GLOBE

Our impact on the world extends far beyond the walls of our facilities, which is why we continue to assess our dependencies, impacts, and risks in relation to biodiversity on a global scale. Locally, our teams are taking action to develop projects that positively impact the flora and fauna around them and make lasting change in their communities.

Providing Shelter for Wildlife in Carrick-on-Shannon, Ireland

At the Doors facility in Carrick-on-Shannon, Ireland, the Environmental Technician completed an ecological survey in 2022 to get a better understanding of the flora and fauna surrounding the plant. From the findings of the survey, the team at Carrick-on-Shannon has been taking steps to conserve the biodiversity of the area.

In 2024, the site's Senior Lab Technician assembled nine bird boxes from recycled wood and hinges. The bird boxes were placed in trees along the entrance to the site. Bug hotels were also made and installed at the site. The hotels are meant to improve the biodiversity of the area by providing shelter for invertebrates as well as small mammals and amphibians. The hotels are made from old wood pallets, logs, wood planks, and fallen tree branches.



"I think it is great to see these initiatives being completed. There is so much wildlife around the plant, as shown from the survey, and these projects are only the beginning of what can be done to help this wildlife and increase the site's biodiversity."

Emma Lalwani
Environmental Technician

Expanding Space for Pollinators in Granville, U.S.

The team at the Science & Technology Center in Granville, Ohio, U.S., wanted to expand and enhance a previous version of their Ohio native plant garden by moving it to a new area on the grounds. With the effort of volunteers, the site management team, and coordinators, a pollinator habitat was installed on-site in May 2024. Many insects, including pollinators, depend on native wildlife to thrive, making the garden a versatile solution to helping local biodiversity.

In an effort to help bolster the monarch butterfly population in the area, milkweed was planted in the garden. Monarch butterflies need milkweed both for food and for a place to lay their eggs. Since planting the swamp milkweed, multiple monarch adults and caterpillars have been spotted enjoying the garden.



“I am appreciative to have been given the opportunity to work with experts at Dawes Arboretum to create a unique pollinator plot that focuses heavily on native plant species to attract pollinators native to the Granville area. Seeing the plot being used by a variety of pollinators already, including monarch butterflies, has made me incredibly happy. The hope is that our employees will also get to enjoy the natural beauty of this plot, learn from it, and get inspired by it.”

Leila Pourzahedi
Senior Lead, Product Sustainability

Photo submitted by:

Peter Canepa | Granville, Ohio, U.S.
Pollinator garden at the Science & Technology Center in Granville.



Reducing Impact on Wildlife in Asan, South Korea

At our Roofing plant in Asan, South Korea, the team noticed that birds regularly crashed into the clear glass windows. To prevent more incidents, collision prevention film was added to the glass. This creates a pattern on the glass that birds can detect while flying.

There was also a project at Asan that resulted in reduced noise pollution. The shingle laminate catcher needed repair to fix frequent jamming. The repair resulted in a noise reduction from 89dB to 81dB when the machine is operating. This reduction in noise not only benefits biodiversity around the plant, it also helps the well-being of employees at Asan.



Welcoming Wildlife in Zele, Belgium

At the Composites plant in Zele, Belgium, bird houses and bird nesting boxes were installed on the grounds to provide habitat for local species. This project was part of an effort at the Zele plant to focus on Sustainable Development Goal (SDG) 15: Life on Land. This initiative and other projects have helped the Zele plant improve their actions toward supporting the advancement of the 17 SDGs and earn an SDG pioneer certificate from the United Nations Institute for Training and Research.





Mount Vernon Teams Up With Toledo Zoo

The Insulation team at Mount Vernon, Ohio, U.S., engaged with the Toledo Zoo's Wild Toledo prairie project to have landscaping replaced with native Ohio plants. Making use of their current space, shrubs and daylilies were removed and replaced with native plants, and turf was removed to create a prairie area on the grounds in early 2025. Plants selected for the site include shrubby St. John's wort, orange cornflower, pasture thistle, butterfly milkweed, and mountain mint. Daylilies that were removed were potted for employees to take home.

These plants were selected to benefit local wildlife by providing food and shelter. Additionally, the plants help prevent runoff and erosion and sequester carbon dioxide. Native plant species require less maintenance as well.

When the collaboration began in 2023, employees in Mount Vernon were given four tickets each to the Toledo Zoo. The initiative has earned Mount Vernon a designation as a greenspace in Knox County, Ohio.



"The Owens Corning Mount Vernon and Toledo Zoo Wild Toledo partnership has been great. Our ability to impact our community and our company sustainability goals by creating and generating what will be a registered greenspace welcoming pollinators to this community has been an overwhelming experience."

Karen Stephens
Mount Vernon Plant Leader

The prairie in Mount Vernon, Ohio, U.S., was seeded by staff from Wild Toledo. Seeding over snow can make it easier to see where seed has been dispersed, allowing for more even coverage. Additionally, as the snow melts, the seed will sink down and be protected from birds.



“What was once a turf and non-native ornamental planting of reduced ecological value is now a thriving ecosystem teeming with life. We were thrilled to work with the enthusiastic staff at Owens Corning who place a strong emphasis on sustainability. We look forward to seeing the native plant installations continue to grow and mature!”

Jake Schoen

Wild Toledo Coordinator, Toledo Zoo



“Every morning when I walk past our new prairie garden, I can’t take my eyes off all the native plants. It makes me smile to see the flowers, butterflies, and bees, and to notice what has changed since the day before. It’s true when they say being in nature is a great stress and anxiety relief. Now I want to do this at home!”

Sheila Williams

Plant Controller

Native plants were planted in place of shrubs and daylilies in landscaping areas at the Mount Vernon, Ohio, U.S., site.





Photo submitted by:

Rebekah Shaffer | Granville, Ohio, U.S.

Sheep at a rescue farm in Johnstown, Ohio, U.S.

LOOKING AHEAD TO PROTECT BIODIVERSITY

We are currently working with consultants to understand our nature impacts, dependencies, risks, and opportunities to develop a comprehensive nature strategy. Our intent is to create a global nature strategy that ensures we are properly and consistently accounting for the impacts our direct operations and supply chain have on nature, taking effects on nature into account when making decisions, and taking action to reduce negative impacts identified.

Looking ahead to 2025, we believe we will have the knowledge and understanding in place to establish a set of goals that align with our core values. As a company, staying caring, curious, collaborative, and committed are our core values. We use these values to drive everything we do, including protecting nature and biodiversity.

We recognize that not only does every species on the planet play a role in our ecosystem, but their survival depends on the advocacy of people and organizations everywhere. The work we're doing today supports long-term positive impacts on many species and ecosystems, and we are proud to make these efforts part of our sustainability journey.

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Photo submitted by:

Kelly Al-sorghali | Toledo, Ohio, U.S.
Crown Mountain, St. Thomas, U.S. Virgin Islands.

ABOUT THE REPORT

The Owens Corning Sustainability Report gives us an opportunity to demonstrate the work we are doing to fulfill our mission: to build a sustainable future through material innovation. It provides stakeholders with data and information that reinforce our commitment to increasing our positive impacts around the world and reducing potential negative impacts.



This is our 19th annual Sustainability Report, published on April 22, 2025, reflecting the reporting period from January 1, 2024, to December 31, 2024. Our previous report was published on March 19, 2024. This is our eighth report prepared in accordance with the Global Reporting Initiative (GRI) Standards.

Photo submitted by:
Cheryl Smith | Granville, Ohio, U.S.
View from Dingle Peninsula, County Kerry, Ireland.

REPORTING AND DISCLOSURES

We prepare our report in accordance with the Global Reporting Initiative (GRI) Standards. We have chosen to provide a comprehensive picture of the most significant impacts on the economy, environment, and people, including impacts on their human rights and how we manage these impacts. We report at this level because we believe that transparency is an essential component of any sustainability effort. In addition, this report addresses disclosures and material issues related to CDP (formerly the Carbon Disclosure Project), the S&P Global Corporate Sustainability Assessment (CSA), the United Nations Sustainable Development Goals (SDGs), and the U.N. Global Compact Communication on Progress. We also address other stakeholders’ requests, including the Sustainability Accounting Standards Board (SASB) and the Task Force on Climate-related Financial Disclosures (TCFD). This approach enables us to provide an integrated, comprehensive view of our commitments, progress, and activities related to sustainability and social responsibility.

We focus on creating robust business and reporting strategies that effectively align with the needs and priorities of our company and our stakeholders. We do this by investing substantial time and effort into understanding, prioritizing, and addressing material topics — and reporting on them accurately and transparently. To achieve this, we have developed our materiality matrix to address different stakeholder needs as well as our involvement with the impacts of material topics. To remain informed about changing business contexts, stakeholder requirements, and emerging trends, we regularly review our list of material topics and their relative priority and update them when appropriate. A discussion of our ongoing stakeholder engagement can be found on [page 11](#).

SCOPE AND BOUNDARIES

For this report, the content and boundaries of material topics were developed and determined based on their impacts — economic, environmental, and/or social. We report on ways that we have caused or contributed to impacts in our material topics, as well as the ways our activities, projects, and services are directly linked to these topics through our business relationships. This includes relationships with entities that we do not control and might not have the leverage needed to effect change in their impacts.

- In summary, the boundaries of all impacts cover all our sites around the world, including Asia Pacific, Europe, and the Americas. We consider all our operations to be significant locations of operation. Internal boundaries include all sites owned or leased by Owens Corning, including plants, offices, distribution centers, warehouses, and manufacturing facilities. The external boundary includes supplier locations, communities, and customer locations where Owens Corning does business.
- In February 2024, Owens Corning announced that the company decided to review strategic alternatives for its global glass reinforcements (GR) business. The decision to explore alternatives for the GR business is consistent with the company’s strategy to focus on building and construction materials. On February 13, 2025, the company entered into a definitive agreement for the sale of our global glass reinforcements business. The sale will complete Owens Corning’s review of strategic alternatives for the business, announced on February 9, 2024, and aligns with the strategy to reshape the company to focus on residential and commercial building products in North America and Europe. The transaction is expected to close in 2025 and is subject to customary regulatory approvals and other conditions. This report was designed prior to the definitive agreement and all data for our glass reinforcements business is included throughout the report.

Significant Changes in Scope

In 2024, Owens Corning acquired Masonite, an interior and exterior door company, which has become known as our Doors business. This acquisition is part of our long-term strategy for expanding our presence in the building products industry, and represents a significant change in scope. More information about the Doors business can be found throughout this report.

In accordance with World Resources Institute (WRI) protocols, we collected or estimated Masonite’s utility and production data back to either our base year of 2018 or the year the sites opened for the 60 sites that have had operations since the base year. The revenue denominator we use to calculate our 2030 environmental sustainability goals has been updated to include the acquisition back to the base year of 2018. All locations are included in the environmental baseline and metrics provided in this report.

These sites are also included as part of our reported non-environmental aspects, including HR, safety, supply chain, and corporate philanthropy, from the date of the acquisition onwards. Any Owens Corning summary performance data that does not include the Doors business due to data availability constraints has been marked throughout the report with a footnote calling this exclusion out. This change in scope is applicable across all material topics addressed in our report. The boundaries of our material topics have not otherwise changed.

Key External Initiatives Adopted by Owens Corning

INITIATIVE	ADOPTION DATE	WHERE APPLIED	STAKEHOLDER DEVELOPMENT	REQUIRED BY LAW/ VOLUNTARY
U.N. Global Compact	2010	Companywide	Multi-stakeholder approach to development	Voluntary
U.N. Environmental Programme	2010	Companywide	Supplier Code of Conduct	Voluntary
Supplemental Convention of the Abolition of Slavery, the Slave Trade, and Institutions and Practices Similar to Slavery	2010	Companywide	Supplier Code of Conduct	Voluntary
Protocol to Prevent, Suppress, and Punish Trafficking in Persons, Especially Women and Children, Supplementing the United Nations Convention Against Transnational Organized Crime	2010	Companywide	Supplier Code of Conduct	Voluntary
U.N. Sustainable Development Goals	2016	Companywide	Multi-stakeholder approach to development	Voluntary
Science Based Targets Initiative	2016	Companywide	Multi-stakeholder approach to development	Voluntary
CEO Action for Diversity & Inclusion	2019	Companywide	Multi-stakeholder approach to development	Voluntary
Science Based Targets Network	2020	Companywide	Multi-stakeholder approach to development	Voluntary
ISO 14000, ISO 50001, and ISO 45001/OHSAS 18001	Varies by site	All EMS systems are in alignment with ISO standards. Select sites worldwide are certified.	Multi-stakeholder approach to development	Voluntary
ISO 9001	Varies by site	Select sites worldwide are certified.	Multi-stakeholder approach to development	Voluntary

PRECAUTIONARY APPROACH AND
ALIGNMENT WITH OTHER
UNITED NATIONS INITIATIVES

Since 2010, Owens Corning has been a signatory to the United Nations Global Compact (UNGC), a strategic, voluntary policy initiative for businesses committed to aligning their operations with 10 universally accepted principles in the areas of human rights, labor, environment, and anti-corruption.

Principle 7 of the UNGC states that, “businesses should support a precautionary approach to environmental challenges.” The precautionary principle or approach was originally introduced in the 1992 Rio Declaration of Environment and Development. Principle 15 of the Rio Declaration explains, “where there are threats of serious or irreversible damage, lack of full scientific certainty shall not be used as a reason for postponing cost-effective measures to prevent environmental degradation.”

The precautionary approach calls upon us to diligently assess and manage environmental, health, and safety risks, so we can take appropriate action to prevent harm. We ensure that our products and technology comply with or exceed all applicable laws, regulations, and approval standards to protect the environment and human life and health. In addition, our product stewardship programs are designed to ensure the integrity of our products and the processes used to develop, produce, and manage them. Owens Corning is confident that these efforts are consistent with the expectations of the precautionary approach. More information is available in our Environmental, Health, Safety, and Product Stewardship Policy, found on our sustainability website. As we discuss in detail on [page 375](#), we align our activities with the U.N.’s 17 SDGs. In addition, Owens Corning is guided by the Ten Principles of the United Nations Global Compact, the Universal Declaration of Human Rights, the U.N. Guiding Principles on Business and Human Rights, and the International Labor Organization’s Declaration on Fundamental Principles and Rights at Work.

Owens Corning is committed – in both belief and action – to the 10 principles of the Global Compact and the 30 articles of the Universal Declaration of Human Rights. This commitment extends beyond making our products and operations more sustainable. It involves the broader objectives of sustainability, balancing economic growth with social progress, and environmental stewardship. In short, we believe that what is good for people and good for our planet is also good for Owens Corning. Our Human Rights Policy was updated and expanded in December 2016 and informs our Supplier Code of Conduct, all in accordance with the principles of the UNGC and the Universal Declaration of Human Rights.

REPORTING METHODOLOGY

Owens Corning follows the World Resources Institute (WRI) Corporate Accounting and Reporting Standard for defining and accounting for our baseline structure. In 2023, we included over 100 sites in the scope and boundary of our reporting. The data for divested facilities are excluded from our company environmental footprint; however, the data for closures are included in our reporting.

We review all structural changes such as mergers, acquisitions, and divestments on an annual basis, in keeping with WRI’s guideline for baseline adjustments. Per the stated protocol, the data of mergers or acquisitions greater than 10% are reviewed for accuracy and integrity and then integrated into our reporting inventory from base year to current year. This process of updating the baseline is completed for both the numerator (aspect) and denominator (sales or production) of our calculations. This approach was implemented to ensure a meaningful and consistent comparison of emissions over time, including for the current year.

Please note that the numbers have been rounded. Some totals have been affected as a result.

Defining Workers

For purposes of this report, Owens Corning defines “workers” as our employees globally across all facilities in which we operate. In the chapter on safety, we also report on contractors over whom we have direct supervision, as well as those for our large capital projects.

Environmental Methodology

For the organizational and geographical boundaries of the inventory, we have used, owned, and leased facilities globally under Owens Corning’s operational control. The physical infrastructure, activities, and/or technologies of the inventory are understood as the internal boundaries mentioned on [page 293](#), as well as other contributors to emissions, including fleet vehicles, our corporate jets, and employee travel. Emissions resulting from explosives, fire extinguishers, refrigerants, and welding gases have been excluded as de minimis. In 2024, Owens Corning revised the methodology for reporting air emissions to reference locally reported air emissions where emission reporting is a regulatory requirement. This change was applied retroactively to the years 2018–2023 as well, to be consistent with the GHG Protocol’s rebaselining requirement.

After further review of the GHG Protocol’s Scope 3 calculation guidance, we determined that what Owens Corning historically reported as Category 9 “Downstream Transportation & Distribution” was more accurately categorized as the “outbound” portion of Category 4, “Upstream Transportation & Distribution.” To address this, we have added “inbound” and “outbound” subcategories within our Scope 3 data for Category 4, to replace Category 9. This change can be seen throughout the report and appendices where our Scope 3 emissions are discussed. In 2024, Scope 3 emissions were updated to include emissions for Owens Corning’s Doors business, formerly known as Masonite. Specific to Category 1 “Purchased Goods and Services,” in addition to estimating Doors emissions, the methodology for calculating emissions from minerals and chemicals was updated as well, to include estimates from additional sources of spending.

The greenhouse gas (GHG) sources identified are purchased electricity, heat, steam, cooling, natural gas, diesel, jet fuel, gasoline, propane, CO₂, coke, fuel oils, kerosene, liquefied petroleum gas (LPG), blowing agents, and emissions from the processing of asphalt, dolomite, limestone, and soda ash.

All GHGs declared in the Kyoto Protocol (CO₂, CH₄, N₂O, HFCs, PFCs, NF₃) are included in the evaluation. Hydrochlorofluorocarbon (HCFC) and hydrofluoroolefin (HFO) emissions are optionally included in Scope 1 emissions, in addition to the Kyoto gases, and are outlined on [page 314](#).

Verification of Data

Invoices are entered electronically into our system and subjected to several audits to check both the completeness and the validity of the data. Before data is made available in our EcoStruxure™ Resource Advisor system from Schneider Electric, invoices are reviewed for missing data, potential overlaps, or collisions with existing data, and whether the data should be tracked by a third party. Once posted, the invoice data is reviewed in the context of the surrounding account to verify data entry, charge accuracy, and the overall trend in cost and consumption. Invoices with suspect data are elevated for further review and resolution, also by the third party. Where necessary, detailed estimates may be used when invoiced or directly measured data is not available. These estimates leverage existing data such as monthly production levels, and they are subject to the same checks for validity and completeness as all of our data.

Data that is put into our system goes through two variance tests. The first is to check if the currently entered value is >2 standard deviations over the average value entered (the period for the average is 12 months prior to the current month and 12 months after the current month). The second variance test is to check that the unit of measure is consistently used month over month.

In addition to the measures associated with invoice- and user-provided data, our third-party partner provides 24 hours per month of support for data management and quality assurance of global data. The purpose of this ongoing quality assurance/quality control is to identify anomalies when reviewing long-term trending and analyses in a further effort to ensure data accuracy and integrity.

These boundaries are applicable to all GRI Standards topics, including:

- General disclosures
- Management approach
- Economic
- Environmental
- Social

EXTERNAL ASSURANCE

To enhance the reliability of our recorded data, Owens Corning works to ensure transparency in disclosure on all matrices, key performance indicators (KPIs), and mechanisms of assurance. As we move forward, we will externally assure additional topics, prioritizing based on availability of data and importance to stakeholders, as observed through our materiality assessment. SCS Global Services (SCS) performed the assurance of Owens Corning's 2024 Sustainability Report against the AA1000 Assurance Standard (AA1000AS V3). In addition, SCS evaluated the report for adherence to the Global Reporting Initiative (GRI) Standards. Specific performance data were assessed using internationally recognized standards, which included, but are not limited to, the following:

- World Resources Institute's (WRI) Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition), March 2004, along with Scope 2 and Scope 3 Guidance
- ISO 14064-3:2006 Specification with guidance for the validation and verification of GHG assertions

To view the assurance statement, please see [Appendix J](#).

For additional information on the economic and social metrics verified through SCS Global Services, see our [Verification Statements document](#).

Questions About the Report?

Any questions regarding our reporting process or this report can be directed to our Chief Sustainability Officer:

Mr. David Rabuano
Senior Vice President and Chief Sustainability Officer

Phone: 1.419.248.8000

Email: sustainability@owenscorning.com



This report is a collaboration of dozens of employees here at Owens Corning and reflects the work of our more than 25,000 employees around the world. Several employees outside of the Sustainability team offered their time to review and give feedback on the contents of the report. We want to recognize and thank these reviewers for their effort and perspective.

- | | | |
|----------------------|-------------------|---------------------|
| ■ Kaelin Crenshaw | ■ Amy Williams | ■ Lisa Jankowski |
| ■ Lynn Stout | ■ Kimberly Lines | ■ Julie Pope |
| ■ Grace Esser | ■ Emily Schickler | ■ Thyaga Saravanan |
| ■ Nicole McGurk | ■ Mary Karns | ■ Jason Walsh |
| ■ Jessica Tinney | ■ Jessica Roedema | ■ James Penrod |
| ■ Fanny Guay | ■ Zane Wilhelm | ■ Jarkko Kiilakoski |
| ■ Kam Hutchinson | ■ Shelby Ewart | ■ Michael Mallin |
| ■ Julia Button | ■ Alan Lake | ■ Chelsea Watson |
| ■ Jacquelyn Bergfeld | ■ Donna Hiles | ■ Michelle Wilson |

Artwork submitted by:
Christie Taylor | Toledo, Ohio, U.S.
A painting of a Bird of Paradise flower.

APPENDIX B: WORKFORCE DATA

EMPLOYEE DATA

The social data in this appendix marked with a + sign were independently assured to a moderate level by SCS Global Services. For more information or to see the verification statement, please go to [page 380](#).

2024 Global Workforce Composition (Gender and Age)

AGE GROUPS	POSITION	WOMEN	MEN	TOTAL
Number of employees in the age group <30 years by gender within employee categories	Manager	30	76	106
	Primary	639	3,130	3,769
	Staff	319	373	692
TOTAL <30 AGE GROUP		988	3,579	4,567
Number of employees in the age group 30–50 years by gender within employee categories ⁺	Manager	501	1,233	1,734
	Senior Executive/Vice President	15	21	36
	Primary	1,570	7,927	9,497
	Staff	1,055	1,557	2,612
TOTAL 31–50 AGE GROUP		3,141	10,738	13,879
Number of employees in the age group >50 years by gender within employee categories	Manager	189	762	951
	Senior Executive/Vice President	6	29	35
	Primary	674	4,147	4,821
	Staff	519	964	1,483
TOTAL >50 AGE GROUP		1,388	5,902	7,290
GRAND TOTAL		5,517	20,219	25,736

2024 U.S. Workforce Composition (People of Color)⁺

	POSITION	WOMEN	MEN	TOTAL
Number of employees who identify as people of color by gender within employee categories	Manager	104	231	335
	Senior Executive/Vice President		8	8
	Primary	907	3,654	4,561
	Staff	252	403	655
TOTAL		1,263	4,296	5,559

Please note that the numbers have been rounded. Some totals have been affected as a result.

2024 Percentage of People of Color at U.S. Sites*

	2021	2022	2023	2024
Workforce	35%	35%	36%	36%
Management	17%	18%	18%	18%

Percentage of 2024 U.S. Hires (Staff and Primary) Who Identify as People of Color*

	2021	2022	2023	2024
Hires Who Identify as People of Color	1,141	1,254	1,078	1,078
All Hires	2,255	2,646	2,165	2,165
% People of Color	51%	47%	50%	50%

2024 Ethnic Background of Non-Contingent U.S. Employees*

ETHNIC BACKGROUND	WOMEN	MEN	TOTAL	SHARE IN TOTAL WORKFORCE
White	1,978	6,121	8,099	57.8%
Hispanic	560	2,053	2,613	18.7%
Black or African American	573	1,971	2,544	18.2%
Asian	86	265	351	2.5%
Two or More Races	40	136	176	1.3%
Not Specified	33	80	113	0.8%
American Indian/Alaskan	13	51	64	0.5%
Native Hawaiian/Other Pacific Islander	5	39	44	0.3%
TOTAL	3,288	10,716	14,004	100.0%

Please note that the numbers have been rounded. Some totals have been affected as a result.

2024 U.S. Management Positions Share by Ethnic Background

BREAKDOWN	2023	2024	YOY CHANGE
Asian	4.3%	4.3%	0.0%
Black or African American	6.1%	7.5%	1.4%
Hispanic or Latino	6.1%	8.0%	1.9%
White	81.8%	78.2%	-3.6%
Indigenous or Native	0.6%	0.6%	0.0%
Native Hawaiian/Other Pacific Islander	0.2%	0.1%	-0.1%
Two or More Races	1.0%	0.7%	-0.3%
Not Specified	0.0%	0.6%	0.6%
TOTAL	100.0%	100.0%	0.0%

Number of Global Employees by Employment Contract (by Gender and Region)

REGION	WOMEN		MEN		TOTAL
	REGULAR	TEMPORARY	REGULAR	TEMPORARY	
Asia Pacific	433	-	2,449	-	2,882
Europe	820	6	3,869	4	4,699
Latin America	776	1	2,491	3	3,271
North America	3,501	3	11,645	14	15,163
TOTAL	5,530	10	20,454	21	26,015

Number of Global Employees by Employment Type (by Gender)

	WOMEN	MEN	TOTAL
Full Time	5,476	20,399	25,875
Part Time	64	76	140
TOTAL	5,540	20,475	26,015

Please note that the numbers have been rounded. Some totals have been affected as a result.

Employee Training by Gender*

CATEGORY	HOURS SUM		COUNT		HOURS AVERAGE		TOTALS		
	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	HOURS	COUNT	HRS AVG
Senior Executive/Vice President	86	170	21	50	4	3	257	71	4
Manager	5,027	12,952	720	2,071	7	6	17,979	2,791	6
Staff	11,423	16,257	1,893	2,894	6	6	27,680	4,787	6
Primary	14,862	74,527	2,883	15,204	5	5	89,388	18,087	5
TOTAL	31,398	103,906	5,517	20,219	6	5	135,304	25,736	5

	2024
Average amount in USD spent per FTE on training and development*	\$357

Data in the table above represents 63% of employees.

North American Staff Who Took Parental Leave in 2024

	WOMEN	MEN	TOTAL
U.S.	40	62	102
Canada	4	3	7
TOTAL	44	65	109

Parental Leave in 2024

	WOMEN	MEN
Total number of employees who took parental leave, by gender	42	62
Total number of employees who returned to work in the reporting period after parental leave ended, by gender	41	61
Total number of employees who returned to work after parental leave ended who were still employed 12 months after their return to work, by gender	32	50
Total number of employees returning from parental leave in the prior reporting periods	38	54
Return to work rates of employees who took parental leave, by gender	98%	98%
Retention rates of employees who took parental leave, by gender	84%	93%

Please note that the numbers have been rounded. Some totals have been affected as a result.

2024 Global Workforce Composition (Gender and Country)*

COUNTRY	WOMEN	MEN	TOTAL
Austria	1	2	3
Belgium	78	366	444
Brazil	61	431	492
Canada	216	943	1,159
Chile	78	465	543
China	234	662	896
Czech Republic	62	243	305
Denmark	2	5	7
Estonia	2	5	7
Finland	52	181	233
France	104	367	471
Germany	34	124	158
Hong Kong		1	1
India	172	1,476	1,648
Ireland	24	112	136
Italy	27	269	296
Japan	4	8	12
Korea, Republic of	14	261	275
Latvia	1	6	7
Lithuania	47	208	255
Mexico	638	1,598	2,236
Netherlands	17	167	184
Norway		5	5
Poland	100	641	741
Singapore	9	41	50
Slovakia		2	2
Spain	33	44	77
Sweden	83	329	412
Switzerland	2	12	14
United Kingdom	157	785	942
United States	3,288	10,716	14,004
GRAND TOTAL	5,540	20,475	26,015

Please note that the numbers have been rounded. Some totals have been affected as a result.

Number of Employees Joining the Organization in 2024**

	2021	2022	2023	2024	2024 RATE
Total Employees	4,274	4,205	3,078	4,780	0
BY AGE GROUP					
<30 Years	2,217	1,870	1,336	2,067	0
30 to 50 Years	1,756	1,940	1,464	2,230	0
>50 Years	301	395	278	483	0
BY GENDER					
Men	3,447	3,200	2,474	3,678	0
Women	827	1,005	604	1,101	0
BY REGION					
Asia Pacific	957	400	172	266	0
Europe	477	469	234	282	0
Latin America	649	747	626	1,006	0
North America	2,191	2,589	2,046	3,226	0
OTHER METRICS					
% of Open Positions Filled by Internal Candidates	39	28	29	32	–
Average Hiring Cost/FTE in USD	4,800	5,500	5,375	3,847	–

* Average Hiring Cost/FTE does not include hiring costs of directors or above in the organization.

Number of Employees Leaving Employment in 2024*

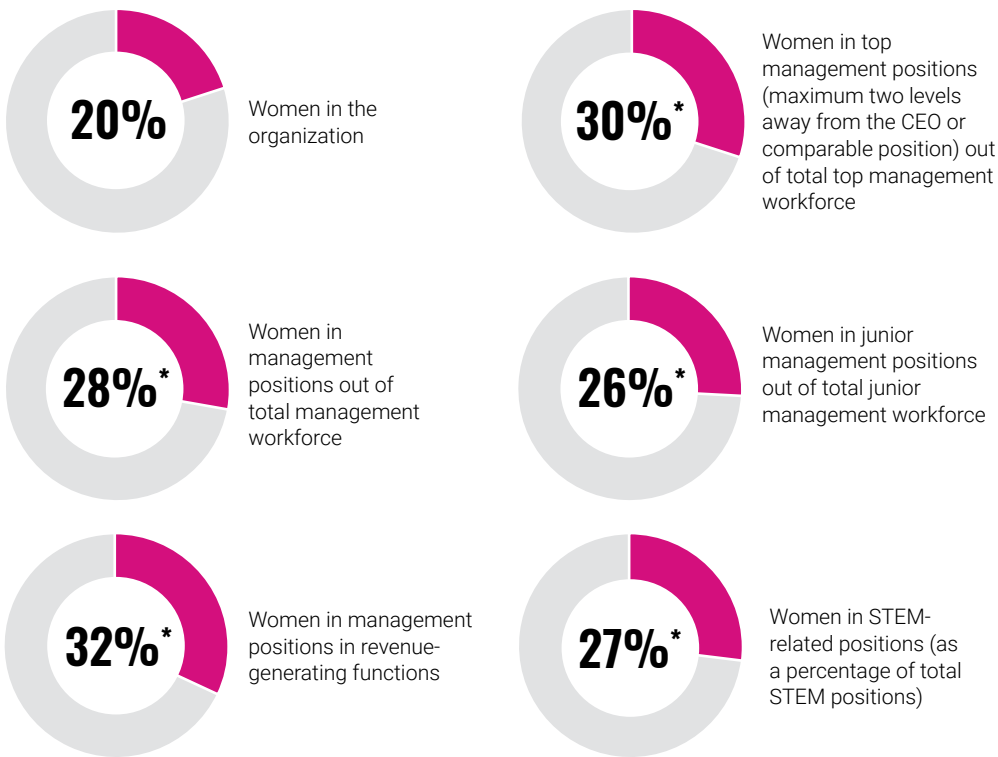
	2021	2022	2023	2024	2024 RATE
Total Employees	3,879	5,225	4,387	6,790	26.3%
BY AGE GROUP					
<30 Years	1,509	1,689	1,414	1,924	42.2%
30 to 50 Years	1,650	2,596	2,208	3,211	23.1%
>50 Years	720	940	765	1,657	22.5%
BY GENDER					
Men	3,131	4,079	3,483	5,139	25.3%
Women	748	1,146	904	1,651	29.9%
BY REGION					
Asia Pacific	908	838	893	395	13.7%
Europe	453	1,129	374	525	11.0%
Latin America	475	731	921	1,009	31.0%
North America	2,043	2,527	2,199	4,863	32.6%

Total Employee Turnover Rate*

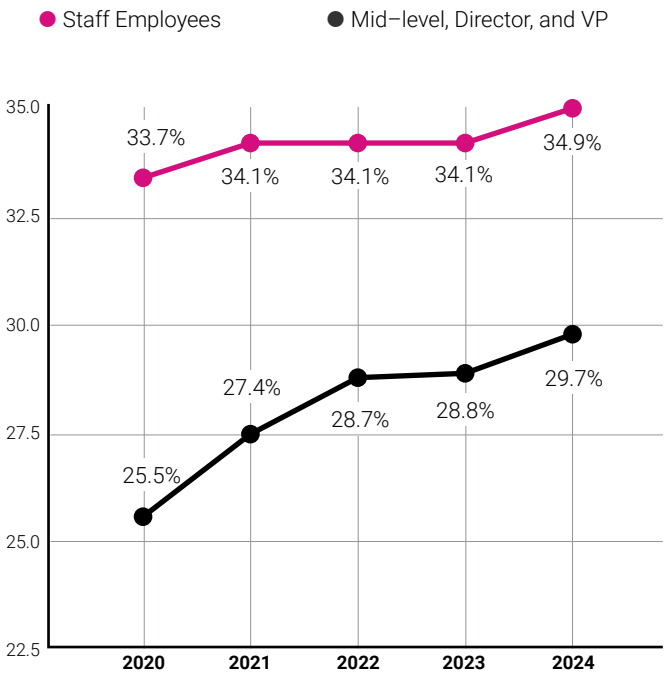
	2021	2022	2023	2024
Total Employee Turnover Rate	20%	26%	24%	26%
Voluntary Employee Turnover Rate	13%	14%	13%	11%

Please note that the numbers have been rounded. Some totals have been affected as a result.

Percentage of Roles Across the Company Filled by Women*

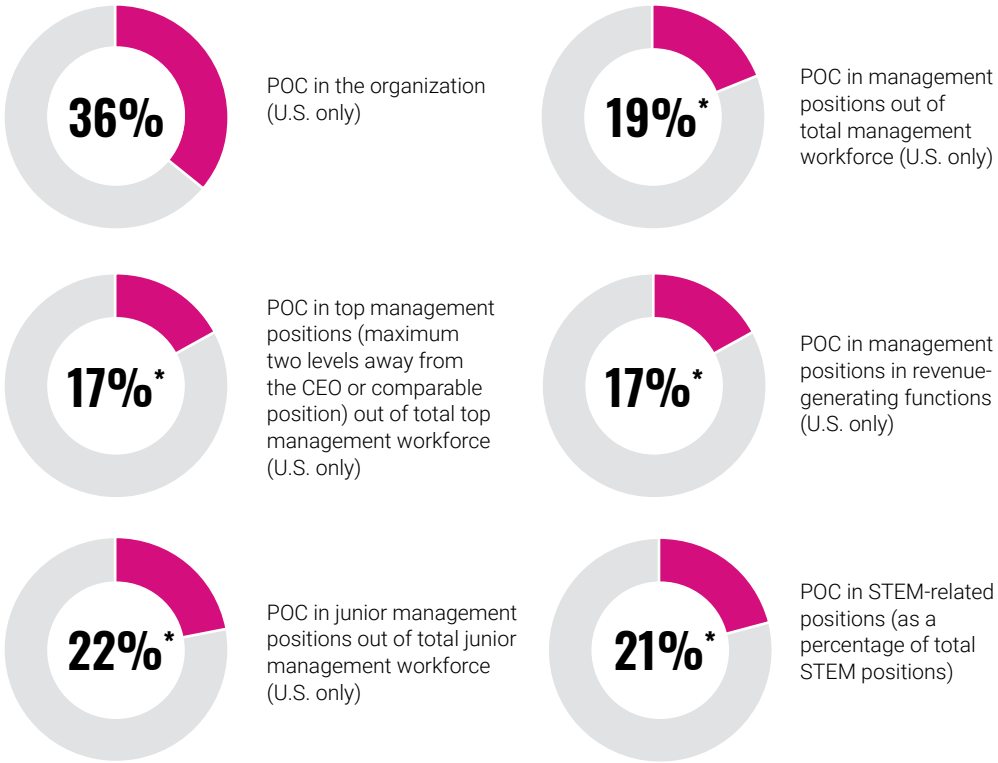


Percentage of Women in Middle and Upper Management*

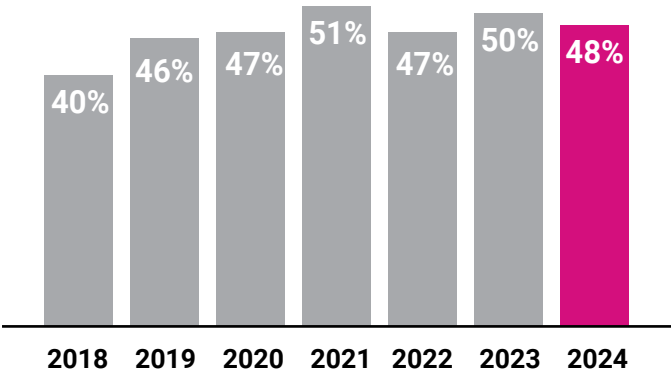


*This data does not include our Doors business.

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



Percentage of 2024 U.S. Hires (Staff and Primary) Who Identify as People of Color



48% of U.S. hires identified as people of color in 2024, up from 40% in 2018.

*This data does not include our Doors business.

APPENDIX B: WORKFORCE DATA

SAFETY DATA

ACRONYM	DEFINITION	FORMULA
LWIR	Lost Workday Injury Rate	Lost Workday Cases x 200,000/Total Labor Hours
LTIFR	Lost Time Injuries Frequency Rate	Lost Workday Cases x 1,000,000/Total Labor Hours
RIR	Recordable Incident Rate	Number of Injuries x 200,000/Total Labor Hours
OIFR	Occupational Illness Frequency Rate	Number of Illnesses x 1,000,000/Total Labor Hours
TRIFR	Total Recordable Injury Frequency Rate	Number of Injuries x 1,000,000/Total Labor Hours
LWD	Lost Workday Rate	Lost Workdays x 200,000/Total Labor Hours

Occupational Illness Frequency Rate (OIFR) – Employees

	METRIC	2021	2022	2023	2024
Occupational Illness	Total Labor Hours	45,266,938	44,542,640	41,670,689	51,847,128
	Count	1	1	0	1
	Rate	0.02	0.02	0.00	0.02

Occupational Illness by Region

REGION	METRIC	2021	2022	2023	2024
North America	Total Labor Hours	45,266,938	44,542,640	41,670,689	51,847,128
	Women (Count)				
	Women (Rate)				
	Men (Count)	1	1	0	1
	Men (Rate)	0.02	0.02	0.00	0.02

There were no occupational illnesses in South America, Europe, or Asia Pacific in the last four years.

Please note that the numbers have been rounded. Some totals have been affected as a result.

Recordable Injuries

REGION	METRIC	2021	2022	2023	2024
Asia Pacific	Total Labor Hours	13,590,889	12,086,025	11,027,517	9,771,102
	Women (Count)	3	1	2	0
	Women (Rate)	0.04	0.02	0.04	0.00
	Men (Count)	11	7	7	4
	Men (Rate)	0.16	0.12	0.13	0.08
	Not Specified (count)	0	0	0	0
	Not Specified (rate)	0.00	0.00	0.00	0.00
Asia Pacific Total (Count)		14	8	9	4
ASIA PACIFIC RIR		0.21	0.13	0.16	0.08
Europe	Total Labor Hours	8,440,486	8,150,736	6,974,619	8,009,575
	Women (Count)	1	1	1	0
	Women (Rate)	0.02	0.02	0.03	0.00
	Men (Count)	13	8	15	13
	Men (Rate)	0.31	0.20	0.43	0.32
	Not Specified (Count)	4	1	0	0
	Not Specified (Rate)	0.09	0.02	0.00	0.00
Europe Total (Count)		18	10	16	13
EUROPE RIR		0.43	0.25	0.46	0.32
North America	Total Labor Hours	22,115,790	22,960,817	22,525,345	32,296,829
	Women (Count)	20	17	23	33
	Women (Rate)	0.18	0.15	0.20	0.20
	Men (Count)	89	107	80	107
	Men (Rate)	0.80	0.93	0.71	0.66
	Not Specified (Count)	1	2	1	1
	Not Specified (Rate)	0.01	0.02	0.01	0.01
North America Total (Count)		110	126	104	141
NORTH AMERICA RIR		0.99	1.10	0.92	0.87
South America	Total Labor Hours	1,119,773	1,345,062	1,143,208	1,769,622
	Women (Count)	0	0	0	2
	Women (Rate)	0.00	0.00	0.00	0.23
	Men (Count)	0	0	0	0
	Men (Rate)	0.00	0.00	0.00	0.00
South America Total (Count)		0	0	0	2
SOUTH AMERICA RIR		0.00	0.00	0.00	0.23
GRAND TOTAL RECORDABLE INJURIES		142	144	129	160
RECORDABLE INCIDENT RATE (RIR)		0.63	0.65	0.62	0.62
TOTAL RECORDABLE INJURIES FREQUENCY RATE (TRIFR)		3.14	3.23	3.10	3.09

Please note that the numbers have been rounded. Some totals have been affected as a result.

Region/Gender/Injury Type

ASIA PACIFIC	2021	2022	2023	2024
WOMEN				
Arms/Hands	3	1	1	0
Legs/Feet	1	0	1	0
TOTAL	4	1	2	0
MEN				
Arms/Hands	8	5	3	3
Back/Shoulders	0	0	1	0
Head/Face/Eyes	1	0	1	1
Legs/Feet	1	2	2	0
TOTAL	10	7	7	4
ASIA PACIFIC TOTAL	14	8	9	4

EUROPE	2021	2022	2023	2024
WOMEN				
Arms/Hands	1	1	0	0
Legs/Feet	0	0	1	0
TOTAL	1	1	1	0
MEN				
Arms/Hands	9	5	9	6
Back/Shoulders	0	1	1	0
Head/Face/Eyes	2	2	1	1
Legs/Feet	3	0	4	6
TOTAL	14	8	15	13
UNSPECIFIED				
Arms/Hands	2	0	0	0
Head/Face/Eyes	1	1	0	0
TOTAL	3	1	0	0
EUROPE TOTAL	18	10	16	13

NORTH AMERICA	2021	2022	2023	2024
WOMEN				
Arms/Hands	5	7	7	13
Back/Shoulders	5	1	8	9
Head/Face/Eyes	4	1	1	4
Legs/Feet	4	6	7	6
Multiple/Other	2	2	0	1
TOTAL	20	17	23	33
MEN				
Arms/Hands	37	42	36	49
Back/Shoulders	16	27	17	21
Head/Face/Eyes	14	21	11	18
Legs/Feet	14	14	10	14
Multiple/Other	9	4	6	6
TOTAL	90	108	80	108
UNSPECIFIED				
Arms/Hands	1	1	0	1
Back/Shoulders	0	0	1	0
Legs/Feet	0	1	0	0
Total	1	2	1	1
NORTH AMERICA TOTAL	111	127	104	142

Please note that the numbers have been rounded. Some totals have been affected as a result.

Region/Gender/Injury Type (cont.)

SOUTH AMERICA	2021	2022	2023	2024
WOMEN				
Arms/Hands	0	0	0	0
Back/Shoulders	0	0	0	0
Head/Face/Eyes	0	0	0	1
Legs/Feet	0	0	0	0
Multiple/Other	0	0	0	1
TOTAL	0	0	0	2
MEN				
Arms/Hands	0	0	0	0
Back/Shoulders	0	0	0	0
Head/Face/Eyes	0	0	0	0
Legs/Feet	0	0	0	0
Multiple/Other	0	0	0	0
TOTAL	0	0	0	0
UNSPECIFIED				
Arms/Hands	0	0	0	0
Back/Shoulders	0	0	0	0
Legs/Feet	0	0	0	0
Total	0	0	0	0
SOUTH AMERICA TOTAL	0	0	0	2

REGION	2021	2022	2023	2024
Asia Pacific	14	8	9	4
Europe	18	10	16	13
North America	111	127	104	142
South America	0	0	0	2
GRAND TOTAL	143	145	129	161

Please note that injuries include both occupational illnesses and recordable injuries.

Please note that the numbers have been rounded. Some totals have been affected as a result.

Employee Lost Time Injury Frequency Rate (LTIFR)*

REGION	METRIC	2021	2022	2023	2024
Asia Pacific	Total Labor Hours	13,590,889	12,086,025	11,027,517	9,771,102
	Women (Count)	2	1	2	0
	Women (Rate)	0.03	0.02	0.04	0.00
	Men (Count)	7	6	5	1
	Men (Rate)	0.10	0.10	0.09	0.02
Asia Pacific Total (Count)		0	0	0	0
ASIA PACIFIC LWIR		0.00	0.00	0.00	0.00
ASIA PACIFIC LTIFR		9	7	7	1
Europe	Total Labor Hours	8,440,486	8,150,736	6,974,619	0.02
	Women (Count)	1	1	1	0.10
	Women (Rate)	0.02	0.02	0.03	0.00
	Men (Count)	9	7	12	10
	Men (Rate)	0.21	0.17	0.34	0.25
	Not Specified (Count)	3	0	0	0
	Not Specified (Rate)	0.07	0.00	0.00	0.00
Europe Total (Count)		13	8	13	10
EUROPE LWIR		0.31	0.20	0.37	0.25
EUROPE LTIFR		1.54	0.98	1.86	1.25
North America	Total Labor Hours	22,115,790	22,960,817	22,525,345	32,296,829
	Women (Count)	12	10	15	17
	Women (Rate)	0.11	0.09	0.13	0.11
	Men (Count)	53	51	45	44
	Men (Rate)	0.48	0.44	0.40	0.27
	Not Specified (Count)	1	1	1	0
	Not Specified (Rate)	0.01	0.01	0.01	0.00
North America Total (Count)		66	62	61	61
NORTH AMERICA LWIR		0.60	0.54	0.54	0.38
NORTH AMERICA LTIFR		2.98	2.70	2.71	1.89
South America	Total Labor Hours	1,119,773	1,345,062	1,143,208	1,769,622
	Men (Count)	0	0	0	0
	Men (Rate)	0.00	0.00	0.00	0.00
	Women (Count)	0	0	0	2
	Women (Rate)	0.00	0.00	0.00	0.23
South America Total (Count)		0	0	0	2
SOUTH AMERICA LWIR		0.00	0.00	0.00	0.23
SOUTH AMERICA LTIFR		0.00	0.00	0.00	1.13
GRAND TOTAL		88	77	81	74
Lost Time Injuries Frequency Rate (LTIFR) – Employees		2021	2022	2023	2024
TOTAL LABOR HOURS		45,266,938	44,542,640	41,670,689	51,847,128
LTIFR		1.94	1.73	1.94	1.43

Please note that the numbers have been rounded. Some totals have been affected as a result.

Lost Workday Rate (LWD)

REGION	METRIC	2021	2022	2023	2024
Asia Pacific	Total Labor Hours	13,590,889	12,086,025	11,027,517	9,771,102
	Women (Count)	16	211	23	0
	Women (Rate)	0.24	3.49	0.42	0.00
	Men (Count)	324	146	266	2
	Men (Rate)	4.77	2.42	4.82	0.04
	Unspecified (Count)	0	0	0	0
	Unspecified (Rate)	0.00	0.00	0.00	0.00
Asia Pacific Total Workdays Lost		340	357	289	2
ASIA LWD RATE		5.00	5.91	5.24	0.04
Europe	Total Labor Hours	8,440,486	8,150,736	6,974,619	8,009,575
	Women (Count)	43	14	41	0
	Women (Rate)	1.02	0.34	1.18	0.00
	Men (Count)	589	615	295	370
	Men (Rate)	13.96	15.09	8.46	9.24
	Unspecified (Count)	82	0	0	0
	Unspecified (Rate)	1.94	0.00	0.00	0.00
Europe Total Workdays Lost		714	629	336	370
EUROPE LWD RATE		16.92	15.43	9.63	9.24
North America	Total Labor Hours	22,115,790	22,960,817	22,525,345	32,296,829
	Women (Count)	1361	1201	1944	1101
	Women (Rate)	12.31	10.46	17.26	6.82
	Men (Count)	5253	5530	4168	33
	Men (Rate)	47.50	48.17	37.01	0.20
	Unspecified (Count)	0	0	0	0
	Unspecified (Rate)	0.00	0.00	0.00	0.00
North America Total Workdays Lost		6614	6731	6112	1134
NORTH AMERICA LWD RATE		59.81	58.63	54.27	7.02
South America	Total Labor Hours	1,119,773	1,345,062	1,143,208	1,769,622
	Women (Count)	0	0	0	180
	Women (Rate)	0.00	0.00	0.00	20.34
	Men (Count)	0	0	0	0
	Men (Rate)	0.00	0.00	0.00	0.00
South America Total Workdays Lost		0	0	0	180
SOUTH AMERICA LWD RATE		0.00	0.00	0.00	20.34
GRAND TOTAL – TOTAL WORKDAYS LOST		7,668	7,717	6,737	1,686
TOTAL LWD RATE		33.88	34.65	32.33	6.50

Please note that the numbers have been rounded. Some totals have been affected as a result.

Contractor Safety Statistics*

BUSINESS	METRIC	2021	2022	2023	2024
Building Materials Asia Pacific	Recordables	0	0	0	0
	Total Labor Hours	283,696	242,511	107,417	100,766
	Number LWD Cases	0	0	0	0
	LWIR	0	0	0	0
	RIR	0	0	0	0
	Fatalities	0	0	0	0
Composites	Recordables	0	1	2	0
	Total Labor Hours	275,040	305,350	525,102	360,165
	Number LWD Cases	0	0	0	0
	LWIR	0	0	0	0
	RIR	0	0.65	0.76	0
	Fatalities	0	0	0	0
Insulation	Recordables	2	3	0	4
	Total Labor Hours	223,279	386,385	342,698	351,536
	Number LWD Cases	0	0	0	0
	LWIR	0	0	0	0
	RIR	1.79	1.55	0	2.28
	Fatalities	0	0	0	0
Roofing	Recordables	1	0	0	0
	Total Labor Hours	93,277	71,696	84,748	143,257
	Number LWD Cases	0	0	0	0
	LWIR	0	0	0	0
	RIR	2.14	0	0	0
	Fatalities	0	0	0	0
TOTAL	Recordables	3	4	2	4
	Total Labor Hours	875,292	1,005,942	1,059,965	955,724
	Number LWD Cases	0	0	0	0
	LWIR	0	0	0	0
	RIR	0.69	0.8	0.38	0.42
	Fatalities	0	0	0	0

Contractor Lost Time Injury Frequency Rate (LTIFR)**

	2021	2022	2023	2024
Contractor Labor Hours	875,292	1,005,942	1,059,965	955,724
Lost Workday Cases	0	0	0	0
LTIFR Contractors	0	0	0	0
Data Coverage: % of total contractors	100	100	100	100

Please note that the numbers have been rounded. Some totals have been affected as a result.
*This data does not include our Doors business.

2024 Serious Injuries and Fatalities (SIF)

SIF FIRST AIDS					
REGION	METRIC	2021	2022	2023	2024
Asia Pacific	Total Labor Hours	13,590,889	12,086,025	11,027,517	9,771,102
	SIF First Aid (Count)	1	2	0	2
	SIF First Aid (Rate)	0.01	0.03	0.00	0.04
Europe	Total Labor Hours	8,440,486	8,150,736	6,974,619	8,009,575
	SIF First Aid (Count)	0	0	1	1
	SIF First Aid (Rate)	0.00	0.00	0.03	0.02
North America	Total Labor Hours	22,115,790	22,960,817	22,525,345	32,296,829
	SIF First Aid (Count)	6	8	7	11
	SIF First Aid (Rate)	0.05	0.07	0.06	0.07
South America	Total Labor Hours	1,119,773	1,345,062	1,143,208	1,769,622
	SIF First Aid (Count)	1	0	0	0
	SIF First Aid (Rate)	0.18	0.00	0.00	0.00
GRAND TOTAL SIF FIRST AID		8	10	8	14
TOTAL SIF FIRST AID RATE		0.04	0.04	0.04	0.05

SIF NEAR MISS					
REGION	METRIC	2021	2022	2023	2024
Asia Pacific	Total Labor Hours	13,590,889	12,086,025	11,027,517	9,771,102
	SIF Near Miss (Count)	4	3	2	2
	SIF Near Miss (Rate)	0.06	0.05	0.04	0.04
Europe	Total Labor Hours	8,440,486	8,150,736	6,974,619	8,009,575
	SIF Near Miss (Count)	4	3	2	3
	SIF Near Miss (Rate)	0.09	0.07	0.06	0.07
North America	Total Labor Hours	22,115,790	22,960,817	22,525,345	32,296,829
	SIF Near Miss (Count)	15	19	15	13
	SIF Near Miss (Rate)	0.14	0.17	0.13	0.08
South America	Total Labor Hours	1,119,773	1,345,062	1,143,208	1,769,622
	SIF Near Miss (Count)	1	0	0	0
	SIF Near Miss (Rate)	0.18	0.00	0.00	0.00
GRAND TOTAL SIF NEAR MISSES		24	25	19	18
TOTAL SIF NEAR MISS RATE		0.11	0.11	0.09	0.07

Please note that the numbers have been rounded. Some totals have been affected as a result.

SIF RECORDABLE					
REGION	METRIC	2021	2022	2023	2024
Asia Pacific	Total Labor Hours	13,590,889	12,086,025	11,027,517	9,771,102
	SIF Recordable (Count)	3	2	2	0
	SIF Recordable (Rate)	0.04	0.03	0.04	0.00
Europe	Total Labor Hours	8,440,486	8,150,736	6,974,619	8,009,575
	SIF Recordable (Count)	4	5	2	0
	SIF Recordable (Rate)	0.09	0.12	0.06	0.00
North America	Total Labor Hours	22,115,790	22,960,817	22,525,345	32,296,829
	SIF Recordable (Count)	14	11	9	9
	SIF Recordable (Rate)	0.13	0.10	0.08	0.06
South America	Total Labor Hours	1,119,773	1,345,062	1,143,208	1,769,622
	SIF Recordable (Count)	0	0	0	1
	SIF Recordable (Rate)	0.00	0.00	0.00	0.11
GRAND TOTAL SIF RECORDABLES		21	18	13	10
TOTAL SIF RECORDABLE RATE		0.09	0.08	0.06	0.04

Employee Fatalities*

REGION	METRIC	2021	2022	2023	2024
Asia Pacific	Total Labor Hours	13,590,889	12,086,025	11,027,517	9,771,102
	Women Fatalities (Count)	0	0	0	0
	Men Fatalities (Count)	0	0	0	0
	TOTAL FATALITIES	0	0	0	0
Europe	Total Labor Hours	8,440,486	8,150,736	6,974,619	8,009,575
	Women Fatalities (Count)	0	0	0	0
	Men Fatalities (Count)	0	0	0	0
	TOTAL FATALITIES	0	0	0	0
North America	Total Labor Hours	22,115,790	22,960,817	22,525,345	32,296,829
	Women Fatalities (Count)	0	0	0	0
	Men Fatalities (Count)	0	0	1	0
	TOTAL FATALITIES	0	0	1	0
South America	Total Labor Hours	1,119,773	1,345,062	1,143,208	1,769,622
	Women Fatalities (Count)	0	0	0	0
	Men Fatalities (Count)	0	0	0	0
	TOTAL FATALITIES	0	0	0	0
GRAND TOTAL FATALITIES		0	0	1	0

Please note that the numbers have been rounded. Some totals have been affected as a result.

APPENDIX C: ENVIRONMENTAL DATA

EMISSIONS DATA

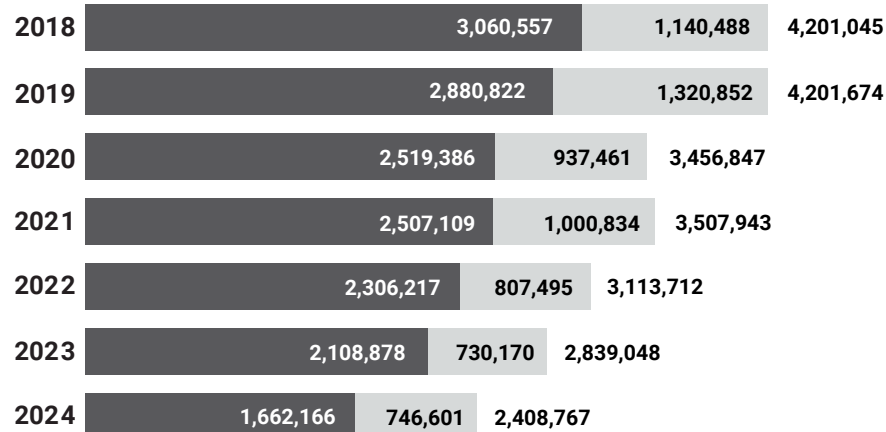
Hydrochlorofluorocarbon (HCFC) emissions are optionally included in Scope 1 emissions, in addition to the Kyoto gases, and the associated emissions are outlined in the table [Ozone-Depleting Substances](#). Hydrofluoroolefin (HFO) emissions are also optionally included in Scope 1 emissions.

Direct and Indirect Emissions (Metric Tons CO₂e)[^]

Scope 1 and 2 Emissions using **Market-Based** method.

■ Direct (Scope 1)

■ Indirect (Scope 2)

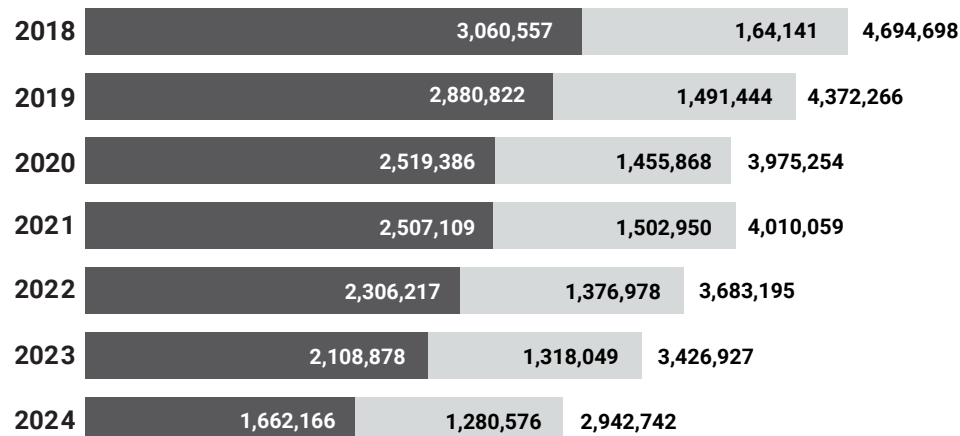


Direct and Indirect Emissions (Metric Tons CO₂e)[^]

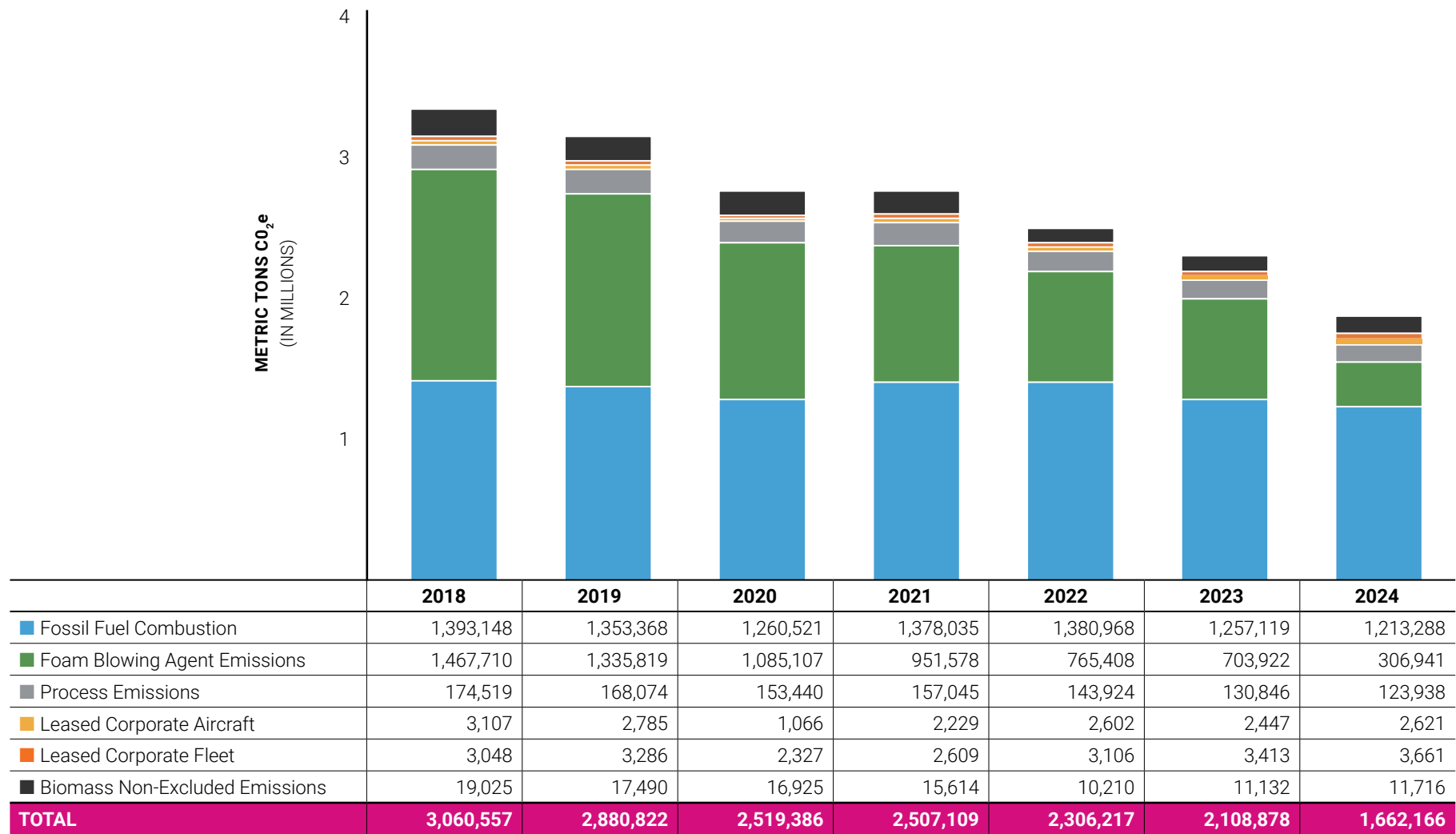
Scope 1 and 2 Emissions using **Location-Based** method.

■ Direct (Scope 1)

■ Indirect (Scope 2)



Scope 1 Emissions Breakdown^



Scope 1 Total Direct GHG Emissions (Metric Tons CO₂e)^

	2018	2019	2020	2021	2022	2023	2024
Total Direct GHG Emissions (Scope 1)	3,060,557	2,880,822	2,519,386	2,507,109	2,306,217	2,108,878	1,662,166
Data Coverage (% of units of production)	100	100	100	100	100	100	100

Scope 2 Total Indirect GHG Emissions – Market-Based (Metric Tons CO₂e)^

	2018	2019	2020	2021	2022	2023	2024
Total Indirect GHG Emissions (Scope 2)	1,140,488	1,320,852	937,461	1,000,834	807,495	730,170	746,601
Data Coverage (% of units of production)	100	100	100	100	100	100	100

Scope 3 Total GHG Emissions (Metric Tons CO₂e)

CATEGORIES	2018	2019	2020	2021	2022	2023	2024
Purchased goods and services^	3,172,140	3,129,058	2,999,843	3,428,876	3,593,903	3,197,218	3,217,099
Capital goods^	219,971	164,772	129,541	92,215	94,814	102,897	213,223
Fuel- and energy-related activities (not included in Scope 1 or Scope 2)^	982,330	983,187	860,434	922,089	884,957	795,053	780,252
Upstream transportation and distribution – Inbound^	805,601	600,397	616,330	624,676	577,160	755,028	712,949
Upstream transportation and distribution – Outbound^	840,963	801,633	782,373	886,162	871,200	799,988	803,384
Waste generated in operations^	28,364	30,355	27,471	36,536	32,385	25,744	22,125
Business travel^	18,494	18,955	8,345	9,328	15,215	14,929	13,163
Employee commuting^	34,465	33,711	32,261	33,648	33,498	31,373	30,071
Processing of sold products^	428,997	424,152	390,528	442,134	473,178	420,578	370,397
Use of sold products^	130,231	60,321	587	7,380	665	589	533
End-of-life treatment of sold products^	460,227	420,883	417,246	467,716	483,954	443,969	93,981
TOTAL	7,121,783	6,667,424	6,264,959	6,950,759	7,060,929	6,587,365	6,257,178

2024 Direct GHG Emissions – Market-Based (Metric Tons CO₂e)^

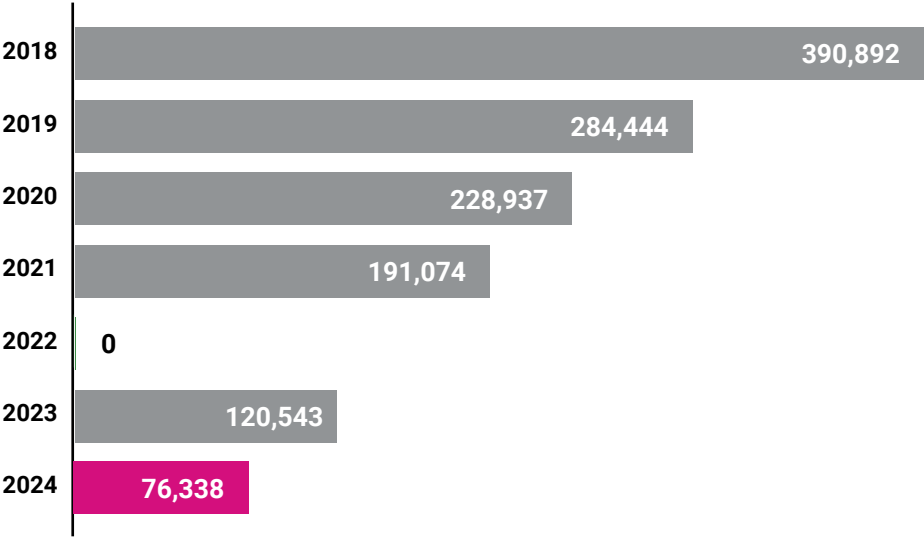
	NORTH AMERICA	OUTSIDE NORTH AMERICA	TOTAL
Direct GHG Emissions	1,005,328	656,838	1,662,166
Emissions Normalized by Metric Tons of Product Produced*	–	–	0.2061

2024 Indirect GHG Emissions – Market-Based (Metric Tons CO₂e)^

	NORTH AMERICA	OUTSIDE NORTH AMERICA	TOTAL
Indirect GHG Emissions	435,728	310,873	746,601
Emissions Normalized by Metric Tons of Product Produced*	–	–	0.0846

Please note that the numbers have been rounded. Some totals have been affected as a result.

Ozone-Depleting Substances – HCFCs (Absolute Metric Tons CO₂e)^

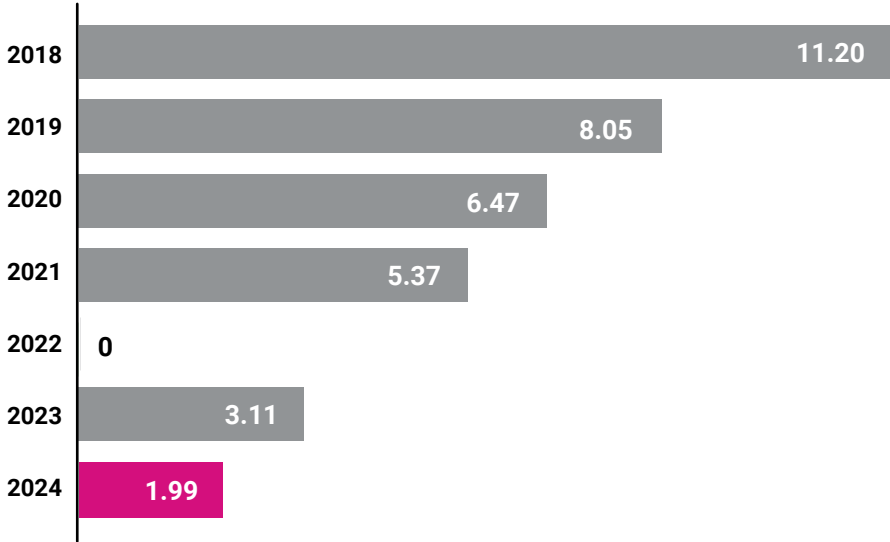


Owens Corning optionally chooses to report our hydrochlorofluorocarbon (HCFC) and hydrofluoroolefin (HFO) emissions within our Scope 1 for transparency.

Excluded from this calculation are the HCFC emissions of 97,226 MT CO₂e in 2022 and 34,543 MT CO₂e in 2023 from a foam product that we outsourced in Asia, although these emissions are tracked in our Scope 3 Purchased Goods and Services.

*This data does not include our Doors data.

Emissions of Ozone-Depleting Substances – Metric Tons of CFC-11 Equivalent (GRI 305-6)



CFC-11 is not directly emitted by Owens Corning. This is a calculation of CFC-11 Equivalents in MT from the MT of HCFC blowing agents used and EPA conversion factors to answer GRI 305-6.

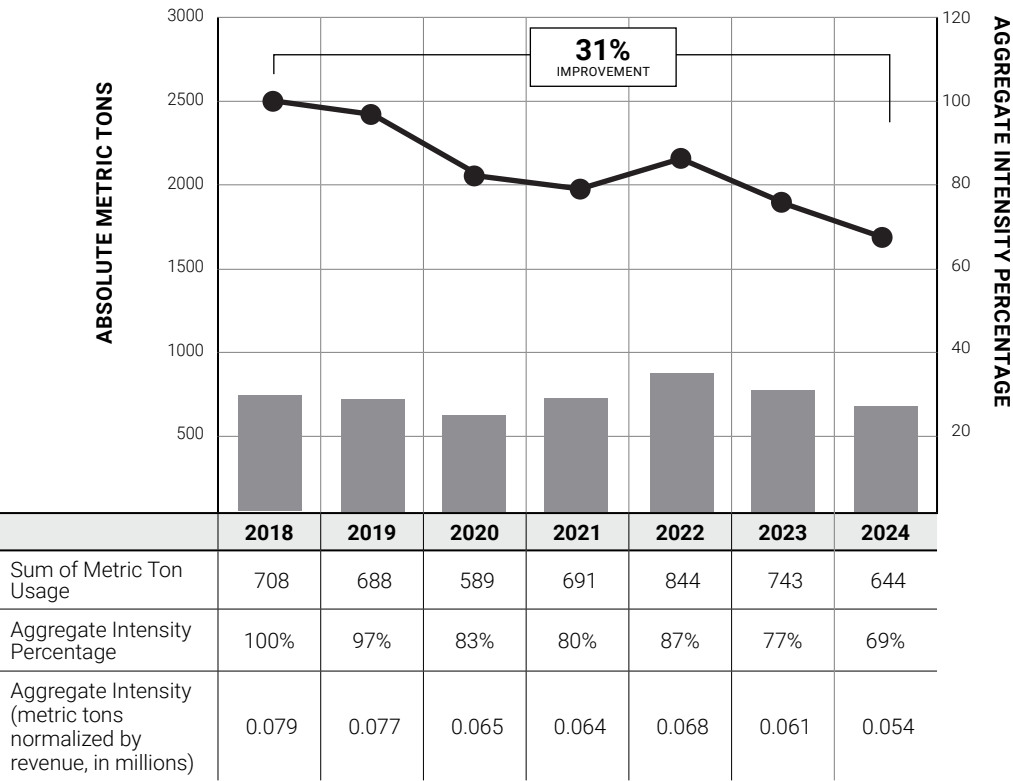
Excluded from this calculation are the HCFC emissions of 2.21 MT CFC-11 equivalent in 2022 and 0.7 MT CFC-11 equivalent in 2023 from a foam product that we outsourced in Asia, although these emissions are tracked in our Scope 3 Purchased Goods and Services.

Particulate Matter 10 Micrometers or Less in Diameter (PM₁₀)

	2018	2019	2020	2021	2022	2023	2024
Sum of Metric Ton Usage	2,936	2,860	2,665	3,210	3,074	2,746	2,421

Toxic Air Emissions Footprint*

■ TAE ● Aggregate Intensity Percentage



Owens Corning defines toxic air emissions to include ammonia and certain HAPs, including hexavalent chromium, formaldehyde, manganese, and polycyclic aromatic compounds.

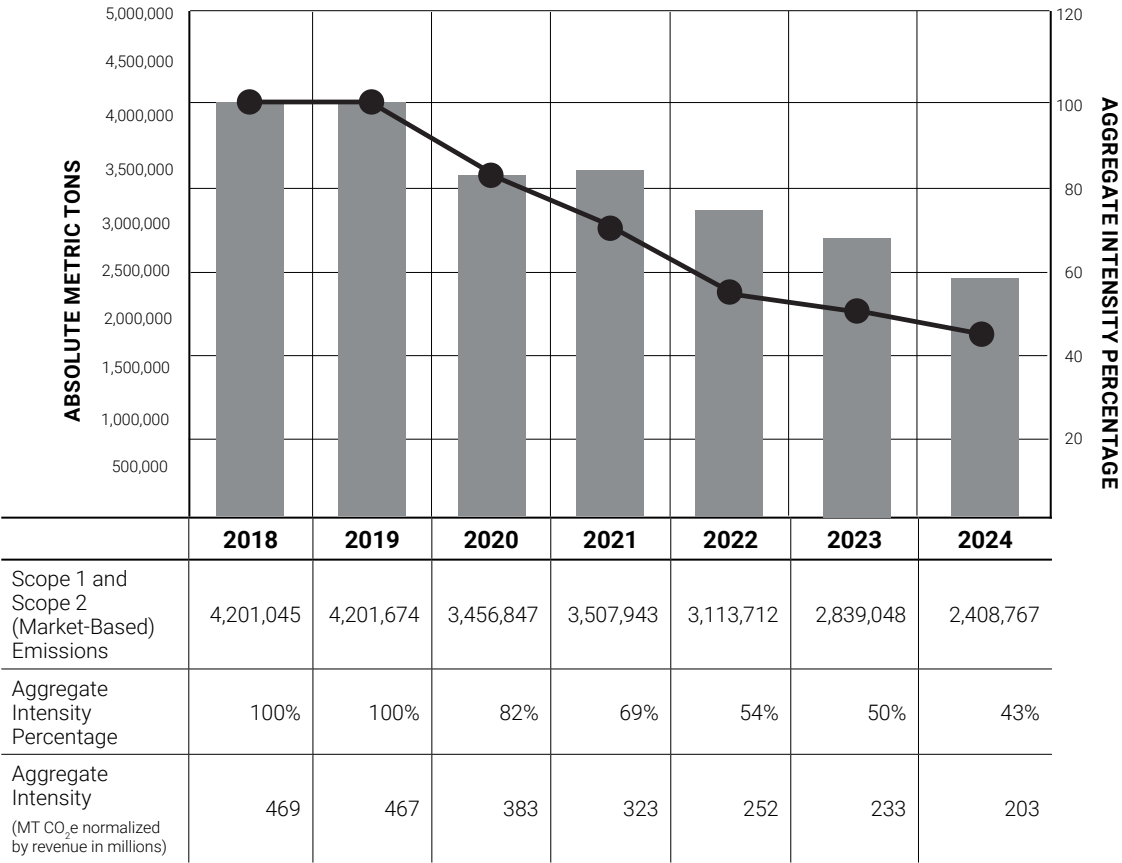
Biomass Emissions Excluded from Scope 1^

Year	Biomass Energy Consumed Onsite (MWh)	GHG Emissions from CO ₂ (CO ₂ e)
2018	1,263,260	444,023
2019	1,119,022	393,325
2020	1,095,465	385,045
2021	1,031,987	363,146
2022	969,652	340,823
2023	1,036,463	362,762
2024	1,035,996	362,249

The emissions reported here represent emissions from CO₂ combusted during burning of biomass at select Doors locations worldwide. The CH₄ and N₂O emissions are included in Scope 1 emissions, and the CO₂ emissions are excluded, per GHG Protocol Guidance on reporting biomass.

GHG Scope 1 and Scope 2 Intensity

■ Scope 1 and Scope 2 (Market-Based) Emissions ● Aggregate Intensity Percentage



Source of GHG Emissions Factors

TYPE	LOCATIONS	CALENDAR YEAR	SOURCE
Natural Gas	All locations	All Years	U.S. EPA MRR: Final Rule (40 CFR 98) - Industrial Sector 2013
Distillate fuel oil No 1	All locations	All Years	U.S. EPA MRR: Final Rule (40 CFR 98) - Industrial Sector 2013
Distillate fuel oil No 2	All locations	All Years	U.S. EPA MRR: Final Rule (40 CFR 98) - Industrial Sector 2013
Distillate fuel oil No 6	All locations	All Years	U.S. EPA MRR: Final Rule (40 CFR 98) - Industrial Sector 2013
Propane	All locations	All Years	U.S. EPA MRR: Final Rule (40 CFR 98) - Industrial Sector 2013
Coke	All locations	2018	The Climate Registry: 2018 Gen. Reporting Protocol - USA Industrial
Coke	All locations	2019	The Climate Registry: 2019 Gen. Reporting Protocol - USA Industrial
Coke	All locations	2020	The Climate Registry: 2020 Gen. Reporting Protocol - USA Industrial
Coke	All locations	2021–2022	The Climate Registry: 2021 Gen. Reporting Protocol - USA Industrial
Coke	All locations	2023	The Climate Registry: 2023 Gen. Reporting Protocol - USA Industrial
Coke	All locations	2024	The Climate Registry: 2024 Gen. Reporting Protocol - USA Industrial
Diesel/Gas Oil	All locations	All Years	U.S. EPA MRR: Final Rule (40 CFR 98) - Industrial Sector 2013
Motor Gas	All locations	All Years	U.S. EPA MRR: Final Rule (40 CFR 98) - Industrial Sector 2013
Liquified Petroleum Gas (LPG)	All locations	All Years	U.S. EPA MRR: Final Rule (40 CFR 98) - Industrial Sector 2013
Liquified Natural Gas (LNG)	All locations	2018	The Climate Registry: 2018 Gen. Reporting Protocol - USA Transport
Liquified Natural Gas (LNG)	All locations	2019	The Climate Registry: 2019 Gen. Reporting Protocol - USA Transport
Liquified Natural Gas (LNG)	All locations	2020	The Climate Registry: 2020 Gen. Reporting Protocol - USA Transport
Liquified Natural Gas (LNG)	All locations	2021–2022	The Climate Registry: 2021 Gen. Reporting Protocol - USA Transport
Liquified Natural Gas (LNG)	All locations	2023	The Climate Registry: 2023 Gen. Reporting Protocol - USA Transport
Liquified Natural Gas (LNG)	All locations	2024	The Climate Registry: 2024 Gen. Reporting Protocol - USA Transport
Kerosene	All locations	All Years	U.S. EPA MRR: Final Rule (40 CFR 98) - Industrial Sector 2013
Jet Fuel	All locations	2018	The Climate Registry: 2018 Gen. Reporting Protocol - USA Transport
Jet Fuel	All locations	2019	The Climate Registry: 2019 Gen. Reporting Protocol - USA Transport
Jet Fuel	All locations	2020	The Climate Registry: 2020 Gen. Reporting Protocol - USA Transport
Jet Fuel	All locations	2021–2022	The Climate Registry: 2021 Gen. Reporting Protocol - USA Transport
Jet Fuel	All locations	2023	The Climate Registry: 2023 Gen. Reporting Protocol - USA Transport
Jet Fuel	All locations	2024	The Climate Registry: 2024 Gen. Reporting Protocol - USA Transport
Limestone	All locations	All Years	IPCC Mineral Industry Emissions Chapter 2 V3 publication 2006
Dolomite	All locations	All Years	IPCC Mineral Industry Emissions Chapter 2 V3 publication 2006
Soda Ash	All locations	All Years	IPCC Mineral Industry Emissions Chapter 2 V3 publication 2006
Steam Purchased	All locations	All Years	U.S. EPA MRR: Final Rule (40 CFR 98) - Industrial Sector 2013
District Heating	All locations	All Years	U.S. EPA Climate Leaders - Indirect Emissions - 80% Boiler Efficiency, Natural Gas
Blowing Agents	All locations	2018–2022	IPCC Fifth Assessment Report (AR5): Climate Change 2014
Blowing Agents	All locations	2023–2024	IPCC Sixth Assessment Report (AR6): Climate Change 2023
Blowing Agents – Isopentane	All locations	2023–2024	Industry average factor

Source of GHG Emissions Factors

TYPE	LOCATIONS	CALENDAR YEAR	SOURCE
Biomass	All locations	2018	UK Department for Environment, Food and Rural Affairs (DEFRA) - 2018
Biomass	All locations	2019	UK Department for Environment, Food and Rural Affairs (DEFRA) - 2019
Biomass	All locations	2020	UK Department for Environment, Food and Rural Affairs (DEFRA) - 2020
Biomass	All locations	2021	UK Department for Environment, Food and Rural Affairs (DEFRA) - 2021
Biomass	All locations	2022	UK Department for Environment, Food and Rural Affairs (DEFRA) - 2022
Biomass	All locations	2023	UK Department for Environment, Food and Rural Affairs (DEFRA) - 2023
Biomass	All locations	2024	UK Department for Environment, Food and Rural Affairs (DEFRA) - 2024
Electricity - Market - Utility Emission Factors	Select Locations	2018–2024	Provided factors vary by energy supplier by site and year
Electricity - Market Residual Mix	EU Countries	2024	Association of Issuing Bodies (AIB): European Residual Mix 2023 v1.0
Electricity - National Sources	ROW*	2024	International Energy Agency (IEA): CO ₂ Emissions from Fuel Combustion 2023 - Year 2021
Electricity - Market Residual Mix	U.S.	2024	2023 Green-e Residual Mix (2021 certified sales)
Electricity - Location - Regional Sources	U.S.	2024	U.S. EPA eGRID 2024 (w/ 2022 Data)
Electricity - Market Residual Mix	EU Countries	2023	Association of Issuing Bodies (AIB): European Residual Mix 2022 v1.0
Electricity - National Sources	ROW*	2023	International Energy Agency (IEA): CO ₂ Emissions from Fuel Combustion 2022 - Year 2020
Electricity - Market Residual Mix	U.S.	2023	2022 Green-e Residual Mix (2020 certified sales)v2
Electricity - Location - Regional Sources	U.S.	2023	U.S. EPA eGRID 2023 (w/ 2021 Data)
Electricity - Market Residual Mix	EU Countries	2022	Association of Issuing Bodies (AIB): European Residual Mix 2021 v1.0
Electricity - National Sources	ROW*	2022	International Energy Agency (IEA): CO ₂ Emissions from Fuel Combustion 2022 - Year 2020
Electricity - Market Residual Mix	U.S.	2022	2022 Green-e Residual Mix (2020 certified sales)v2
Electricity - Location - Regional Sources	U.S.	2022	U.S. EPA eGRID 2022 (w/ 2020 Data)
Electricity - Market Residual Mix	EU Countries	2021	Association of Issuing Bodies (AIB): European Residual Mix 2020 v1.0
Electricity - National Sources	ROW*	2021	International Energy Agency (IEA): CO ₂ Emissions from Fuel Combustion 2020 - Year 2018
Electricity - Market Residual Mix	U.S.	2021	2021 Green-e Residual Mix (2019 certified sales)
Electricity - Location - Regional Sources	U.S.	2021	U.S. EPA eGRID 2021 (w/ 2019 Data)
Electricity - Market Residual Mix	EU Countries	2020	Association of Issuing Bodies (AIB): European Residual Mix 2019 v1.0
Electricity - National Sources	ROW*	2020	International Energy Agency (IEA): CO ₂ Emissions from Fuel Combustion 2020 - Year 2018

*ROW includes EU countries when using the location-based approach. Residual mix data from AIB is used in market-based emissions calculations only.

Source of GHG Emissions Factors

TYPE	LOCATIONS	CALENDAR YEAR	SOURCE
Electricity - Market Residual Mix	U.S.	2020	2020 Green-e Residual Mix (2018 certified sales)
Electricity - Location - Regional Sources	U.S.	2020	U.S. EPA eGRID 2020 v2 (w/ 2018 Data)
Electricity - Market Residual Mix	EU Countries	2019	Association of Issuing Bodies (AIB): European Residual Mixes 2018
Electricity - National Sources	ROW*	2019	International Energy Agency (IEA): CO ₂ Emissions from Fuel Combustion 2019 - Year 2017
Electricity - Market Residual Mix	U.S.	2019	2019 Green-e Residual Mix (2017 certified sales)
Electricity - Location - Regional Sources	U.S.	2019	U.S. EPA eGRID 2018 (w/ 2016 data)
Electricity - Market Residual Mix	EU Countries	2018	Association of Issuing Bodies (AIB): European Residual Mixes 2018
Electricity - National Sources	ROW*	2018	International Energy Agency (IEA): CO ₂ Emissions from Fuel Combustion 2018 - Year 2016
Electricity - Market Residual Mix	U.S.	2018	2018 Green-e Residual Mix (2016 certified sales)
Electricity - Location - Regional Sources	U.S.	2018	U.S. EPA eGRID 2018 (w/ 2016 data)
Leased Facilities	Warehouse	2019–2023	Energy Star Portfolio Manager - U.S. Energy Use Intensity by Property Type; publication 8/2018
Leased Facilities	Office/Other	2019–2023	Energy Star Portfolio Manager - U.S. Energy Use Intensity by Property Type; publication 8/2018
Leased Facilities	Warehouse	2018	Energy Star Portfolio Manager - Energy Star Score for Warehouses in the United States; publication 7/13
Leased Facilities	Office/Other	2018	Energy Star Portfolio Manager - Energy Use in Office Buildings; publication 10/2012

*ROW includes EU countries when using the location-based approach. Residual mix data from AIB is used in market-based emissions calculations only.

APPENDIX C: ENVIRONMENTAL DATA

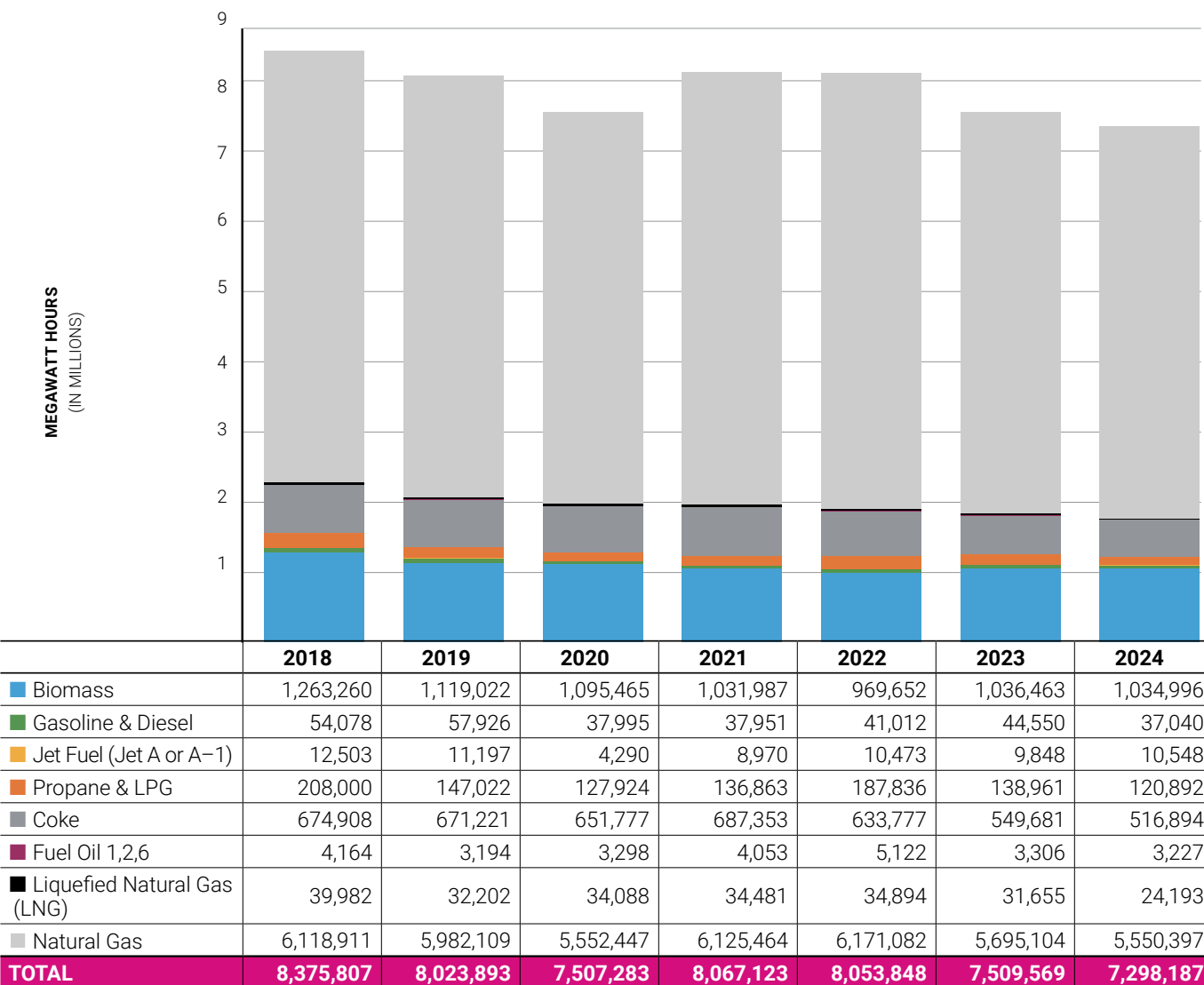
ENERGY DATA

Energy

The energy, Scope 1 and Scope 2 greenhouse gas emissions, and select Scope 3 greenhouse gas emission categories data in this appendix were independently assured to a high level by SCS Global Services. Other data were independently assured to a moderate level by SCS Global Services. For more information or to see the verification statement, please go to [page 380](#).

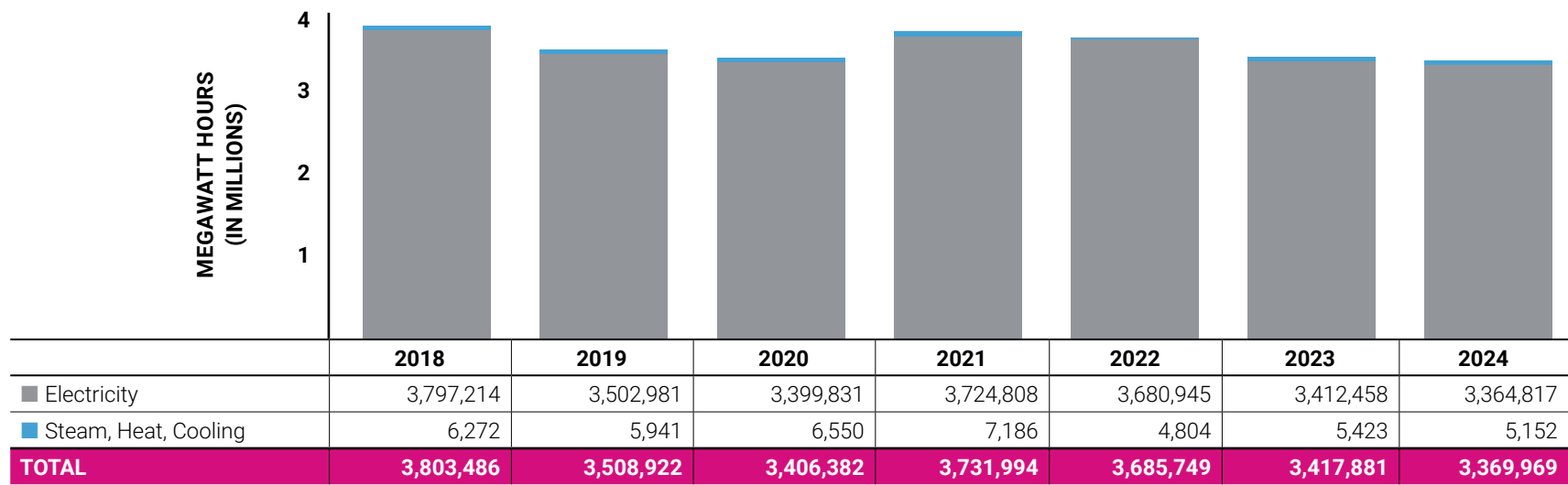
For the data in this section, baseline adjustments were made following the World Resources Institute (WRI) protocols. Read more in [About the Report](#).

Direct Energy by Fuel Type

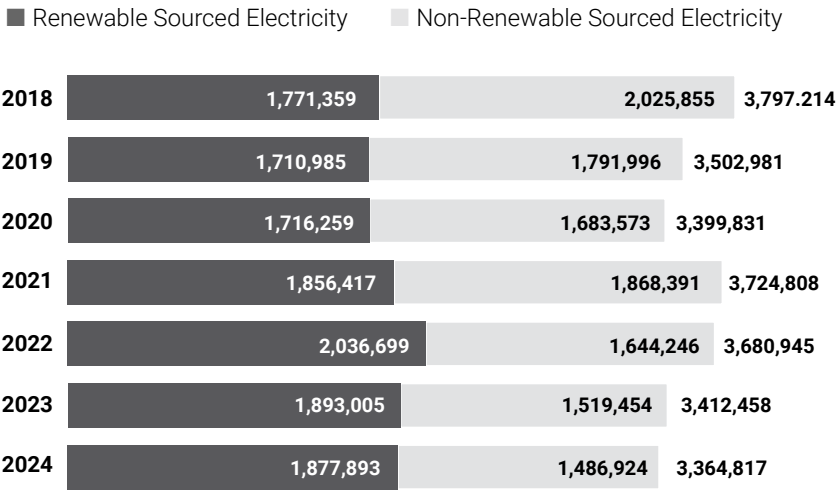


Please note that the numbers have been rounded. Some totals have been affected as a result.

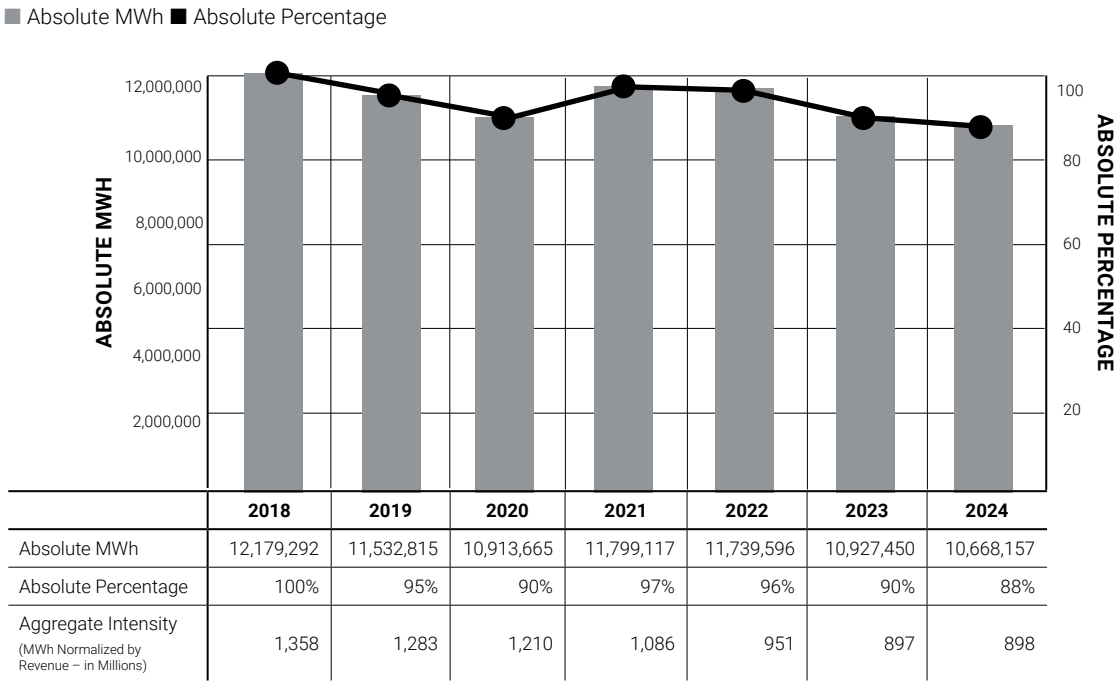
Indirect Energy by Source



Electricity Consumption by Source (in Megawatt Hours)



Energy Efficiency Footprint



Please note that the numbers have been rounded. Some totals have been affected as a result.

Energy Portfolio (in Megawatt Hours)

DIRECT ENERGY							
Non-Renewable							
	2018	2019	2020	2021	2022	2023	2024
Asia Pacific	796,739	862,902	694,287	776,939	755,363	726,485	793,792
Canada	276,133	241,165	234,906	291,408	295,346	275,069	277,793
Europe	1,470,116	1,390,745	1,314,900	1,388,911	1,402,739	1,255,157	1,017,290
Latin America	594,365	546,661	552,653	584,254	568,274	495,339	488,841
United States	3,975,194	3,863,397	3,615,073	3,993,624	4,062,474	3,721,055	3,685,475
Renewable							
	2018	2019	2020	2021	2022	2023	2024
Canada	131,921	99,247	101,459	90,917	97,795	103,352	123,949
Europe	199,504	358,475	313,630	220,303	185,600	255,280	280,305
Latin America	259,028	230,482	250,479	276,105	249,824	266,426	209,449
United States	672,808	430,817	429,898	444,662	436,433	411,406	421,294
INDIRECT ENERGY							
Non-Renewable							
	2018	2019	2020	2021	2022	2023	2024
Asia Pacific	347,993	376,725	342,438	371,707	324,459	314,218	341,956
Canada	160,537	118,131	23,171	18,909	19,466	32,236	26,223
Europe	348,510	254,990	278,610	304,981	73,844	5,749	38,889
Latin America	206,430	178,453	170,528	190,808	173,492	173,179	134,628
United States	968,658	869,639	875,375	989,172	1,057,788	999,494	950,375
Renewable							
	2018	2019	2020	2021	2022	2023	2024
Asia Pacific	77,838	89,299	85,777	92,966	83,117	81,823	96,914
Canada	107,835	98,933	208,015	260,259	269,500	253,134	258,936
Europe	258,325	325,178	320,324	361,124	589,402	604,959	536,399
Latin America	103,671	101,504	95,338	108,694	123,415	120,477	131,165
United States	1,223,689	1,096,071	1,006,806	1,033,374	971,265	832,612	854,484
Overall Energy Usage							
	2018	2019	2020	2021	2022	2023	2024
Non-Renewable	9,144,674	8,702,808	8,101,941	8,910,713	8,733,245	7,997,982	7,755,263
Renewable	3,034,619	2,830,007	2,811,724	2,888,403	3,006,351	2,929,468	2,912,894
TOTAL ENERGY USAGE	12,179,292	11,532,815	10,913,665	11,799,117	11,739,596	10,927,450	10,668,157
PERCENT ENERGY FROM RENEWABLE SOURCES	24.9%	24.5%	25.8%	24.5%	25.6%	26.8%	27.3%

Please note that the numbers have been rounded. Some totals have been affected as a result.

Renewable and Non-Renewable Electricity Consumption by Region (in Megawatt Hours)

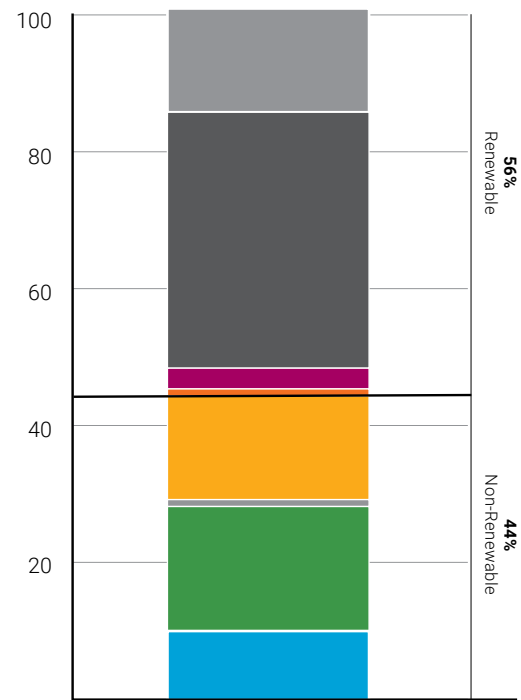
	2018	2019	2020	2021	2022	2023	2024
Renewable							
Asia Pacific	77,838	89,299	85,777	92,966	83,117	81,823	96,914
Canada	107,835	98,933	208,015	260,259	269,500	253,134	258,936
Europe	258,325	325,178	320,324	361,124	589,402	604,959	536,399
Latin America	103,671	101,504	95,338	108,694	123,415	120,477	131,165
United States	1,223,689	1,096,071	1,006,806	1,033,374	971,265	832,612	854,484
TOTAL RENEWABLE	1,771,359	1,710,985	1,716,259	1,856,417	2,036,699	1,893,005	1,877,898
Non-Renewable							
Asia Pacific	346,897	375,548	340,932	370,558	324,459	314,218	341,956
Canada	160,537	118,131	23,171	18,909	19,466	32,236	26,223
Europe	343,333	250,226	273,566	298,944	69,040	326	33,737
Latin America	206,430	178,453	170,528	190,808	173,492	173,179	134,628
United States	968,658	869,639	875,375	989,172	1,057,788	999,494	950,375
TOTAL NON-RENEWABLE	2,025,855	1,791,996	1,683,573	1,868,391	1,644,246	1,519,454	1,486,920

2024 Direct and Indirect Energy Summary by Region (in Megawatt Hours)

REGION	RENEWABLE	NON-RENEWABLE	TOTAL BY REGION
Asia Pacific	96,914	1,135,748	1,232,662
Canada	382,885	304,016	686,901
Europe	816,704	1,056,179	1,872,883
Latin America	340,614	623,469	964,083
United States	1,275,778	4,635,850	5,911,628
TOTAL	2,912,894	7,755,263	10,668,157

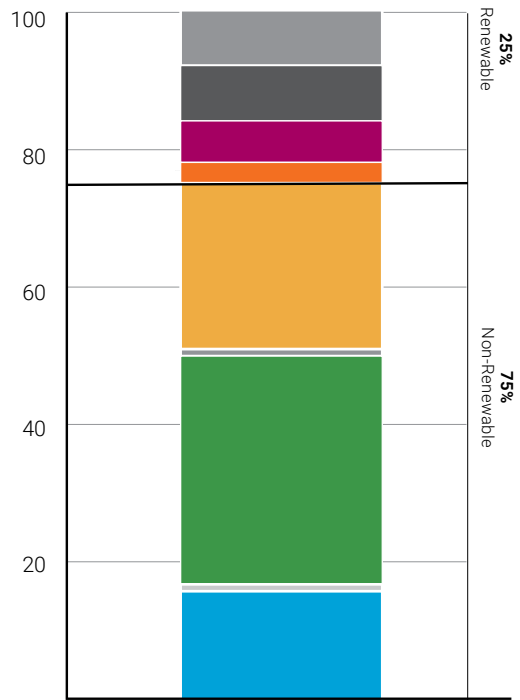
Please note that the numbers have been rounded. Some totals have been affected as a result.

Global Electricity Mix: Market-Based



CATEGORY	SOURCE	U.S.	NON-U.S.	GLOBAL
Renewable	Hydro	2%	31%	15%
	Wind	43%	29%	37%
	Solar	2%	4%	3%
	Biomass	1%	1%	1%
	Geothermal	0%	0%	0%
	Other Renewable	0%	0%	0%
Non-Renewable	Coal	13%	18%	15%
	Oil	0%	1%	1%
	Gas	25%	11%	18%
	Other Fossil	0%	1%	0%
	Nuclear	15%	4%	10%
	Other Unknown/Purchased Fuel	0%	0%	0%
TOTAL		100%	100%	100%

Global Electricity Mix: Location-Based



CATEGORY	SOURCE	U.S.	NON-U.S.	GLOBAL
Renewable	Hydro	3%	13%	8%
	Wind	8%	8%	8%
	Solar	3%	11%	6%
	Biomass	1%	6%	3%
	Geothermal	0%	0%	0%
	Other Renewable	0%	0%	0%
Non-Renewable	Coal	22%	26%	24%
	Oil	0%	1%	1%
	Gas	42%	22%	33%
	Other Fossil	0%	1%	1%
	Nuclear	20%	11%	16%
	Other Unknown/Purchased Fuel	0%	0%	0%
TOTAL		100%	100%	100%

Please note that the numbers have been rounded. Some totals have been affected as a result.

2024 Total Energy Consumed in Our Value Chain (in Megawatt Hours)*

CATEGORY	ROOFING	INSULATION	COMPOSITES	TOTAL
Coal	1,741,168	2,752,538	1,319,235	5,812,941
Natural Gas	2,720,920	2,049,035	1,431,053	6,201,009
Petrol	2,379,890	1,386,442	610,753	4,377,085
Bio/Waste	583,361	506,387	227,014	1,316,762
Non-fossil Electricity	696,519	615,431	507,406	1,819,356
TOTAL ENERGY	8,121,859	7,309,833	4,095,461	19,527,152

*This does not include our Doors business; we are working to integrate Doors into our data in the future.

Energy consumption outside of the organization is determined using an economic input-output life cycle assessment-based (EIO-LCA) method. The calculation is performed using the EIO-LCA online tool developed by Carnegie Mellon University. It is based on the respective North American Industry Classification System (NAICS) manufacturing industry sectors associated with Owens Corning’s business operations. Net sales figures in the 2024 Owens Corning Annual Report on Form 10-K were used as indicators of, and inputs for, economic activity in each of the three respective sectors. The reported value is reflective of only Scope 3 upstream use for each of our businesses.

Energy Disclosures Based on SASB Definitions and Metrics

DISCLOSURE REQUEST	VALUE
Total energy consumed in gigajoules (GJ)	38,405,364
Percentage of energy consumed that was supplied from grid electricity	30%
Percentage of energy consumed that was from alternative sources	0
Percentage of energy consumed that is renewable energy*	24%

*Excluding renewable electricity from residual grid mix data

2024 Estimated Savings from Energy Investments by Region

LOCATION	ESTIMATED ANNUAL SAVINGS (METRIC TONS CO ₂ e)	ANNUAL MONETARY SAVINGS (USD)	INVESTMENT REQUIRED (USD)
North America	199	28,808	153,481
Outside North America	3,935	1,471,952	1,581,211
TOTAL	4,134	1,500,760	1,734,692

Please note that the numbers have been rounded. Some totals have been affected as a result.

Global Electricity Mix Factors

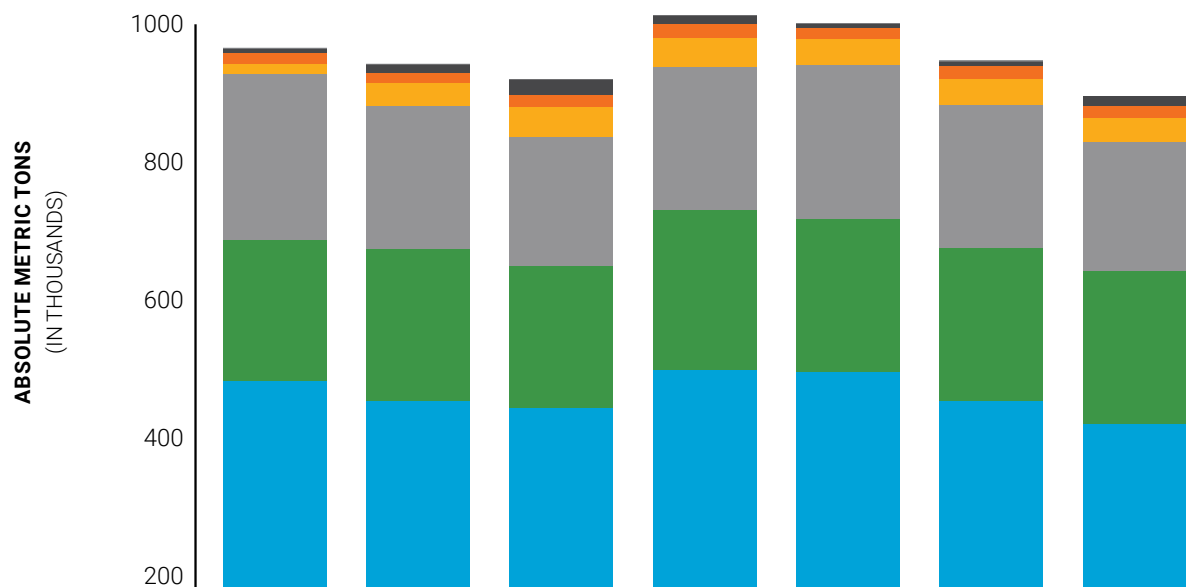
TYPE	LOCATIONS	CALENDAR YEAR	SOURCE
Electricity	Canada	2024	Statistics Canada Electric Power Annual Generation Data (w/ 2022 data)
Electricity	EU Countries	2024	Association of Issuing Bodies (AIB): European Residual Mixes (w/ 2023 data)
Electricity	ROW*	2024	International Energy Agency (IEA): Month Electricity Statistics Data (w/ 2022 data)
Electricity	Singapore	2024	International Energy Agency (IEA): Data and Statistics (w/ 2022 data)
Electricity	U.S.	2024	U.S. EPA eGRID 2024 (w/ 2022 data)
Electricity	Canada	2023	Statistics Canada Electric Power Annual Generation Data (w/ 2021 data)
Electricity	EU Countries	2023	Association of Issuing Bodies (AIB): European Residual Mixes (w/ 2022 data)
Electricity	ROW*	2023	International Energy Agency (IEA): Month Electricity Statistics Data (w/ 2021 data)
Electricity	Singapore	2023	International Energy Agency (IEA): Data and Statistics (w/ 2020 data)
Electricity	U.S.	2023	U.S. EPA eGRID 2023 (w/ 2021 data)
Electricity	Canada	2022	Statistics Canada Electric Power Annual Generation Data (w/ 2021 data)
Electricity	EU Countries	2022	Association of Issuing Bodies (AIB): European Residual Mixes (w/ 2021 data)
Electricity	ROW*	2022	International Energy Agency (IEA): Month Electricity Statistics Data (w/ 2020 data)
Electricity	Singapore	2022	International Energy Agency (IEA): Data and Statistics (w/ 2020 data)
Electricity	U.S.	2022	U.S. EPA eGRID 2022 (w/ 2020 data)
Electricity	Canada	2021	Statistics Canada Electric Power Annual Generation Data (w/ 2019 data)
Electricity	EU Countries	2021	Association of Issuing Bodies (AIB): European Residual Mixes (w/ 2020 data)
Electricity	ROW*	2021	International Energy Agency (IEA): Month Electricity Statistics Data (w/ 2018 data)
Electricity	Singapore	2021	Singapore Government Energy Market Authority (w/ 2018 data)
Electricity	U.S.	2021	U.S. EPA eGRID 2021 (w/ 2019 data)
Electricity	Canada	2020	Statistics Canada Electric Power Annual Generation Data (w/ 2018 data)
Electricity	EU Countries	2020	Association of Issuing Bodies (AIB): European Residual Mixes (w/ 2019 data)
Electricity	ROW*	2020	International Energy Agency (IEA): Month Electricity Statistics Data (w/ 2018 data)
Electricity	Singapore	2020	Singapore Government Energy Market Authority (w/ 2018 data)
Electricity	U.S.	2020	U.S. EPA eGRID 2020v2 (w/ 2018 data)
Electricity	Canada	2019	Statistics Canada Electric Power Annual Generation Data (w/ 2018 data)
Electricity	EU Countries	2019	Association of Issuing Bodies (AIB): European Residual Mixes (w/ 2018 data)
Electricity	ROW*	2019	International Energy Agency (IEA): Month Electricity Statistics Data (w/ 2017 data)
Electricity	Singapore	2019	Singapore Government Energy Market Authority (w/ 2018 data)
Electricity	U.S.	2019	U.S. EPA eGRID 2018 (w/ 2016 data)
Electricity	Canada	2018	Statistics Canada Electric Power Annual Generation Data (w/ 2017 data)
Electricity	EU Countries	2018	Association of Issuing Bodies (AIB): European Residual Mixes (w/ 2017 data)
Electricity	ROW*	2018	International Energy Agency (IEA): Month Electricity Statistics Data (w/ 2016 data)
Electricity	Singapore	2018	Singapore Government Energy Market Authority (w/ 2017 data)
Electricity	U.S.	2018	U.S. EPA eGRID 2018 (w/ 2016 data)

*ROW: Countries besides the U.S., Canada, Singapore, and the EU.

APPENDIX C: ENVIRONMENTAL DATA

WASTE DATA

Non-hazardous Waste by Disposal Method (Metric Tons)



	2018	2019	2020	2021	2022	2023	2024
Waste-to-Landfill	387,784	350,494	337,221	408,121	404,432	351,711	308,870
Recycled Externally (off-site)	256,130	276,795	259,058	291,202	277,897	277,182	278,513
Recycled Internally (on-site)	303,633	261,166	236,502	259,328	281,617	260,932	235,291
Recycled Internally with External Processing	18,182	42,204	54,224	53,466	46,356	49,010	44,899
Incinerated with Energy Recovery	18,417	18,162	21,826	25,973	20,425	22,379	21,417
Recultivation	7,841	13,836	27,163	14,821	7,122	8,081	16,860
Treated and Recycled	1,600	2,118	1,354	495	352	235	275
Incinerated without Energy Recovery	725	186	506	881	897	991	171
Controlled Confinement*	549	200	137	186	139	155	166
Cross-Plant Recycle	1,116	1,089	93	-	-	445	281
Composting	72	73	24	19	25	59	107
Return to Supplier	14	2	2	2	3	4	-
TOTAL	996,062	966,325	938,108	1,054,493	1,039,265	971,183	906,851

*Owens Corning considers Controlled Confinement as Waste-to-Landfill for reporting purposes.

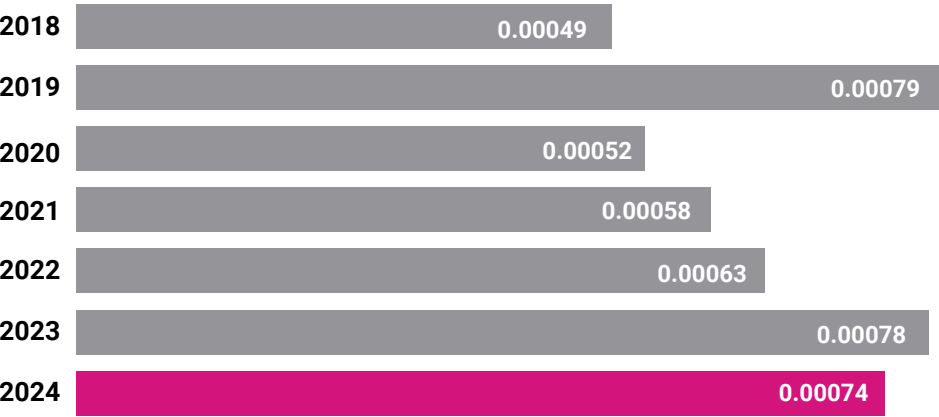
Please note that the numbers have been rounded. Some totals have been affected as a result.



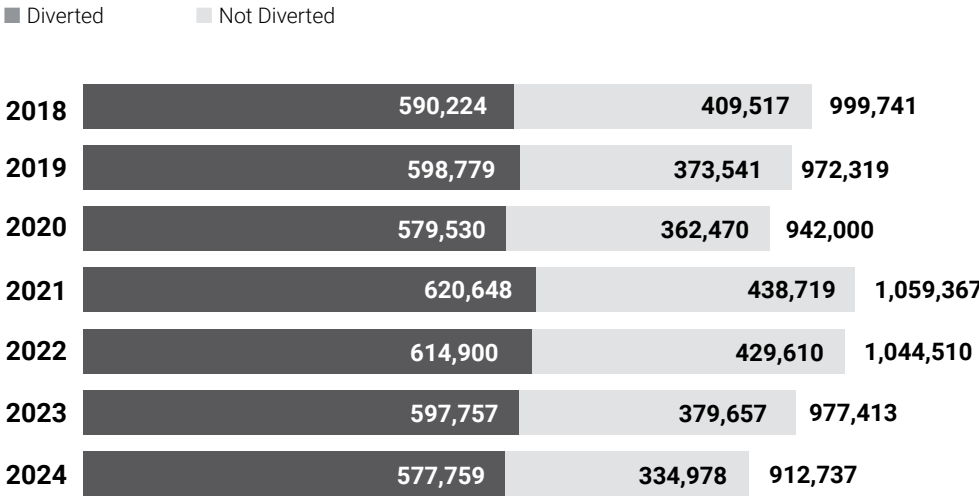
Non-hazardous Waste by Business (Metric Tons)

	2018	2019	2020	2021	2022	2023	2024
Roofing	89,097	88,906	92,823	91,783	89,107	96,038	102,375
Insulation	580,316	550,365	538,023	600,587	568,838	533,267	499,285
Doors	129,377	145,022	144,049	162,842	163,663	156,747	126,020
Composites	196,041	179,826	162,182	198,283	216,790	184,232	177,964
Corporate	1,231	2,206	1,031	998	867	900	1,207
TOTAL	996,062	966,325	938,108	1,054,493	1,039,265	971,183	906,851

Hazardous Waste Intensity (Normalized by Metric Tons of Product Produced)*



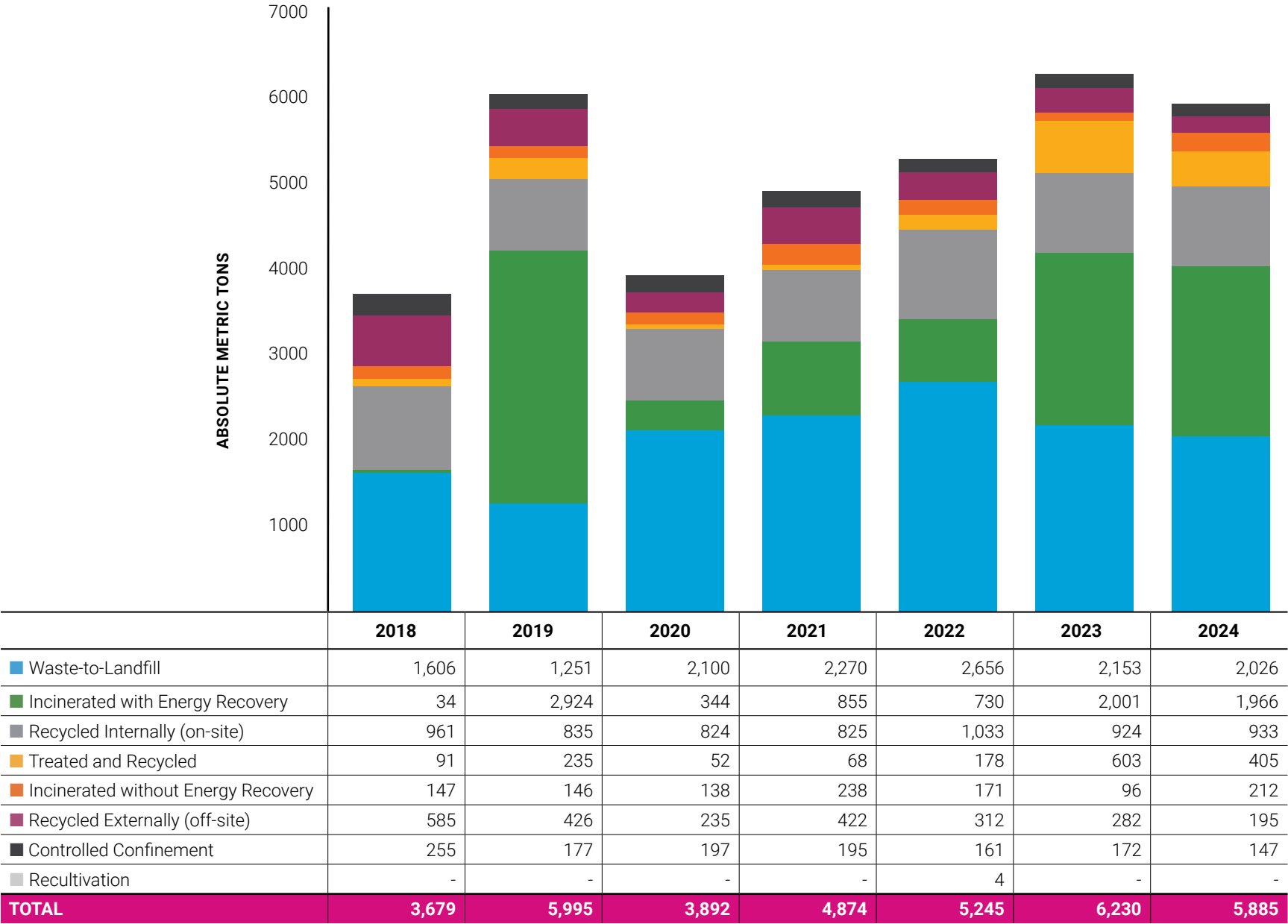
Diverted vs. Not Diverted Waste (Metric Tons)



In 2024, 61% of our total waste generated was recycled. This includes the categories Recycled Internally (on-site), Recycled Externally (off-site), Recycled Internally with External Processing, Treated and Recycled, and Cross-Plant Recycle for both hazardous and non-hazardous waste.

*This data does not include our Doors data.
Please note that the numbers have been rounded. Some totals have been affected as a result.

Hazardous Waste by Disposal Method (Metric Tons)



Please note that the numbers have been rounded. Some totals have been affected as a result.

In 2024, we generated 5,885 metric tons of hazardous waste, which is only 0.64% of the total waste generated. A total of 2,173 metric tons of hazardous waste was sent to landfill, which includes waste disposed of through controlled confinement.

Hazardous Waste by Business (Metric Tons)

	2018	2019	2020	2021	2022	2023	2024
Roofing	21	29	55	66	82	58	87
Insulation	2,467	5,002	3,034	3,648	3,692	5,166	4,762
Doors	40	45	34	47	52	49	69
Composites	1,128	899	742	1,095	1,412	943	947
Corporate	24	20	27	18	6	14	20
TOTAL	3,679	5,995	3,892	4,874	5,245	6,230	5,885

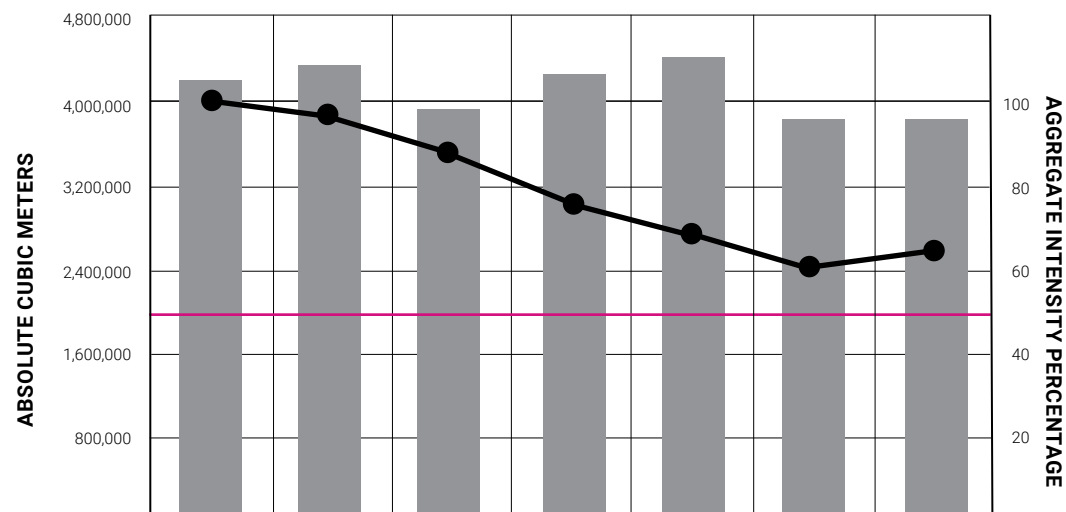
Please note that the numbers have been rounded. Some totals have been affected as a result.

APPENDIX C: ENVIRONMENTAL DATA

WATER DATA

Water Withdrawal Intensity High Water-Stress Sites

■ Absolute Cubic Meters ● Aggregate Intensity Percentage — 2030 Goal



	2018	2019	2020	2021	2022	2023	2024
Absolute Cubic Meters	4,207,332	4,349,858	3,930,901	4,265,255	4,431,410	3,834,756	3,830,284
Aggregate Intensity Percentage	100	98	88	78	71	61	64
Aggregate Intensity (Cubic Meters Normalized by Revenue, in Millions)	1,723	1,695	1,520	1,346	1,215	1,058	1,108

Water Withdrawal Intensity All Remaining Sites

	2018	2019	2020	2021	2022	2023	2024
Absolute Cubic Meters	7,929,790	7,729,699	7,164,900	8,368,399	8,326,688	7,489,730	7,105,279
Aggregate Intensity Percentage	100	99	92	89	79	72	69
Aggregate Intensity (Cubic Meters Normalized by Revenue, in Millions)	1,215	1,203	1,114	1,087	958	875	844

Water Consumption (Cubic Meters)

	2018	2019	2020	2021	2022	2023	2024
Withdrawal	12,137,122	12,079,558	11,095,801	12,633,654	12,758,098	11,324,486	10,935,563
Discharge	6,828,014	6,888,797	6,270,790	6,479,163	6,497,351	5,496,834	5,421,183
CONSUMPTION	5,309,108	5,190,761	4,825,012	6,154,491	6,260,746	5,827,652	5,521,401

Water Withdrawal by Source (Cubic Meters)

	2018	2019	2020	2021	2022	2023	2024
Municipal Water	7,983,032	8,247,562	7,457,063	8,579,353	8,426,767	7,702,260	7,374,788
Well Water	3,532,062	3,176,821	2,912,620	3,373,382	3,646,234	3,029,643	2,927,371
Surface Water	367,753	397,720	413,751	363,039	369,818	323,603	348,980
Third-Party Supplier Water	182,998	181,658	243,680	235,427	240,659	189,132	205,966
Stormwater	71,277	75,798	68,687	82,453	74,619	79,848	78,459
TOTAL	12,137,122	12,079,558	11,095,801	12,633,654	12,758,098	11,324,486	10,935,563

Water Withdrawal by Business (Cubic Meters)

	2018	2019	2020	2021	2022	2023	2024
Roofing	1,151,652	1,194,684	1,092,670	1,230,395	1,097,978	1,136,424	1,033,432
Insulation	4,056,075	3,621,385	3,399,838	4,001,117	4,017,990	3,660,137	3,516,886
Doors	1,480,781	1,556,757	1,640,247	1,986,122	1,957,138	1,694,845	1,560,236
Composites	5,330,029	5,593,770	4,853,999	5,314,868	5,577,089	4,738,415	4,740,653
Corporate	118,586	112,961	109,047	101,153	107,902	94,666	84,356
TOTAL	12,137,122	12,079,558	11,095,801	12,633,654	12,758,098	11,324,486	10,935,563

Water Discharge by Destination (Cubic Meters)

	2018	2019	2020	2021	2022	2023	2024
POTW	4,748,001	4,928,561	4,485,938	4,894,723	5,000,567	4,331,968	4,184,129
Surface Water	2,036,778	1,932,961	1,759,489	1,564,940	1,481,530	1,148,983	1,219,764
Discharge (Other)	38,476	21,719	21,455	16,860	14,190	14,769	17,290
Off-Site Shipment	4,759	5,556	3,908	2,640	1,065	1,114	–
TOTAL	6,828,014	6,888,797	6,270,790	6,479,163	6,497,351	5,496,834	5,421,183

Please note that the numbers have been rounded. Some totals have been affected as a result.

2024 Water Consumption Areas with Water Stress (Cubic Meters)

	ALL SITES	HIGH WATER STRESS SITES
Withdrawal	10,935,563	3,811,520
Discharge	5,421,183	2,279,333
CONSUMPTION	5,514,380	1,532,187

2024 Water Withdrawal by Source with Freshwater Breakdown (Cubic Meters)

	ALL SITES	HIGH WATER-STRESS SITES
WITHDRAWAL BY SOURCE	WITHDRAWAL	WITHDRAWAL
Municipal Water	7,374,788	2,837,346
Freshwater	7,374,788	2,837,346
Other Water	–	–
Well Water	2,927,371	751,776
Freshwater	2,927,371	751,776
Other Water	–	–
Surface Water	348,980	16,432
Freshwater	348,980	16,432
Other Water	–	–
Third-Party Supplier Water	205,966	205,966
Freshwater	205,966	205,966
Other Water	–	–
Stormwater	78,459	–
Freshwater	78,459	–
Other Water	–	–
TOTAL	10,935,563	3,811,520
Freshwater	10,935,563	3,811,520
Other Water	0	0

2024 Water Discharge by Destination with Freshwater Breakdown (Cubic Meters)

	ALL SITES	HIGH WATER-STRESS SITES
DISCHARGE BY DESTINATION	DISCHARGE	DISCHARGE
POTW	4,184,129	1,822,291
Freshwater	4,184,129	1,822,291
Other Water	–	–
Surface Water	1,219,764	457,041
Freshwater	1,219,764	457,041
Other Water	–	–
Discharge (Other)	17,290	–
Freshwater	17,290	–
Other Water	–	–
Off-Site Shipment	–	–
Freshwater	–	–
Other Water	–	–
TOTAL	5,421,183	2,279,333
Freshwater	5,421,183	2,279,333
Other Water	–	–

Please note that the numbers have been rounded. Some totals have been affected as a result.

Water Discharge by Location (Cubic Meters)

	2018	2019	2020	2021	2022	2023	2024
North America	3,655,284	3,661,950	3,374,270	3,646,669	3,782,322	3,214,481	3,142,870
Outside North America	3,172,730	3,226,848	2,896,520	2,832,494	2,715,030	2,282,353	2,278,313
TOTAL	6,828,014	6,888,797	6,270,790	6,479,163	6,497,351	5,496,834	5,421,183

2024 WRI Extremely High/High Baseline Water Stress Withdrawal in Accordance with GRI and CDP

WITHDRAWAL BY SOURCE	WITHDRAWAL (IN CUBIC METERS)
Municipal Water	2,619,399
Well Water	941,007
Surface Water	16,432
Third-Party Supplier Water	76,097
Stormwater	–
TOTAL	3,652,934

2024 WRI Extremely High/High Baseline Water Stress Discharge in Accordance with GRI and CDP

DISCHARGE BY DESTINATION	DISCHARGE (IN CUBIC METERS)
Municipal Water	1,300,433
Well Water	548,961
Surface Water	–
Third-Party Supplier Water	1,780
Stormwater	1,851,174
TOTAL	3,637,181

Average Discharge Quality by Effluent Type

WATER QUALITY	2024
Effluent – BOD	48.74
Effluent – COD	218.90
Effluent – TSS	137.06

In average milligrams of effluent per liter of water.

Estimated Water Savings by Business (2018–2024)*

	CUBIC METERS	USD
Roofing	1,017,035	786,621
Insulation	1,447,506	1,119,566
Composites	389,444	301,213
TOTAL	2,853,984	2,207,400

*This data does not include our Doors business.

APPENDIX D GENERAL DISCLOSURES

GENERAL DISCLOSURES | EMPLOYEE BENEFITS

Appendix D

Owens Corning offers a wide range of competitive benefits, allowing our employees to choose what best fits their individual needs. Benefits are made available to regular, full-time employees and some part-time employees working at least 24 hours per week. These benefits vary by country, business unit, and work location, and not all benefits are available at all locations.

Health and Wellness Benefits

- Medical insurance
 - Employee healthcare
 - Family healthcare, including domestic partners
 - Dental
 - Vision
- Short-term and long-term disability
- Employee Assistance Program
- Fertility, surrogacy, and adoption benefits
- Wellness and fitness programs
- On-site fitness facilities (at some locations)
- Wellness credits and access to health improvement programs
- Preventive healthcare programs
- Retirement healthcare benefits (for employees hired before 1/1/2006)

Financial and Retirement Benefits

- Bonus/incentive pay
- 401(k) financial education
- 401(k) match
- Health savings account
- Matching gift programs
- Life insurance
- Business travel accident protection
- Employee stock purchase programs
- Retirement savings plans

Employment Opportunity and Security Benefits

- Recall rights for laid-off employees
- Job security initiatives for redeployment, including retraining, relocation, work-sharing, and outplacement services
- Matching gift programs
- Education benefits for employees and their families
- Mentoring programs
- Employee recognition programs
- Workforce training, skills, and leadership development programs
- Tuition reimbursement (other than career training)

Work/Life Support Programs

- Maternity and/or paternity leave
- Flexible work schemes and work sharing
- Paid and unpaid leaves of absence
- Bereavement leaves
- Paid vacation and holidays
- Short-term disability
- Long-term disability
- Survivor benefits

Trend of Employee Well-Being

	2018	2019	2020	2021	2022	2023	2024
Employee Engagement	88%	74%	74%	89%	89%	70%	78%
% of Employees Responding	62%	84%	85%	73%	73%	70%	71%

This table includes the results of both our primary and staff employee engagement surveys.

Customer Satisfaction

We collected feedback from nearly 800 respondents, representing three of our integrated businesses (Roofing, Insulation, and Composites), their distinct customer types, contractors, and locations. The survey allows us to measure overall satisfaction and the Net Promoter Score (NPS), as well as go into more detail across customer touch points to help drive specific improvements. In 2023, the most recent year we issued a survey, the NPS score was 59 for the company, based on an index ranging from -100 to 100.

2024 Financial Assistance

Owens Corning receives financial assistance in the form of various tax credits, which are reflected in the table below. All figures are in U.S. dollars.

COUNTRY	TAX RELIEF AND TAX CREDITS	SUBSIDIES	GRANTS	AWARDS	ROYALTY HOLIDAYS	ECA ASSISTANCE	FINANCIAL INCENTIVES	OTHER GOVERNMENT BENEFITS
France	\$2,255,799	\$1,509,871	\$352,540	\$-	\$-	\$-	\$-	\$64,709
Italy	\$724,438	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Belgium	\$-	\$79,123	\$-	\$-	\$-	\$-	\$-	\$-
Czech Republic	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Finland	\$523,110	\$57,669	\$-	\$-	\$-	\$-	\$-	\$-
Germany	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Lithuania	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$43,277
Netherlands	\$-	\$292,942	\$-	\$-	\$-	\$-	\$-	\$-
Poland	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Sweden	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
United States	\$17,374,580	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Canada	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
China	\$4,740	\$61,925	\$1,672,339	\$-	\$-	\$-	\$53,559	\$-
Japan	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
South Korea	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$49,968
India	\$-	\$-	\$-	\$-	\$-	\$-	\$1,299,303	\$-
Singapore	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
TOTAL	\$20,882,667	\$2,001,530	\$2,024,880	\$-	\$-	\$-	\$1,352,862	\$157,954

1. Grants include: green production, industrial investment, and other relevant types of grants.
2. Subsidies include: business/industrial development, educational, employment, energy, and other business-relevant subsidies.
3. Tax relief and tax credits include: federal R&D tax credits, foreign tax credits, and other federal and state credits. The majority of this category is reported under ASC 740.

Tax

Owens Corning’s tax strategy is guided by the following principles:

- 1. Ensure that all tax filings and payments are made accurately and in a timely manner.
- 2. Build and maintain transparent and collaborative relationships with tax authorities.
- 3. Evaluate and mitigate risk through rigorous review processes and controls, including by external auditors.
- 4. Implement only those tax initiatives that are consistent with the company’s business objectives and risk profile.

The company has a global team of tax professionals in many of its operating jurisdictions. Each location manages their respective tax affairs in accordance with Owens Corning’s Code of Conduct, global tax strategy, policies, and procedures. The Chief Financial Officer has the ultimate responsibility for Owens Corning’s tax strategy. The Vice President of Tax oversees the day-to-day operations of the tax function, including the execution of the company’s tax objectives and policies. Tax matters are reported to the Board’s Audit and Finance Committees on a regular basis.

Information about Owens Corning’s taxes is provided in Note 21 of the company’s Form 10-K filed with the SEC. The information is bifurcated into U.S. and Foreign because the U.S. provides the majority of the company’s earnings before interest and taxes (EBIT). The management discussion and analysis (MD&A) section of Form 10-K provides an explanation of why the company’s global effective tax rate differs from the U.S. statutory rate. An additional table is provided in Note 21 Income Taxes to further explain the material differences between the effective tax rate and the statutory tax rate.

Risk management is a critical part of Owens Corning’s tax function. The tax function has rigorous processes and controls in place to identify, assess, and measure known, new, and emerging risks. The company’s public disclosures related to tax are reviewed by an external audit firm as part of the company’s quarterly and annual audit process. The risk of tax law changes is regularly monitored and analyzed using research software, trade and news publications, and active participation in tax associations. The company tracks proposed tax law changes globally to determine which changes could potentially have an impact on the company’s tax position, including the utilization of its tax attributes. Appropriate measures are then taken to mitigate the negative impact of such changes.

In addition, the tax function works very closely with the company’s Corporate Financial Planning & Analysis (FP&A) and Business Finance and Operational teams to understand both the short-term and the long-term trends of our global operations. Tax planning and operational initiatives are identified, analyzed, and implemented to support and complement these business objectives.

Lastly, Owens Corning seeks to develop and maintain open and constructive relationships with all stakeholders. The tax function collaborates with the company’s Government Affairs group, as well as other tax and trade organizations, to advocate public policy and legislative matters as they relate to tax. The company also strives to resolve disputes through mutual transparency and collaboration, always behaving in the utmost professional and ethical manner with tax authorities.

Our Partnerships and Collaborations with Organizations/Governing Bodies

	MEMBER ONLY	POSITION IN GOVERNANCE BODIES	PARTICIPATES IN PROJECTS/COMMITTEES	PROVIDES SUBSTANTIVE FUNDS BEYOND ROUTINE MEMBERSHIP	VIEWS RELATIONSHIP AS STRATEGIC
COMMUNITIES					
Association of Corporate Citizenship Professionals				✓	✓
Charities Aid Foundation				✓	✓
ConnecToledo		✓	✓	✓	✓
Dana Open (LPGA charitable tournament)		✓	✓	✓	✓
Gary Sinise Foundation			✓	✓	✓
Habitat for Humanity – Local and International			✓	✓	✓
Jill of All Trades				✓	
Local Initiatives Support Corporation Toledo		✓	✓	✓	✓
Metroparks Toledo Foundation		✓	✓	✓	✓
Myriad USA				✓	✓
National Center for Construction Education and Research				✓	✓
Purple Heart Homes		✓		✓	✓
Toledo Public School Foundation		✓		✓	✓
Toledo Museum of Art		✓	✓	✓	
Toledo Zoo		✓	✓	✓	
United Way Greater Toledo			✓	✓	✓
United Way Worldwide			✓	✓	✓
EDUCATION					
Bowling Green State University				✓	✓
Brigham Young University				✓	✓
Lehigh University		✓	✓	✓	✓
Ohio State University			✓		✓
Penn State University			✓	✓	✓
University of Florida			✓	✓	✓
University of Massachusetts, Amherst		✓			
University of Michigan			✓		✓
University of Toledo – Toledo Excel	✓	✓	✓	✓	✓
Western Michigan University – Bronco Challenge			✓		

	MEMBER ONLY	POSITION IN GOVERNANCE BODIES	PARTICIPATES IN PROJECTS/COMMITTEES	PROVIDES SUBSTANTIVE FUNDS BEYOND ROUTINE MEMBERSHIP	VIEWS RELATIONSHIP AS STRATEGIC
GOVERNMENT					
DOE's Better Plants Program	✓				✓
EPA's Energy Star®	✓				✓
EPA's Green Power Partnership	✓				✓
Florida Building Commission	✓				✓
National Institute for Standards and Technology		✓	✓		✓
Transportation Research Board	✓				
INDUSTRY ASSOCIATIONS					
Air Barrier Association of America (ABAA)	✓				✓
Air Duct Council (ADC)					✓
American Composites Manufacturing Association (ACMA)	✓	✓	✓		
American Concrete Institute (ACI)	✓		✓		✓
American Forest and Paper Association	✓		✓		
American Institute of Architects (AIA)	✓		✓		✓
American Society of Testing and Materials (ASTM)	✓		✓		✓
American Wood Council	✓		✓		
Architectural and Specialist Door Manufacturers Association	✓		✓		✓
Asphalt Institute		✓	✓		✓
Asphalt Institute Foundation	✓	✓	✓		✓
Asphalt Interlayer Association (AIA)	✓				
Association for Materials Protection and Performance	✓				
Association of National Advertisers	✓		✓		✓
British Standards Committees	✓		✓		✓
British Woodworking Federation		✓	✓		✓
British Woodworking Federation Fire Door Alliance		✓	✓	✓	✓
Center for the Integration of Composites into Infrastructure (CICI)		✓	✓		✓
Chilean Chamber of Construction in Chillan	✓		✓		✓
Chilean Chamber of Construction in Concepción	✓		✓		✓

	MEMBER ONLY	POSITION IN GOVERNANCE BODIES	PARTICIPATES IN PROJECTS/COMMITTEES	PROVIDES SUBSTANTIVE FUNDS BEYOND ROUTINE MEMBERSHIP	VIEWS RELATIONSHIP AS STRATEGIC
INDUSTRY ASSOCIATIONS					
Chilean Chamber of Construction in Los Angeles	✓		✓		✓
Chilean Chamber of Production and Commerce in Concepción	✓				✓
Chilean Wood Corporation (CORMA)	✓		✓		✓
Coalition of Millwork Producers	✓				✓
Composite Panel Association		✓	✓		✓
Construction & Demolition Recycling Association			✓		
Construction Products Association Industry Principle Council	✓		✓		✓
Construction Products Association Technical Expert Panel	✓		✓		✓
Construction Specifiers Institute (CSI)	✓	✓	✓	✓	✓
Door and Hardware Federation	✓		✓		✓
Door Safety and Security Foundation		✓	✓	✓	✓
Eastern States Insulation Contractors Association (ESICA)		✓	✓		✓
Extruded Polystyrene Foam Association (XPSA)		✓	✓	✓	✓
Federation of Interior Specialists (FIS)	✓		✓		✓
Fenestration & Glazing Industry Alliance (FGIA)	✓				✓
Fenestration Manufacturers Association	✓		✓		✓
Fire Protection Research Foundation	✓		✓		✓
Firesafe North America	✓	✓	✓		✓
Firestop Contractors International Association (FCIA)	✓		✓	✓	✓
Guild of Architectural Ironmongery	✓		✓	✓	✓
Harvard Joint Center for Housing, Policy Advisory Board		✓			
Heating, Air-Conditioning & Refrigeration Distributors International (HARDI)	✓				✓
Innovation Research Interchange (IRI)	✓		✓		✓
Institute for Advanced Composites Manufacturing Innovation (IACMI)	✓				
Insulation Contractors of America Association (ICAA)			✓	✓	✓
International Code Council (ICC)	✓		✓		✓
International Firestop Council (IFC)	✓	✓	✓		✓
International Institute for FRP's in Construction (IIFC)	✓	✓	✓		

	MEMBER ONLY	POSITION IN GOVERNANCE BODIES	PARTICIPATES IN PROJECTS/COMMITTEES	PROVIDES SUBSTANTIVE FUNDS BEYOND ROUTINE MEMBERSHIP	VIEWS RELATIONSHIP AS STRATEGIC
INDUSTRY ASSOCIATIONS					
International Institute of Ammonia Refrigeration (IIAR)	✓				
International Institute of Building Enclosure Consultants (IIBEC)	✓	✓	✓		
Manufacturers Alliance for Productivity and Innovation	✓		✓		✓
National Association of Manufacturers (NAM)	✓	✓	✓	✓	✓
National Council for Air and Stream Improvement, Inc. (NCASI) – U.S. & Canada Memberships	✓		✓		
National Fenestration Rating Council	✓		✓		✓
National Fire Protection Association (NFPA)	✓		✓		✓
National Insulation Association (NIA)	✓		✓		✓
National Women in Roofing			✓		
North American Modern Building Alliance (NAMBA)		✓			
Polyisocyanurate Insulation Manufacturers Association (PIMA)	✓		✓		✓
Region IV Voluntary Protection Program Participants Association (VPPPA)		✓	✓		✓
Regional Institute of Business Management		✓	✓		✓
Southwest Energy Efficiency Project (SWEET)	✓		✓		✓
Spray Polyurethane Foam Alliance	✓				
Underwriters Laboratories	✓		✓		✓
U.S. Green Building Council (USGBC) – Platinum Member	✓				✓
Western Insulation Contractors Association	✓				
Window & Door Manufacturers Association		✓	✓		✓
World Millwork Alliance	✓				
NON-GOVERNMENT ORGANIZATIONS					
American Association of State Highway Transportation Officials	✓		✓		✓
American Center for Life Cycle Assessment		✓	✓	✓	✓
American Chemistry Council – Spray Foam Coalition	✓	✓	✓		
American Council for an Energy-Efficient Economy	✓				✓
American Ceramic Society		✓	✓		✓

	MEMBER ONLY	POSITION IN GOVERNANCE BODIES	PARTICIPATES IN PROJECTS/COMMITTEES	PROVIDES SUBSTANTIVE FUNDS BEYOND ROUTINE MEMBERSHIP	VIEWS RELATIONSHIP AS STRATEGIC
NON-GOVERNMENT ORGANIZATIONS					
Asphalt Roofing Manufacturer Association (ARMA)	✓	✓	✓		✓
ASTM International	✓	✓	✓		✓
American Society of Civil Engineers (ASCE)	✓				
American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE)		✓	✓		✓
American Society of Safety Professionals (ASSP)	✓		✓		
Building Performance Institute (BPI)	✓	✓	✓		✓
Business Roundtable (BRT) – National	✓	✓	✓		✓
Ohio Business Roundtable	✓	✓	✓		
Carbon Leadership Forum	✓		✓	✓	✓
Energy Efficiency Business Coalition	✓	✓	✓		✓
Fire Safe North America	✓			✓	✓
Glass Manufacturing Industry Council		✓	✓		✓
Glasstrend		✓	✓	✓	✓
Glass Recycling Coalition	✓		✓		✓
Health Product Declaration Collaborative (HPDC)	✓	✓	✓		✓
Insurance Institute for Business & Home Safety	✓				✓
International Firestop Council (IFC)	✓	✓	✓	✓	✓
International Living Future Institute (ILFI)	✓		✓		✓
Institute of Packaging Professionals		✓	✓		✓
Midwest Energy Efficiency Alliance	✓				✓
International Association for the Engineering Modelling, Analysis and Simulation Community		✓	✓		✓
North America Insulation Manufacturer Association (NAIMA)	✓	✓	✓	✓	✓
National Association of State Energy Officials (NASEO)	✓				✓
National Fire Protection Agency (NFPA)			✓		✓
National Safety Council (NSC) (Campbell Institute is included)	✓		✓		
Northeast Energy Efficiency Partnerships	✓				✓
Rainscreen Association in North America	✓		✓		✓
Residential Energy Services Network (RESNET)		✓			✓
Science Based Target Network	✓		✓		✓
Underwriters Laboratory (UL)			✓		✓
Western Research Institute	✓		✓		
Wildlife Habitat Council				✓	✓
World 50	✓				

	MEMBER ONLY	POSITION IN GOVERNANCE BODIES	PARTICIPATES IN PROJECTS/COMMITTEES	PROVIDES SUBSTANTIVE FUNDS BEYOND ROUTINE MEMBERSHIP	VIEWS RELATIONSHIP AS STRATEGIC
INTERNATIONAL ASSOCIATIONS					
BRAZIL/LATIN AMERICA					
Bradesco Pension Fund Administration	✓	✓			✓
Committee on the Hydrographic Basins of Piraciababa, Capivari and Jundiá Rivers	✓				✓
Composites Materials Latin American Association	✓	✓			✓
Glass Industry Federal Union	✓				✓
Human Resources Association	✓		✓		
National Glass Industry Association	✓		✓		✓
State of São Paulo Industry Association	✓				✓
Abifibra – Brazilian Association of Fiber Industry	✓				
CANADA					
Canadian Association of Consulting Energy Advisors	✓		✓		✓
Canadian Green Building Council	✓		✓		✓
Canadian Home Builders Association	✓	✓	✓		✓
Canadian Roofing Contractors Association	✓		✓		✓
Chemistry Industry Association of Canada	✓	✓	✓		✓
EnerQuality	✓	✓	✓		✓
North American Insulation Manufacturers Association	✓	✓	✓	✓	✓
Royal Architecture Institute of Canada	✓		✓		✓
CHINA					
China Metal Building Association – Metal Roof and Wall System Branch			✓		
China Building Waterproof Association, Single Ply Roofing Branch (SPR)		✓			
China Insulation and Anti-Corrosion Material for Powerplant Association	✓				
China Thermal Insulation Material Code Committee			✓		
China Plastic Industry Association – XPS Branch	✓				
China Plastic Industry Code Committee TC48 – XPS Branch			✓		
China Thermal Insulation Material Academy		✓			
China Thermal Insulation Material Association		✓			
China Building Energy Efficiency Association		✓			
China Cold Storage and Supply Chain Association	✓				

	MEMBER ONLY	POSITION IN GOVERNANCE BODIES	PARTICIPATES IN PROJECTS/COMMITTEES	PROVIDES SUBSTANTIVE FUNDS BEYOND ROUTINE MEMBERSHIP	VIEWS RELATIONSHIP AS STRATEGIC
CHINA					
Shanghai Building Material Industry Association	✓				
Jiangsu Building Energy Efficiency Association	✓				
Tianjin Building Material Industry Association	✓				
EUROPE					
EIEL – ESTONIAN ASSOCIATION OF INSULATION ENTERPRISES (Estonian Association of Insulation Enterprises)	✓				
SUOMEN JULKISIVU–URAKOITSIJAT RY (Finnish Facade Contractors Association)	✓				
Latvian Builders Association	✓				
MDT Malardalens Tidningsaktiebolag (MDT Malardalens Newspaper Company)	✓				
Norsk VVS Energi (Norwegian HVAC Energy)	✓				
RIL ly (RIL Association)	✓				
Support Group Membership (Roofs)	✓				
JULKISIVUYHDISTYS R.Y. (Facade Association)	✓				
American Chamber of Commerce in Europe	✓				
Architectural and Specialist Door Manufacturers Association	✓				
ASBL BELGIAN CONSTRUCTION CERTIFICATION ASSOCIATION VZW	✓				
Association Française de Génie Civil	✓				
Association française de normalisation	✓				
Association of Specialist Fire Protection	✓				
Associazione delle Imprese di Impermeabilizzazione Italiane	✓				
Associazione Italiana Sottofondi, Massetti e Pavimentazioni e Rivestimenti Continui (Italian Association for Subfloors, Screeds, Continuous Flooring, and Coatings)	✓				
Associazione Nazionale per l'Isolamento Termico e acustico	✓				
Assocompositi	✓				
Assolombarda	✓				
Assovetro (Italy)	✓				

	MEMBER ONLY	POSITION IN GOVERNANCE BODIES	PARTICIPATES IN PROJECTS/COMMITTEES	PROVIDES SUBSTANTIVE FUNDS BEYOND ROUTINE MEMBERSHIP	VIEWS RELATIONSHIP AS STRATEGIC
EUROPE					
Belgian National Organization for Standardization (Construction Products)	✓				
Belgian National Organization for Standardization (Fire Safety)	✓				
Betoniteollisuus	✓				
Bisnode Kredit AB	✓				
Business Forum Skövde	✓				
Bygghandlarna i Sverige AB	✓				
Casa Clima	✓				
Central Association of the German Roofing Trade	✓				
Chefsnätverket Close AB	✓				
Composites United	✓				
Confederation of Finnish Construction Industries RT (Finland)	✓				
Construction Products Association	✓				
Danish Mineral Wool Association		✓	✓		✓
Danish Standards			✓		✓
Deutsche Gesellschaft für Nachhaltiges Bauen (Germany)	✓				
DGNB e.V.	✓				
East Office of Finnish Industries	✓				
EIEL – ESTONIAN ASSOCIATION OF INSULATION ENTERPRISES	✓				
Eiif	✓				
EKVÜ – Estonian Society of Heating and Ventilation Engineers	✓				
Eristeollisuus	✓				
Estonia Association Insulation Enterprise + EKVU (HVAC)	✓				
Estonian Society of Heating and Ventilation Engineers	✓				
ETICS Association	✓				
ETISOL	✓				

	MEMBER ONLY	POSITION IN GOVERNANCE BODIES	PARTICIPATES IN PROJECTS/COMMITTEES	PROVIDES SUBSTANTIVE FUNDS BEYOND ROUTINE MEMBERSHIP	VIEWS RELATIONSHIP AS STRATEGIC
EUROPE					
EURIMA	✓				
European Alliance to Save Energy	✓	✓	✓	✓	
European Association for External Thermal Insulation Composite Systems	✓				
European Industrial Insulation Foundation		✓	✓		
European Insulation Manufacturers Association	✓	✓	✓	✓	
Fachverband Mineralwolleindustrie e.V.	✓				
Fachvereinigung Faserbeton e.V.	✓				
Federation du Institute du Beton	✓		✓		
Fedustria	✓				
Finishes and Interiors Sector	✓				
Finland – Confederation of Finnish Construction Industries RT		✓	✓		✓
Finland – RTT Association of Insulation Producers	✓	✓	✓		
Finnish Fire Protection Association	✓				
Fire Safe Europe	✓	✓	✓	✓	
FMI Fachverband Mineralwolleindustrie e.V	✓				
Forderkreis Membership (Roofs)	✓				
France – Association Française de Normalisation	✓		✓		✓
French Insulation Association	✓				
Germany – DGNB (Deutsche Gesellschaft für Nachhaltiges Bauen)	✓				✓
Germany – Fachvereinigung Faserbeton e.V.	✓		✓		
Germany – VDPM (Verband für Dämmsysteme, Putz und Mörtel)	✓				✓
Germany – GGM Gütegemeinschaft Mineralwolle e.V.	✓				
GGM Guetergemeinschaft Mineralwolle	✓				
GS1 Denmark	✓				
Gütegemeinschaft Mineralwolle e.V.	✓				

	MEMBER ONLY	POSITION IN GOVERNANCE BODIES	PARTICIPATES IN PROJECTS/COMMITTEES	PROVIDES SUBSTANTIVE FUNDS BEYOND ROUTINE MEMBERSHIP	VIEWS RELATIONSHIP AS STRATEGIC
EUROPE					
IKEM Innovations och kemiindustrier i Sverige	✓				
International Federation for Structural Concrete	✓		✓		
International Glassfibre Reinforced Concrete Association		✓	✓		✓
International Union of Laboratories and Experts in Construction Materials, Systems and Structures	✓				
Isoleringsfirmornas förening	✓				
Italy – Associazione Italiana Sottofondi, Massetti e Pavimentazioni e Rivestimenti Continui	✓				
JULKISIVUYHDISTYS R.Y.	✓				
KATTOLIITTO RY	✓				
Latvia – LATIZOL		✓	✓		
LATVIJAS BŪVNIĒKU ASOCIĀCIJA	✓				
LIETUVOS STATYBININKŲ ASOCIACIJA	✓				
Lithuanian Builders Association (Lithuania)	✓	✓	✓		✓
Lithuanian Mineral Wool Association	✓	✓	✓		✓
Lithuanian Technical Insulation Contractors Association	✓	✓	✓		✓
MBR	✓				
MDT Malardalens Tidningsaktiebolag	✓				
MERITEOLLISUUSYHDISTYS/MET	✓				
MINERALINES VATOS GAMINTOJU ASOCIACIJA	✓				
MIWO STOWARZYSZENIE PRODUC.WYR. Z WEŁNY MINER.: SZKL. I SKALNEJ	✓				
Näringslivsforum Skövde	✓				
Norsk Byggtjenste AS	✓				
Norsk VVS Energi	✓				
Plumbing Association of Finland	✓				
Polish Mineral Wool Association	✓				
PSK STANDARDISOINTIYHDISTYS RY	✓				

	MEMBER ONLY	POSITION IN GOVERNANCE BODIES	PARTICIPATES IN PROJECTS/COMMITTEES	PROVIDES SUBSTANTIVE FUNDS BEYOND ROUTINE MEMBERSHIP	VIEWS RELATIONSHIP AS STRATEGIC
EUROPE					
PU Europe	✓				
Rakennusteollisuus RY (BI)	✓				
RASI RY	✓				
RIL ry	✓				
Spain–Asociación Nacional de la Industria del Prefabricado de Hormigón	✓		✓		✓
Spanish Association for Standardization			✓		✓
SUOMEN ERISTYSYHDISTYS R.Y.	✓				
SUOMEN JULKISIVU–URAKOITSIJAT RY (SUJU)	✓				
SUOMEN LVI–LIITTO R.Y.	✓				
SUOMEN PALOKATKOYHDISTYS RY	✓				
Svensk byggtjänst AB	✓				
Svenskt Näringsliv	✓				
Sweden – Swedisol, SIS Swedish Standards Institute	✓	✓	✓		✓
Swedish Mineral Wool Association	✓				
Swedisol Service AB	✓				
Syndicat National the l'isolation	✓				
Talotekninen teollisuus ja kauppa ry	✓				
The International Glassfibre Reinforced Concrete Association	✓				
Västsvenska handelskammaren	✓				
Ventil digital kommunikation AB	✓				
Verband für Dämmsysteme, Putz und Mörtel	✓				
VVS FÖRENINGEN I FINLAND RF	✓				
Wind Europe	✓				
ZDBF e. V.	✓				

APPENDIX E & F

TCFD CLIMATE RISKS AND OPPORTUNITIES

As we assess our climate change risks and opportunities, we monitor a range of factors that may impact our operations or our planning. These include the physical risks of climate change and other climate-related variations, as well as transition risks such as changing environmental regulations, new technologies, and changes in the overall marketplace.

We are also committed to managing the market and reputational risks that arise from the impacts of climate change. This commitment informs our goals and our approach to reducing greenhouse gas emissions through both our products and our processes.

Governance

Board Oversight of Climate-Related Risks and Opportunities

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

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

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

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

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

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

In addition, the Audit Committee and the Board as a whole retain some oversight responsibility for environmental, health, and safety (EHS) risks. Directors are expected to provide oversight, guidance, and direction on sustainability issues and opportunities that potentially impact our reputation and long-term economic viability. This includes such sustainability issues as energy reduction, renewable energy, water scarcity, and waste reduction. The Board is responsible for overseeing

risk for Owens Corning; as such, they are also responsible for oversight of climate-related issues and opportunities. From a management perspective, we have a sustainability governance structure to discuss and make decisions on all issues related to economic, environmental, and social aspects.

Managerial Responsibility for Climate Risks and Opportunities

Along with our Board of Directors, our CEO and Chief Sustainability Officer (CSO) have oversight on our progress toward our climate and sustainability goals, and our CEO's compensation is tied to progress toward our sustainability goals (see [page 32](#) for more information). The CSO reports directly to the CEO and is responsible for our compliance and with legal and company requirements related to EHS and sustainability. In addition, Owens Corning employs a sustainability organization made up of approximately 56 employees, reporting to the CSO. The team has a wide range of responsibilities, including:

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

Furthermore, climate-related issues are addressed through our risk management process and included in our risk registers, which are developed by the Business and Legal departments and from the plant level up. Our Risk Committee is responsible for overseeing and monitoring our risk assessment and mitigation actions. Safety and environmental concerns are captured in the enterprise register, which increases the extent to which sustainability issues are embedded in the enterprise-wide risk process.

The Risk Committee reports to executive management, and it is specifically sponsored by both the Chief Financial Officer and General Counsel, who are themselves members of executive management.

Strategy

Identification of Climate-Related Risks

Substantive impacts are assessed and monitored through Owens Corning’s risk management process. Owens Corning looks at all risks, including climate-related risks, through essentially the same process. At the asset level, our business units (BUs) create business-specific risk registers, which are used in their strategic and operational planning processes. In creating these registers, the BUs identify internal and external factors that could pose threats and opportunities to their business. They evaluate the potential impact and likelihood, and then establish management plans to mitigate the risk. Each risk has a Risk Committee sponsor, a risk owner, and a subject matter expert,

while executive management sponsors the overall program. Each risk also has its own risk owner and subject matter expert, who are responsible for ensuring that we have mitigating actions in place for each risk, and that we are making consistent progress toward the acceptable/desired risk level. Risk owners are also responsible for the overall management of the risk and cross-functional and vertical communication through the organization, ensuring visibility of the risk in all elements of strategic planning.

Of the risks that we monitor, Owens Corning has established three levels for value impact, which have a number of different factors that can be used to qualify a risk into one of the three levels. The lowest level are those risks where the company can absorb the financial impact, and the reputational impact is relatively non-existent. The next level is medium impact, with a potential to be known by the public or to damage our reputation. The highest level of impact can be qualified by factors such as a material financial impact, long-term reputational damage, or serious injury, among other factors, with the potential to be catastrophic to the organization. Each risk is assessed to our impact and likelihood scales and is then categorized appropriately. All three levels of risks have been determined important to monitor, but those in the moderate and significant levels are defined as having substantive financial impact.

Risk horizons are defined as follows:

- Short-term (1–3 years)
- Medium-term (3–6 years)
- Long-term (over 6 years)

Owens Corning has recognized numerous risks specifically related to climate change, and we have strategies in place to mitigate them. Those risks are outlined below.

Risk: Increased Severity and Frequency of Extreme Weather Events

Some of Owens Corning’s insulation products are only made at a small number of facilities, where disruption could lead to delayed fulfillment of customer orders. These facilities could be materially damaged by natural disasters such as floods, etc. We have experienced flooding at multiple plants. Owens Corning could incur uninsured losses and liabilities that increase direct costs such as loss of physical assets, as well as disruptions in production capacity that could increase indirect costs such as lost sales, and additional indirect cost incurred through higher insurance premiums to cover a site which is seen as at-risk after a flooding event.

In addition, natural disasters pose a significant threat to the safety of our employees, contractors, and customers. We engage with our third-party loss prevention engineering firm to equip our locations to have minimal losses from natural disasters. As climate change occurs, these risks could become more likely, also causing insuring these risks to be less feasible. For example, at one Owens Corning facility the company experienced a catastrophic flood approximately 12 years ago. The 190,000-square-foot-building, located in New Jersey is flood-prone. As such, continuing to purchase flood insurance for this facility has become challenging. Recently, the insurance capacity available

for purchase was reduced. Other natural disasters could also impact OC locations in a similar manner.

Risk: Enhanced Emissions-Reporting Obligations

Many of Owens Corning’s products are made from heavy manufacturing processes that generate carbon emissions. Owens Corning is subject to or has chosen to voluntarily participate in Emissions Trading Schemes (ETS) around the world, including in Europe, Canada, United States and South Korea. Expansions to these schemes, or similar trading schemes being set up in other nations, could impact Owens Corning by increasing our operating costs in those countries by reducing our carbon allowances. Facilities under EU ETS continue to improve their energy and GHG efficiency. However, allowances are decreasing year on year by a flat rate without consideration of production increase. This explains the emissions being higher than allowances.

With the further reductions in allowances through Phase 4 of the European ETS, our annual allowances were reduced, which requires us to purchase credits. Phase 4 applies to the period 2021 to 2030.

Our course of action in managing these risks involves: interacting with the commission regarding the implementation of the EU Green Deal and Fit-for-55 package; pursuit of R&D initiatives involving a change in material composition or in manufacturing processes to enable emissions reductions; and implementation of energy and GHG reduction projects.

Owens Corning has strategies in place to mitigate these risks. Chief among them is our commitment to the circular economy model, in which we work to avoid the use of virgin raw materials whenever possible, manufacture products to deliver the least negative environmental impact, and ensure that materials used in our products remain in the economy indefinitely.

We had 10 plants in 2024 that were impacted by the EU ETS: Composites plants L'Ardoise, Besana, and Apeldoorn, and Insulation plants Tessenderlo, Klasterec, Hallekis, Hässleholm, Parainen, Vilnius, and Trzemeszno. Both composite glass and insulation production create GHG emissions. In 2024, 15.7% of our Scope 1 emissions fell under emissions-limiting regulations.

Our emission reduction projects are key to managing this risk. In 2024, we implemented 13 projects, generating energy savings of over 15,000 MWh and reducing GHG emissions by over 4,100 MT per year.

Identification of Climate-Related Opportunities

In addition to the risks outlined above, conditions related to climate change can present opportunities for our business. While these opportunities offer some potential for growth, Owens Corning remains committed to our sustainability goals. Opportunities are addressed through our long-range planning process.

Opportunity: Increased Demand for Roofing Materials

Demand for products in our Roofing business is generally driven by both residential repair and remodeling activity and by new residential construction. As the effects of climate change are felt in the increased frequency and severity of storms, Owens Corning as a building materials company may see an increased demand for our products in our Roofing business due to storm-related roof damage.

As a company with the majority of our Roofing business located within the United States, we are therefore affected by the effects of weather in the U.S., which vary by region. Storms are one of the drivers of roofing product sales, along with renovation and new home builds. Because of this, we are in a position to increase sales of roofing products when seasonal storms such as hail and hurricanes affect the U.S., especially the South, which is prone to severe weather. Increases in these weather events would lead to higher sales. All of our architectural laminate shingles are designed to protect against high winds seen in these conditions. In addition, the entire Duration® Series meets Class 3 Impact Resistance standards (UL 2218 and FM 4473), and our TruDefinition® Duration FLEX® and TruDefinition® Duration STORM® shingles possess some of the highest Impact Resistance Ratings possible: UL 2218 and FM 4473 Class 4, and are preferred products in many hail-prone regions. With elevated storm activity, our entire shingle product line could see increased revenues.

Impact of Climate-Related Risks and Opportunities on Our Strategies

Owens Corning has developed a range of strategies to address the continued rise of climate-related risks and opportunities. These strategies have had a major impact of the way we conduct our business.

- **Products and Services.** In response to the identified risk of potential for increased energy efficiency and emissions regulations and standards, Owens Corning has made dramatic improvements to its product lines across the enterprise, such as PINK Next Gen® Fiberglas™, released in 2021, which is certified made with 100% renewable electricity through the use of power purchase agreements, and it has earned UL GREENGUARD® Gold certification for low volatile organic compounds.

In addition, we are always working to develop new products to comply with climate-related regulation and reduce emissions. The validation of new, lower-GWP blowing agent formulation, such as those used in FOAMULAR® NGX®, is one example of a new product with significantly lower global warming potential, and reduced Scope 1 emissions in production. The successful development of this product also addresses a short-term climate transition risk, by helping the company to stay ahead of regulations of this sort elsewhere.

In 2021, Owens Corning launched the Duration® COOL Plus Midnight color, providing a new dark color offering in this energy-saving line. Owens Corning

offers a wide array of shingle choices that meet or exceed an aged Solar Reflective Index (SRI) of 20 — the current aged Solar Reflectance Index minimum required for the Green Building Standards Code of Los Angeles County and Los Angeles City Cool Roofs Ordinance. These innovations help our customers save energy and avoid emissions.

- **Supply Chain.** We believe transportation of materials and engagement with a supplier can be done more efficiently if the supplier is nearby, which enhances sustainability across the supply chain and minimizes the impact of storms and natural disasters. Another example of how we manage climate-related risks in the value chain can be seen through our regional shingle strategy. Hurricane Katrina led to a surge in demand for replacement shingles due to storm damage. As a result, shingles from different plants within the same region needed their coloring to be completely interchangeable, so if shingles from two or more different plants end up on the same roof, they would match color as intended. This resulted in the development of “regional shingles,” which is a shingle produced at different manufacturing facilities, tested and proven to be color-matched to allow mixing between all or some of the producing manufacturing facilities in a specific region.

With state-of-the-art technology and stringent testing requirements, Owens Corning Roofing is able to provide regional shingles that allow

more efficient service during storm surge demand, more flexibility for multiple locations, and easy inventory management. We developed and rolled out the regional shingle approach for our roofing locations in 2005, and maintain this strategy today. As a result, our regional shingle gives us the flexibility to have a competitive advantage in storm reaction time, as shingle demand can be met from multiple sites, should severe weather lead to a surge in demand.

Another way in which climate-related risks and opportunities influence our strategy in the value chain can be seen in the recent development of our 2030 long-term sustainability goals. A Sustainability Materiality Assessment yielded responsible sourcing as a material topic, along with combating climate change; these two areas combine to inform a 2030 goal to reduce Scope 3 emissions from our supply chain 30% by 2030 against a 2018 base year.

■ Research and Development (R&D).

Owens Corning has invested in energy-efficient, performance-driven products such as Cool Roof Collection™ shingles and WindStrand® high performance glass fiber roving. Currently, Owens Corning is investing substantially in R&D to respond to the climate-related risks and opportunities that have been identified through our Enterprise Risk Management. We intend to produce new processes and products in response to these risks and opportunities in the short term through

the long term, as the world transitions to increased climate action.

The risk management process has had a moderate impact on how funds are invested in R&D, as the risk management process often leads to mitigation needs and identified business opportunities. For example, the investment in R&D for WindStrand® was driven in part by climate change-related risk and opportunity evaluations. This innovative material allows wind blade manufacturers to use 30% fewer layers of material in the blade molds, while delivering the same quality and performance as standard fabrics. This in turn represents a 50% savings in labor and production time for the blades. In March 2021, we introduced WindStrand® 4000, as well as Ultrablade® 2 and Ultraspar™ 2, three high-performance materials that help wind blade manufacturers develop longer, stiffer, stronger blades. This in turn helps make wind energy more cost-effective.

Another significant example of climate-related R&D with near-term implications is the development of the newly announced FOAMULAR® NGX®, a foam insulation demonstrating a greater than 80% reduction in global warming potential (GWP), compared to legacy FOAMULAR® insulation products. NGX was developed to comply with expected and actual blowing agent regulation, such as a phaseout in Canada that went into effect in 2021, and in several U.S. states (CA, NY, NJ, MA, WA, VT, MD, and CO) that have enacted similar

regulations to Canada. FOAMULAR® NGX® is available in Canada and all U.S. states affected by the anticipated regulation, managing the transition risk. The investment in developing a product that meets and exceeds the stringent regulations that went into effect in 2021 and 2022 reflects Owens Corning's continued commitment to offering building materials that merge the highest levels of performance and our corporate sustainability goals.

- **Operations.** Identified climate-related risks and opportunities have had a significant impact for Owens Corning. To help meet our 2030 science-based target for a 50% Scope 1 and 2 GHG reduction, which was developed in response to climate risks for our company, we have made major investments in renewable energy. In 2015, Owens Corning signed power purchase agreements for renewable electricity totaling 250 megawatts. In Q4 of 2016, two wind farms came online and are now providing renewable energy into the grid, impacting emissions and renewable energy. Furthermore, in 2021, we entered into two wind VPPAs, one in Finland and one in Sweden, which bring in 43 MW and 48 MW of renewable electricity capacity, respectively.

In early 2024, a VPPA in Spain came fully online, involving three separate VPPAs with a contracted capacity of 81.9 MW, which are collectively expected to produce 223 GWh per year. Owens Corning continues to look for opportunities to expand our renewable

portfolio in the short term, reviewing several on-site and off-site programs as we work towards our goal of 100% renewable electricity by 2030, and a 50% reduction in Scope 1 and 2 emissions in the same timeframe.

In addition to growing our renewable electricity portfolio, in support of our goal of sourcing 100% renewable electricity by 2030, we are also changing our operations strategy in response to climate risks and opportunities through the electrification of assets. A notable example can be seen with construction of a new energy-efficient Electric Arc Furnace (EAF) in Trzemeszno, Poland, in 2019. We expect to reduce our CO₂ emission by 75–80% with this line compared to a traditional coke-fired furnace line. The new EAF is the third stone wool electric furnace for Owens Corning in Europe and the second on the Owens Corning site in Poland. Additionally, in August 2024, the plant in Hällekis, Sweden, broke ground on a project aimed at helping reduce greenhouse gas emissions from the facility. The plant is installing an electric melter to take the place of the coke-fired furnaces being used for manufacturing insulation. The project is expected to reduce the plant's Scope 1 and 2 emissions by 80%. As we plan for the further development of the EU ETS in the long term, we are proactively managing this risk with financial planning and operations changes like the electrification of the Trzemeszno and Hällekis furnaces.

Impact of Climate-Related Risks and Opportunity on Our Financial Planning

- **Revenues.** Owens Corning has incorporated climate risks and opportunities into our financial planning process. Our new product developments are factored into our forecasting, as previous climate-related products, like EcoTouch® PINK® Insulation, were when they were being developed. Currently low carbon products, which were introduced in 2017 and made up 22% of 2024 revenues, have also been included in future revenue projections at a forecasted rate of growth. These risks and opportunities have a moderate impact on revenues in the financial planning process. We also monitor products that avoid emissions in the value chain, such as fiberglass products, ENERGY STAR® rated shingles, and several composites products. These products accounted for 51% of revenues in 2024.
- **Direct Costs.** Owens Corning incorporates the impact of the identified risks into its direct operating costs for financial planning models based on a number of factors including the likelihood, timeframe, and magnitude of the financial impact of the risk or opportunity. For example, in the event of reduced production capacity due to climate-related increases in storm activity and severity, Owens Corning would potentially see increased (direct) operating costs with substantial magnitude of impact in the affected regions. The increase would be due to cleanup costs, as well as alternate transportation costs, increased maintenance, increased sourcing costs due to supply chain strain, and likely increased production costs as the repaired line is brought back up to production. This estimated impact would be included in the financial planning process in various scenarios and analyses. When Hurricane Sandy damaged our Kearny roofing plant, we had a good example to use to adjust our planning estimates for future potential severe weather events and their impact on operating costs. Additionally, expenses associated with water use, treatment, and discharge are standard operating costs of our manufacturing processes. To accurately plan for financial requirements, we need to include water-related costs. Our business and financial objectives are to implement practices and technologies that reduce water use and provide financial performance which, at a minimum, provides a neutral return on the investment. For example, we have implemented chiller plant control systems at several of our sites, allowing more water to be reused, thereby reducing intake volumes and consumption. Our long-term strategy over the next 16–20 years is to use these systems as a model for future installations across the portfolio, ultimately reducing withdrawal amounts and costs.
- **Indirect Costs.** Indirect costs like insurance have been influenced by climate-related risks, such as extreme weather events and their increased likelihood. A recent example is a catastrophic flood that occurred at an Owens Corning facility approximately 10 years ago. In the years since the flood, purchasing flood insurance for this facility has become more difficult, leading to constraints in capacity and increased premiums to achieve coverage. This indirect cost not only became more difficult to purchase, the available protection capacity was altered entirely due to the increased likelihood of climate-related weather events like flooding. This example influences indirect cost financial planning in any Owens Corning site with similar natural disaster risk.
- **Capital Expenditures (CapEx).** CapEx is influenced by climate risks and opportunities. One particular example is a regulatory transition risk regarding our blowing agent blend, which is being phased out in the short term as a component of climate/environmental regulation. We included in the planning process a few years ago the new equipment required to use foam blowing agent with a lower GWP, as the need for blowing agent changes was identified in our risk and opportunities analyses. The first such product with lower GWP blowing agent, FOAMULAR® NGX®, was announced in mid-2020. All of our plants in regions affected by existing or emerging regulations became capable of using the new blowing agent as of early 2022. As a result, we can manage this risk into the future, and are doing so already, as with the 2021 release of FOAMULAR® NGX® for Canada and the U.S. Our response to identified climate related risks and opportunities like these has had a substantial impact on our financial planning of capital allocation.
- **Assets and Liabilities.** Climate risks and opportunities have had a moderate impact on our financial planning for assets and liabilities, primarily through our acquisitions. Owens Corning has purchased several companies in the last four to five years, including Paroc, Vliepa, several companies in 2022 including Natural Polymers and WearDeck, and Masonite in 2024. With these acquisitions, Owens Corning reported \$14 billion in total assets in 2024. These opportunities continue to be involved in our financial planning process as we continue to evaluate and analyze additional acquisition targets.

Resilience of Owens Corning Strategy in Climate-Related Scenarios

Owens Corning has developed resilient strategies related to different climate-related scenarios, including science-based targets.

Our actions to reduce GHG emissions have always been informed by the latest science-based methodologies. Owens Corning has set targets aligned with the latest findings from the Intergovernmental Panel on Climate Change (IPCC). To avoid the worst impacts of climate change, the IPCC urges that temperature rise should be held below 1.5° C. As we seek to reduce our Scope 1 and Scope 2 greenhouse gas emissions by 50% over the next 10 years, we will use this metric — representing the latest in climate science — as our guide.

Owens Corning has assessed potential risks associated with climate change, giving us a full understanding of the many ways in which climate-related risks can impact operations across our entire value chain. As weather conditions shift, severe storms can have a significant impact on the markets for residential and commercial construction, repair, and improvement, as well as a material adverse impact on our results of operations.

Among our customers, severe weather conditions could slow or limit residential or commercial construction activity, which in turn could adversely affect demand for our products. Within our own operations, extreme weather can lead to disruptions in our manufacturing capacities, as damages to our facilities may occur. In addition, as weather-based disruptions become more common, we anticipate potential difficulties in obtaining affordable insurance.

Assessing Climate Scenarios in Partnership

Physical Risks and Opportunities Engagement With The Ohio State University

In 2020, Owens Corning began working The Ohio State University (OSU) to evaluate efforts in assessing resiliency of current strategies against a range of climate-related scenarios and time horizons. The scenario analyses focused on “Shared Socioeconomic Pathways” (SSPs), which reference NDCs found in IEA APS, for the scenario analysis: SSP1-2.6, SSP2-4.5, and SSP5-8.5. The use of these SSP models aligns our analyses with the most recent 2021 IPCC sixth assessment report (AR6).

These initial analyses referenced time horizons of the current period, 2036, and 2051. The initial scenario analysis work focused on two areas: physical climate risks posed to our company locations, and potential impacts of climate change on demand for our roofing products influenced by severe weather activity.

In the first project, OSU conducted a climate scenario analysis for physical climate risk across facilities over the same emission pathways and time horizons. The findings will be incorporated into our risk assessment for our plants. Variables assessed included factors like winds, cyclones and severe weather, flood risk, drought risk, and maximum temperature. Each of these factors can change for each facility in response to different climate scenarios, and awareness of these potential changes at the site level is a key step to ensuring preparedness at the enterprise level. We are currently evaluating more detailed analysis for specific facilities.

For the second scenario analysis, OSU was able to model the potential changes to U.S. roofing product demand by region for each emission pathway and time horizon. This 2021 analysis will help us evaluate how drivers of roofing shingle demand potentially change as variables like wind, tropical cyclones, and hail fluctuate in different climate scenarios. Outcomes of this analysis will provide Owens Corning the ability to ensure our production capability can adapt to climate change and ensure we successfully serve our markets as their demand for roofing products changes due to climate change. We are still evaluating how best to incorporate these findings within our business units’ decision-making process.

Assessing Transition-Related Risks and Opportunities

In 2024, Owens Corning engaged in another round of climate-related scenario analysis with a leading external consultant to understand how risks and opportunities related to climate transition scenarios may impact Owens Corning into the future. This work was conducted in two phases; first an assessment of our businesses, and then a second analysis was done specific to our newly acquired Doors business, to ensure we had a broad range of understanding of how our different businesses may be impacted by climate transitions.

Owens Corning assessed a total of eight risks and opportunities, covering market, technology, policy, and legal risk areas, as well as assessing market opportunities. Time horizons included short term (2025), medium term (2030), and long term (2050). The prioritized climate-related transition risks and opportunities were assessed under three

climate pathways and three time horizons, in alignment with TCFD recommendations. The climate-related transition risk and opportunities were assessed using the following climate pathway scenarios:

- **Low Carbon Economy:** including specific scenarios of IEA net zero “NZE,” IPCC SSP-1, RCP2.6, and NGFS Net Zero 2050.
- **Moderate Carbon Economy:** including specific scenarios of IEA announced pledges “APS,” IPCC SSP2-4.5, and NGFS NDCs.
- **High Carbon Economy:** including specific scenarios of IEA currently stated policies “STEPS,” IPCC SSP5-RCP8.5, and NGFS current policies.

Owens Corning is still in the process of interpreting the learnings from these analyses and engaging internally to ensure appropriate consideration of the results of this work. This work is also a key input into Owens Corning’s desire to develop a climate transition plan, which will be a focus area in the coming years.

Risk Management

Owens Corning’s Risk Committee meets with functional and business leaders throughout the organization to discuss identified risks, including climate risks, and manage corresponding action plans. Risks are considered by the committee for all ranges of time horizon, and in all aspects of the value chain. At the asset level, our business units (BUs) create business-specific risk registers which are used in their strategic and operational planning processes. In creating these registers, the businesses identify internal and external factors that could pose threats and opportunities to their business. They evaluate the potential impact and likelihood, and then establish management plans to mitigate each risk. Risk are retained (risk exposure is accepted without further mitigation), reduced/ transferred (risk exposure is reduced, transferred, or consequences are reduced) or avoided (risk exposure eliminated entirely, e.g., through ceasing a business).

The Risk Committee considers significant risk to the corporation. They have a process where they:

- 1. **Review the Owens Corning Risk Register substantiated by business and functional reviews.** Risks are prioritized based on their placement in the risk register. The Y-axis (“Impact”) represents the potential financial, reputational, compliance, or health and safety impact to Owens Corning, while the X-axis (“Likelihood”) represents the probability of occurrence. Color coding (for risk acceptability) and different shapes (for trending information) offer a fuller understanding of the potential risks. We also include the concept of risk

velocity in our conceptualization of risk, describing the potential rate at which a risk could impact our businesses. While risk velocity is not depicted on the risk register in an infographic manner, the concept is described in conjunction with the overall register narrative, giving us a better understanding of impending impacts and enabling us to be proactive in our approach.

- 2. **Align around key mitigation programs.** Based on the risk assessment register outputs, the Risk Committee identifies the various mitigation actions to be taken and a planned approach is taken towards implementing them through the businesses.
- 3. **Meet quarterly.** The Risk Committee meets quarterly to review the risk registers and their potential impact to Owens Corning. They review the existing risk aspects, add any new risks being identified from internal or external sources, and update any risks that are no longer considered applicable to the businesses. The Risk Committee also reviews the mitigation actions and outputs for the annual cycle. Annually, the business reviews emerging risks for the company and partners with the Strategic Growth Council to ensure these are contemplated in strategic planning cycle for the company.
- 4. **Review the risk registers with the Executive Committee.** All risk assessment results and outputs are reviewed by the Executive Committee, and feedback received is incorporated in the action register and reflected in the mitigation planning.

5. Provide quarterly updates to the Audit Committee of the Board of Directors.

Managing Climate-Related Risks and Opportunities

We have a variety of processes for identifying and managing opportunities within the business, marketing, R&D, and across the company, including climate-related opportunities. As an example, tech scouting is a business strategy aligned with our corporate innovation team, and it is designed to continuously fuel Owens Corning business pipelines with technology-based opportunities that enable growth or mitigate threats. Our tech scouting team is integrated with each business unit, systematically finding and assessing business opportunities that match our needs and strategy, and effectively sourcing the most suitable technologies and partners. Any new products developed must go through our robust product stewardship process, and each product is evaluated through our Ecodesign Strategy Wheel. Recycling, in the context of the circular economy, will be a key focus of the tech scouting team.

Recognizing Climate Risks and Opportunities Through Building Science

Owens Corning’s experts continually research and deploy building science to serve architects, buildings, occupants, and the environment. One of the primary ways building science is promoted within the company is through an internal team who specializes in engaging architects, engineers, and builders through informational sessions. This team uses engagement to educate actual and potential customers and architects about how to optimally use

Owens Corning’s energy-saving products to maximize their performance and contribute to green buildings. Engaging architects, engineers, and construction customers around building science is crucial, as customers who are engaged around building science can have a “ripple effect” on sustainable revenue. This is because the company prioritizes engaging with high-impact architects and engineers who, if successfully engaged, can spread practices and specifications that use Owens Corning products to a broader network. For example, if a major architecture firm is engaged and begins to specify using an Owens Corning insulation product as a result, that firm may share their approach with their satellite locations and other architectural firms in their region, magnifying the impact of the engagement.

Owens Corning also engages with customers around climate through direct and indirect outreach. When we engage with a customer around sustainability and climate, we share details with them about our company’s sustainability commitment, and how we are working to reduce our climate and environmental impact. To support this, we may also help them understand and use our life cycle assessment (LCA) data, which gives them more context on the climate impacts of our products, with the rationale that transparency can be an advantage for customers who want value chain climate impact data. Some customers may seek to understand our climate and sustainability commitments through our EcoVadis scorecards as well.

Metrics & Targets

Reducing Our Emissions in Line with a 1.5° World

The Intergovernmental Panel on Climate Change (IPCC) has established that temperature increases must be held to below 1.5° C above preindustrial levels in order to avoid the worst impacts of climate change. By 2030, our goal is a 50% reduction in absolute Scope 1 and Scope 2 market-based GHG emissions from the base year of 2018. We also have a goal for 2030 to reduce absolute Scope 3 emissions by 30%, compared to the base year of 2018.

Our 2030 Scope 1 and Scope 2 goals have been approved by the Science Based Targets initiative (SBTi) as meeting these standards. Concurrently, the SBTi has approved our Scope 3 GHG reduction goal as being aligned with the IPCC’s pathway to achieve well below 2.0° C temperature increases.

In 2024, our absolute Scope 1 and Scope 2 market-based emissions were 43% lower than our 2018 base year. Progress toward our GHG emissions goals is made possible through several key programs, including the following:

- Implementation of energy-efficiency initiatives across our enterprise
- Heat recovery
- Expansion of renewable sources to replace grid electricity
- Blowing agent conversion

In 2024, our Scope 3 emissions were 12% lower than our base year of 2018. Further progress toward our goal for reducing Scope 3 emissions will require us to continue collaboration across our supply chain.

Linking Executive Compensation to Climate-Related Performance

Monetary rewards for the CEO and the corporate executive team are based in part on progress to a selection of our 2030 goals, one of which is progress towards meeting our 2030 science-based target to cut absolute Scope 1 and Scope 2 emissions by 50%. This is a formal part of our executive compensation program; further details can be found in our Proxy Statement. Current sustainability goals influencing executive compensation include GHG reduction, waste-to landfill reduction, and progress made towards our inclusion and diversity targets. Per the Proxy Statement, this applies to our CEO and Chairman of the Board, and our other named executive officers, which include our CFO, Chief Growth Officer, and the Presidents of our Composites and Insulation businesses.

Understanding the Cost of Emissions

Owens Corning has established an internal price for carbon emissions — a best practice used by many companies. Doing so helps us make smart decisions about our GHG emissions reduction initiatives, as it enables us to frame challenges and opportunities in monetary terms, which are often more broadly understood than the concept of tons of emissions.

In implementing an internal carbon price, we consider Scope 1 and 2 emissions — the total impact of our operations and our supply chain. We have internally and externally published reduction goals, which are aligned to drive strategy and action. We do not have an internal carbon tax or carbon charge allocated to our businesses, so we are using shadow pricing to assess these costs.

Quantifying the cost of carbon emissions with an internal carbon price helps us plan future scenarios and make informed business decisions. Our internal carbon price varies by region and considers a range of potential forecasted costs, ranging from \$60 to \$160 per metric ton depending on the location. A regional approach to internal carbon pricing allows us to be more accurate as we estimate and evaluate the cost of carbon for capital project planning in regions with varying carbon prices. It also places value on reducing carbon emissions in regions that do not yet have taxes or trading schemes.

By estimating the difference in metric tons of CO₂ emissions produced from one year-end period to the next, then multiplying that amount by \$160 per metric ton, we can arrive at the high-end estimate of cost savings of emissions reduction if a carbon tax were implemented.

We have also been able to quantify our current total risk in the event of an efficient, economy-wide carbon tax, and we can see how dramatically we have reduced that risk since 2007, our peak GHG emissions year. This also allows us to value our future forecasted emissions reductions as we work toward our 2030 goals.

Addressing Emerging Climate-Related Risks and Opportunities

Our commitment to sustainability starts with our passion for developing energy-saving products, such as insulation and durable products that significantly reduce energy use and associated emissions. A significant portion of global greenhouse gas emissions come from the combustion of fossil fuels; therefore, energy savings, or avoided energy consumption, are directly tied to a quantifiable amount of avoided emissions. More information about our sustainable product portfolio and approach is included in this report, beginning on [pages 175–185](#).

Governance

Disclose the organization’s governance around climate-related risks and opportunities.

DISCLOSURE	CHAPTER	PAGE	ADDITIONAL INFORMATION
Describe the Board’s oversight of climate-related risks and opportunities.	Risk Management	25	
	Board Leadership	21	See Management Oversight of Sustainability
Describe management’s role in assessing and managing climate-related risks and opportunities.	Risk Management	25	
	Board Leadership	21–22	See Management Oversight of Sustainability
	Combating Climate Change	224	Our Approach to Combating Climate Change

Strategy

Disclose the actual and potential impacts of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning where such information is material.

DISCLOSURE	CHAPTER	PAGE	ADDITIONAL INFORMATION
Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	Risk Management	28–29	Summary of Key Risks
	Combating Climate Change	225–227, 231, 236	Emissions Reductions Roadmaps and Strategies, Reducing Embodied Carbon
	TCFD Climate Risks & Opportunities	352–359	Identification of Climate-Related Risks, Identification of Climate-Related Opportunities
Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning.	Risk Management	28–29	
	TCFD Climate Risks & Opportunities	352-359	
Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2° C or lower scenario.	Combating Climate Change	225–227, 230–231	
	TCFD Climate Risks & Opportunities	357	

Risk Management

Disclose how the organization identifies, assesses, and manages climate-related risks.

DISCLOSURE	CHAPTER	PAGE	ADDITIONAL INFORMATION
Describe the organization's processes for identifying and assessing climate-related risks.	Risk Management	24–28	
	TCFD Climate Risks & Opportunities	352–359	
Describe the organization's processes for managing climate-related risks.	Risk Management	24–28	
	TCFD Climate Risks & Opportunities	352–359	
Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	Risk Management	24–28	
	TCFD Climate Risks & Opportunities	352–359	

Metrics & Targets

Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.

DISCLOSURE	CHAPTER	PAGE	ADDITIONAL INFORMATION
Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Planet Section	211–290	Owens Corning discloses GHG, energy, water, waste, and air quality metrics in their respective chapters in the Planet section of the report. We also discuss other metrics in our TCFD Climate Risk section.
	TCFD Climate Risks & Opportunities	352–359	
	Appendix C – Environmental Data	314–322	Detailed emissions data
Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	Combating Climate Change	223–240	
	Appendix C – Environmental Data	314–322	Detailed emissions data
Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Planet Section	211–290	Owens Corning discloses GHG, energy, water, waste, and air quality targets in their respective chapters in the Planet section of the report, along with 2024 performance against those targets.
	Appendix C – Environmental Data	314–322	Detailed emissions data
Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Planet Section	211–290	Owens Corning discloses GHG, energy, water, waste, and air quality targets in their respective chapters in the Planet section of the report, along with 2024 performance against those targets.

APPENDIX G

SASB INDEX

DISCLOSURE NUMBER	TOPIC	ACCOUNT METRIC	CHAPTER	PAGE NUMBER
EM-CM-110a.1	Greenhouse Gas Emissions	Gross global Scope 1 emissions	Appendix C – Environmental Data	314–315
EM-CM-110a.1	Greenhouse Gas Emissions	Percentage of gross global Scope 1 emissions covered under emissions – limiting regulations	Appendix E – TFCF Climate Risks & Opportunities	353–354
EM-CM-110a.2	Greenhouse Gas Emissions	Description of long-term and short-term strategies or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis	Combating Climate Change	225–227
EM-CM-120a.1	Air Quality	Air emissions of the following pollutants: (1) NO _x (excluding N ₂ O), (2) SO _x , (3) particulate matter (PM10), (4) dioxins/furans, (5) volatile organic compounds (VOCs), (6) polycyclic aromatic hydrocarbons (PAHs), and (7) heavy metals	Air Quality Management, Appendix C – Environmental Data	271–273, 318
EM-CM-130a.1	Energy Management	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage alternative, (4) percentage renewable	Appendix C – Environmental Data	328
EM-CM-140a.1	Water Management	(1) Total fresh water withdrawn, (2) percentage recycled, (3) percentage in regions with High or Extremely High Baseline Water Stress	Responsible Water Sourcing & Consumption, Appendix C – Environmental Data	259, 336
EM-CM-150a.2	Waste Management	Amount of waste generated, percentage hazardous, percentage recycled	Waste Management, Appendix C – Environmental Data	249–250, 330–333
EM-CM-160a.1	Biodiversity Impacts	Description of environmental management policies and practices for active sites	Protecting Biodiversity	277–290
EM-CM-160a.2	Biodiversity Impacts	Terrestrial acreage disturbed, percentage of impacted area restored	Protecting Biodiversity	277–290
EM-CM-320a.1	Workforce Health & Safety	(1) Total Recordable Injury Rate (TRIR) and (2) Near Miss Frequency Rate for (a) full-time employees and (b) contract employees	Safer Together, Appendix B – Workforce Data	76, 306–313
EM-CM-320a.2	Workforce Health & Safety	Number of reported cases of silicosis	Zero cases of Silicosis in 2024	N/A
EM-CM-410a.1	Product Innovation	Percentage of products that qualify for credits in sustainable building design and construction certifications	Product Stewardship, Product Innovation, Product Transparency	175–185
EM-CM-410a.2	Product Innovation	Total addressable market and share of market for products that reduce energy, water, and/or material impacts during usage and/or production	Product Innovation, Sustainable Growth	180, 207–208
EM-CM-520a.1	Pricing Integrity & Transparency	Total amount of monetary losses as a result of legal proceedings associated with cartel activities, price fixing, and antitrust activities	Upholding Ethical Standards	36

Note: SASB is part of the IFRS Framework.



APPENDIX H

GRI INDEX

Statement of Use	Owens Corning has reported in accordance with the GRI Standards for the period January 1, 2024 and December 31, 2024.
GRI 1 Used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	None

GRI Standard

GRI STANDARD/ OTHER SOURCE	DISCLOSURE #	DISCLOSURE	CHAPTER	PAGE NUMBER/ RESPONSE	GRI REQUIREMENT(S) OMITTED	REASON	EXPLANATION/ADDITIONAL COMMENTS
			LOCATION		OMISSION		
GRI STANDARD							
GRI 2: General Disclosures 2021	2-1	Organizational details	About Owens Corning, Appendix B - Workforce Data	a = Owens Corning b & c = 9 d = 9, 301			
2024 Sustainability Report & 2025 Proxy Statement & Form 10-K & Human Rights Policy	2-2	Entities included in the organization's sustainability reporting	Form 10-K, About the Report	a = Form 10-K, page 20 b = 293 c = 293, 295			
	2-3	Reporting period, frequency, and contact point	About the Report, Form 10-K	a = 292 b = Form 10-K, page 1 c = 292 d = 296			
	2-4	Restatements of information	About the Report, Combating Climate Change	a.i. = 293 a.ii = 292-296, 235			
	2-5	External assurance	Appendix J - Assurance Statements	a = See comment b = 385-389			The Senior Director and CSO educate the Executive Committee on all components of the reporting process, including assurance.
	2-6	Activities, value chain, and other business relationships	About Owens Corning, Responsible Supply Chain, Form 10-K, Appendix D - General Disclosures, Leadership & Advocacy Throughout Our Industry, About the Report	a = 8 b = 8, 158-174 c = Form 10-K, pages 1-3, 341-351, 200 d = 293			
	2-7	Employees	Appendix B – Workforce Data, Employee Experience	a = 301 b = 297-301 c.i. = In headcount c.ii. = At the end of the reporting period d = 95-112 e = See comment			Significant fluctuations in the number of our employees is due to the acquisition of Masonite International, now referred to as the Doors business within Owens Corning.
	2-8	Workers who are not employees	Appendix B – Workforce Data, Employee Experience		2-8 a, b	Information unavailable/ incomplete	Data not available



GRI STANDARD/OTHER SOURCE	DISCLOSURE #	DISCLOSURE	CHAPTER	PAGE NUMBER/RESPONSE	GRI REQUIREMENT(S) OMITTED	REASON	EXPLANATION/ADDITIONAL COMMENTS
2024 Sustainability Report & 2025 Proxy Statement & Form 10-K & Human Rights Policy			LOCATION		OMISSION		
	2-8	Workers who are not employees	Appendix B - Workforce Data, Employee Experience		2-8 a & b	Information unavailable/incomplete	Data not available
	2-9	Governance structure and composition	Board Leadership, Proxy Statement	a = 18 b = 21 c = Proxy Statement pages 4-16			
	2-10	Nomination and selection of the highest governance body	Board Leadership, Stakeholder Engagement & Material Sustainability Topics	a = 19 b = 12, 19			
	2-11	Chair of the highest governance body	Board Leadership	a = 18 b = 18, 20			
	2-12	Role of the highest governance body in overseeing the management of impacts	Board Leadership, Stakeholder Engagement & Material Sustainability Topics	a = 21-22 b = 12, 21-22 c = 18, 20-22			
	2-13	Delegation of responsibility for managing impacts	Board Leadership	a & b = 21-22			
	2-14	Role of the highest governance body in sustainability reporting	Stakeholder Engagement & Material Sustainability Topics, Board Leadership	a = 13-16, 21 b = N/A, See comment			The highest governing body is responsible for reviewing and approving the reported information
	2-15	Conflicts of interest	Board Leadership	a & b = 20			
	2-16	Communication of critical concerns	Upholding Ethical Standards	a = 32 b = 37			
	2-17	Collective knowledge of the highest governance body	Board Leadership, Proxy Statement	a = 20-21, Proxy Statement pages 4-15			
	2-18	Evaluation of the performance of the highest governance body	Board Leadership	a, b, c = 20			
	2-19	Remuneration policies	Upholding Ethical Standards, Proxy Statement	a & b = 32, Proxy Statement pages 32-49			
	2-20	Process to determine remuneration	Upholding Ethical Standards, Proxy Statement	a = 32, Proxy Statement pages 32-49 b = Proxy Statement page 31			
	2-21	Annual total compensation ratio	Proxy Statement	a = Proxy Statement page 56	2-21 b & c	Information incomplete	In order to properly calculate this ratio, Owens Corning will need to collect additional data. The median total compensation increase requires details on compensation globally which are not readily available. Owens Corning will work toward gathering the necessary details needed for this disclosure in future reporting years.
	2-22	Statement on sustainable development strategy	Message from Our CEO and CSO	a = 4-5			
	2-23	Policy commitments	Safeguarding Human Rights, About the Report, Upholding Ethical Standards	a = 147-156, 294 b = 148, 293 c = 31, 148 d, e, f = 148-151			

GRI STANDARD/OTHER SOURCE	DISCLOSURE #	DISCLOSURE	CHAPTER	PAGE NUMBER/RESPONSE	GRI REQUIREMENT(S) OMITTED	REASON	EXPLANATION/ADDITIONAL COMMENTS
2024 Sustainability Report & 2025 Proxy Statement & Form 10-K & Human Rights Policy			LOCATION		OMISSION		
	2-24	Embedding policy commitments	Safeguarding Human Rights	a = 148-151			
	2-25	Processes to remediate negative impacts	Upholding Ethical Standards, Stakeholder Engagement & Material Sustainability Topics, Human Rights Policy	a, b, c = 31-37 d = 12, 292-296, Human Rights Policy e = 31-37			
	2-26	Mechanisms for seeking advice and raising concerns	Upholding Ethical Standards	a = 32-33			
	2-27	Compliance with laws and regulations	Environmental Management & Compliance	a, b, c, d = 43			
	2-28	Membership associations	Appendix D – General Disclosures	a = 341-351			
	2-29	Approach to stakeholder engagement	Stakeholder Management & Material Sustainability Topics	a = 11-17			
	2-30	Collective bargaining agreements	Upholding Ethical Standards, Employee Experience	a & b = 37, 106			
MATERIAL TOPICS							
GRI 3: Material Topics 2021/ 2024 Sustainability Report	3-1	Process to determine material topics	Stakeholder Management & Material Sustainability Topics	a & b = 11-17			
	3-2	List of material topics	Stakeholder Management & Material Sustainability Topics, About the Report	a = 13-16 b = 16, 293			
ECONOMIC PERFORMANCE							
GRI 3: Material Topics 2021	3-3	Management of material topics	Risk Management, Sustainable Growth, Combating Climate Change, Appendix D – General Disclosures, Appendix E – TCFD Risks & Opportunities, 2024 CDP Corporate Questionnaire, Form 10-K				
2024 Sustainability Report & 2024 CDP Corporate Questionnaire & Form 10-K	201-1	Direct economic value generated and distributed			201-1 a & b	Confidentiality constraints	Owens Corning provides in the Form 10-K to the SEC required financial disclosures – P&L, Balance Sheet, Statement of Cash Flows. Other financial measures are considered confidential to the company.
	201-2	Financial implications and other risks and opportunities due to climate change	Risk Management, Sustainable Growth, Combating Climate Change, Appendix E – TCFD Climate Risks & Opportunities, 2024 CDP Corporate Questionnaire, Form 10-K	a = 28, 202-210, 225-239, 352-359, CDP 5.3 page 123-133, Form 10-K, page 12			
	201-3	Defined benefit plan obligations and other retirement plans	Employee Experience	a, b, c, d, e = 106			
	201-4	Financial assistance received from government	Appendix D – General Disclosures	a & b = 339 c = 342			

GRI STANDARD/OTHER SOURCE	DISCLOSURE #	DISCLOSURE	CHAPTER	PAGE NUMBER/RESPONSE	GRI REQUIREMENT(S) OMITTED	REASON	EXPLANATION/ADDITIONAL COMMENTS
			LOCATION		OMISSION		
MARKET PRESENCE							
GRI 3: Material Topics 2021	3–3	Management of material topics	Employee Experience, Inclusion & Diversity				
2024 Sustainability Report	202–1	Ratios of standard entry level wage by gender compared to local minimum wage	Employee Experience		202–1 a, b, c, d	Not applicable	201-1 a, b, c, d = are immaterial to Owens Corning
	202–2	Proportion of senior management hired from the local community	Inclusion & Diversity	a = 98% b = Presidents and Vice Presidents c = Work Country d = All our operations			
INDIRECT ECONOMIC IMPACTS							
GRI 3: Material Topics 2021	3-3	Management of material topics	Community Engagement				
2024 Sustainability Report	203-1	Infrastructure investments and services supported	Community Engagement	a, b, c = 128–143			
	203-2	Significant indirect economic impacts	Community Engagement	a & b = 128–143			
PROCUREMENT PRACTICES							
GRI 3: Material Topics 2021	3-3	Management of material topics	Responsible Supply Chain, About the Report				
2024 Sustainability Report	204-1	Proportion of spending on local suppliers	Responsible Supply Chain, About the Report	a = 162, 168 b = 162 c = 293			
ANTI-CORRUPTION							
GRI 3: Material Topics 2021	3–3	Management of material topics	Upholding Ethical Standards	Upholding Ethical Standards, Shareholder Engagement & Material Sustainability Topics, Responsible Supply Chain			
2024 Sustainability Report	205–1	Operations assessed for risks related to corruption	Upholding Ethical Standards	Upholding Ethical Standards, Shareholder Engagement & Material Sustainability Topics	a = 36–37 b = 15, 35–37		
	205–2	Communication and training about anti-corruption policies and procedures	Upholding Ethical Standards	Upholding Ethical Standards, Responsible Supply Chain	a = 36 b = 36–37 c = 163, 168–169 d = 36 e = 36–37		
	205–3	Confirmed incidents of corruption and actions taken	Upholding Ethical Standards	Upholding Ethical Standards	a, b, c = 36 d = 36–37		

GRI STANDARD/OTHER SOURCE	DISCLOSURE #	DISCLOSURE	CHAPTER	PAGE NUMBER/RESPONSE	GRI REQUIREMENT(S) OMITTED	REASON	EXPLANATION/ADDITIONAL COMMENTS
			LOCATION		OMISSION		
ANTI-COMPETITIVE BEHAVIOR							
GRI 3: Material Topics 2021	3-3	Management of material topics	Upholding Ethical Standards, Safeguarding Human Rights				
2024 Sustainability Report	206-1	Legal actions for anti-competitive behavior, antitrust, and monopoly practices	Upholding Ethical Standards	a & b = 35–37			
TAX							
GRI 3: Material Topics 2021	3–3	Management of material topics	Appendix D – General Disclosures, Appendix J – Assurance Statement				
2024 Sustainability Report	207–1	Approach to tax	Appendix D – General Disclosures	a = 340			
	207–2	Tax governance, control, and risk management	Appendix D – General Disclosures, Appendix J – Assurance Statement	a & b = 340 c = 340, 385–389			
	207–3	Stakeholder engagement and management of concerns related to tax	Appendix D – General Disclosures	a = 340			
	207–4	Country-by-country reporting	Appendix D – General Disclosures	See comment	207–4, a, b & c	Confidentiality constraints	All pertinent tax information of the company is disclosed in its quarterly and annual filings with the SEC. The company considers the information included in the company's country-by-country report to be confidential and proprietary in nature.
MATERIALS							
GRI 3: Material Topics 2021	3-3	Management of material topics	Circular Economy				
2024 Sustainability Report	301-1	Materials used by weight or volume	Circular Economy	a = 192, See comment	301–1 a	Information unavailable/incomplete	Owens Corning does not currently classify our input materials used into renewable and non-renewable. We are in the process of classifying our input materials by this methodology in the short term.
	301-2	Recycled input materials used	Circular Economy	a = 192–195			
	301-3	Reclaimed products and their packaging materials	Circular Economy	a = 189, See comment	301–3 a	Information unavailable/incomplete	We're in the process of putting together the system to track our reclaimed materials data in the short term.
ENERGY							
GRI 3: Material Topics 2021	3-3	Management of material topics	Energy Efficiency & Sourcing Renewable Energy, About the Report, Appendix C – Environmental Data				
2024 Sustainability Report	302-1	Energy consumption within the organization	Energy Efficiency & Sourcing Renewable Energy, About The Report, Appendix C – Environmental Data	a = 323–324 b, c = 217–218, 323–324 d = None e = 217–218 f = 295 g = 320–322, 329			
	302-2	Energy consumption outside of the organization	Appendix C – Environmental Data	a & b = 328 c = 320–322, 329			
	302-3	Energy intensity	Appendix C – Environmental Data	a, b, c, d = 319			
	302-4	Reduction of energy consumption	Energy Efficiency & Sourcing Renewable Energy, Appendix C – Environmental Data	a & b = 217–220 c = 217–220, 295 d = 295			
	302-5	Reductions in energy requirements of products and services			302–5 a, b & c	Not Applicable	Owens Corning does not manufacture any products that require energy to use.

GRI STANDARD/OTHER SOURCE	DISCLOSURE #	DISCLOSURE	CHAPTER	PAGE NUMBER/RESPONSE	GRI REQUIREMENT(S) OMITTED	REASON	EXPLANATION/ADDITIONAL COMMENTS
			LOCATION		OMISSION		
WATER AND EFFLUENTS							
GRI 3: Material Topics 2021	3–3	Management of material topics	Responsible Water Sourcing & Consumption, Appendix C – Environmental Data				
2024 Sustainability Report	303–1	Interactions with water as a shared resource	Responsible Water Sourcing & Consumption				
	303–2	Management of water discharge-related impacts	Responsible Water Sourcing & Consumption	a = 252–265 b = 254–261 c = 259–261 d = 253–259			
	303–3	Water withdrawal	Responsible Water Sourcing & Consumption, Appendix C – Environmental Data	a = 255–256			
	303–4	Water discharge	Responsible Water Sourcing & Consumption, Appendix C – Environmental Data	a = 258, 334–335 b = 258, 334 c = 336 d = 252–265			303-4 d. In addition to page 90, our discharges are monitored and controlled to local requirements. We defer to local regulation, ordinances, and codes. Any violation of discharge limits would be recorded as an Environmental Nonconformity (ENC) in our internal database.
	303–5	Water consumption	Responsible Water Sourcing & Consumption, Appendix C – Environmental Data	a = 259, 335–337 b & c = 335–337 d = 256, 335–337 e = 252–265	303–5 c	Not Applicable	Water storage is not identified as having a significant water-related impact.
	BIODIVERSITY						
GRI 3: Material Topics 2021	3–3	Management of material topics	Protecting Biodiversity				
2024 Sustainability Report	304–1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Protecting Biodiversity	a = 283			
	304–2	Significant impacts of activities, products, and services on biodiversity	Protecting Biodiversity	a = 277–290 b = 283, See comment	304–2 b. iii & iv.	Information unavailable/incomplete	We don't disclose duration of impacts and reversibility or irreversibility of the impacts. The information is still in the pilot or planning stages and will develop into more details through the biodiversity management planning process over the next couple years.
	304–3	Habitats protected or restored	Protecting Biodiversity	a = 279, 283–284 b = 279 c = 283 d = 278			
	304–4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Protecting Biodiversity	a = 279, 283–284 b = 279 c = 283 d = 278			

GRI STANDARD/OTHER SOURCE	DISCLOSURE #	DISCLOSURE	CHAPTER	PAGE NUMBER/RESPONSE	GRI REQUIREMENT(S) OMITTED	REASON	EXPLANATION/ADDITIONAL COMMENTS
			LOCATION		OMISSION		
EMISSIONS							
GRI 3: Material Topics 2021	3-3	Management of material topics	Combating Climate Change, Appendix C – Environmental Data, About the Report, Air Quality Management, Energy Efficiency & Sourcing Renewable Energy				
2024 Sustainability Report	305-1	Direct (Scope 1) GHG emissions	Combating Climate Change, Appendix C – Environmental Data, About the Report	a = 234, 316 b = 295 c = None d = 224, 293–295, 316 e = 320–322 f = 293–295 g = 293–295			
	305-2	Energy indirect (Scope 2) GHG emissions	Combating Climate Change, Appendix C – Environmental Data, About the Report	a & b = 314 c = 295 d = 224, 293–295, 316 e = 320–322, 329 f & g = 293–295			
	305-3	Other indirect (Scope 3) GHG emissions	Combating Climate Change, Appendix C – Environmental Data, About the Report	a = 316 b = 295 c = None d = 228–229, 316 e = 224, 293–295, 316 f & g= 293–295			
	305-4	GHG emissions intensity	Appendix C – Environmental Data, About the Report	a, b, c = 319 d = 295			
	305-5	Reduction of GHG emissions	Energy Efficiency & Sourcing Renewable Energy, About the Report, Combating Climate Change	a = 217 b = 295 c = 224, 293–295, 316 d = Scopes 1 & 2 e = 293–295			
	305-6	Emissions of ozone-depleting substances (ODS)	Appendix C – Environmental Data, Air Quality Management	a & b = 317 c = 317, 320–322 d = 293–295, 317			CFC-11 equivalent was calculated by taking the MT used of each ozone-depleting substance and multiplying by the corresponding Class II factor for that substance found at the EPA location below. Source: https://www.epa.gov/ozone-layer-protection/ozone-depleting-substances
	305-7	Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions	Air Quality Management	a = 271–273 b = The majority of our significant air emissions are calculated using either direct measurement, site-specific data, or published emissions factors/methodology based on the level and quality of data available for each location and as required by law. A small portion of data is estimated using emission results from comparable process units within the company. c = 293–295	305–7 a. iii.	Not applicable	POPs are not significant for our operations.

GRI STANDARD/OTHER SOURCE	DISCLOSURE #	DISCLOSURE	CHAPTER	PAGE NUMBER/RESPONSE	GRI REQUIREMENT(S) OMITTED	REASON	EXPLANATION/ADDITIONAL COMMENTS
			LOCATION		OMISSION		
WASTE							
GRI 3: Material Topics 2021	3-3	Management of material topics	Waste Management, Circular Economy, Appendix C – Environmental Data				
2024 Sustainability Report	306-1	Waste generation and significant waste-related impacts	Circular Economy, Waste Management	a = 186–196, 241–251			
	306-2	Management of significant waste-related impacts	Circular Economy, Waste Management	a = 186–196 b = See comments c = 242, 245–249, 295	306–2 b.	Information unavailable/incomplete	All our contracts allow for auditing to ensure that material is being handled properly. We always have the option to audit our third parties as well.
	306-3	Waste generated	Waste Management, Appendix C – Environmental Data	a = 245, 249–250, 330–333 b = 241–251, 330–333			
	306-4	Waste diverted from disposal	Waste Management, Appendix C – Environmental Data	a, b, c = 249–250, 330–333 d = 330–333 e = 241–251			
	306-5	Waste directed to disposal	Waste Management, Appendix C – Environmental Data	a, b, c = 249–250, 330–333 d = 330–333 e = 241–251			
SUPPLIER ENVIRONMENTAL ASSESSMENT							
GRI 3: Material Topics 2021	3-3	Management of material topics	Supply Chain Sustainability, Safeguarding Human Rights				
2024 Sustainability Report	308-1	New suppliers that were screened using environmental criteria	Supply Chain Sustainability	a = 163, 168			
	308-2	Negative environmental impacts in the supply chain and actions taken	Safeguarding Human Rights	a, b, c, d, e = 151–152, 168–173			
EMPLOYMENT							
GRI 3: Material Topics 2021	3-3	Management of material topics	Appendix B – Workforce Data, Appendix D – General Disclosures				
2024 Sustainability Report	401-1	New employee hires and employee turnover	Appendix B – Workforce Data	a = 302 b = 106, 302			
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Appendix D – General Disclosures	a = 338 b = 293			
	401-3	Parental leave	Appendix B – Workforce Data	a, b, c, d, e = 300			
LABOR/MANAGEMENT RELATIONS							
GRI 3: Material Topics 2021	3-3	Management of material topics	Employee Experience				
2024 Sustainability Report	402-1	Minimum notice periods regarding operational changes	Employee Experience	a & b = 102			

GRI STANDARD/OTHER SOURCE	DISCLOSURE #	DISCLOSURE	CHAPTER	PAGE NUMBER/RESPONSE	GRI REQUIREMENT(S) OMITTED	REASON	EXPLANATION/ADDITIONAL COMMENTS
			LOCATION		OMISSION		
OCCUPATIONAL HEALTH AND SAFETY							
GRI 3: Material Topics 2021	3-3	Management of material topics	Safer Together				
2024 Sustainability Report	403-1	Occupational health and safety management system	Safer Together	a. i. = No a. ii. = Yes, 58, 61–62, 77 b = 56–67			
	403-2	Hazard identification, risk assessment, and incident investigation	Safer Together, Uphlodging Ethical Standards	a = 56–75 b, c, d = 56–67, 30–38			
	403-3	Occupational health services	Safer Together	a = 61–63, 66–67			
	403-4	Worker participation, consultation, and communication on occupational health and safety	Safer Together	a = 56–77 b = 56			
	403-5	Worker training on occupational health and safety	Safer Together	a = 56–67			
	403-6	Promotion of worker health	Health & Wellness	a & b = 80–93, 338			
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Safer Together	a = 58–65, 70, 73, 77			
	403-8	Workers covered by an occupational health and safety management system	Safer Together	a = 57, 68 b = None excluded c = 61, 65–67, 292–295			
	403-9	Work-related injuries	Safer Together, Appendix B – Workforce Data	a & b = 306–314 c & d = 56–67 e = 77, 306–314 f = No workers excluded g = 55–78, 292–295			
	403-10	Work-related ill health	Safer Together, Appendix B – Workforce Data	a & b = 306–314 c = 56–67 d = None e = 55–78, 292–295			
TRAINING AND EDUCATION							
GRI 3: Material Topics 2021	3-3	Management of material topics	Employee Experience, Appendix B – Workforce Data				
2024 Sustainability Report	404-1	Average hours of training per year per employee	Employee Experience, Appendix B – Workforce Data	a = 300			
	404-2	Programs for upgrading employee skills and transition assistance programs	Employee Experience	a, b = 96–102, 105, 107			
	404-3	Percentage of employees receiving regular performance and career development reviews	Employee Experience	a = 97–98, 104			

GRI STANDARD/OTHER SOURCE	DISCLOSURE #	DISCLOSURE	CHAPTER	PAGE NUMBER/RESPONSE	GRI REQUIREMENT(S) OMITTED	REASON	EXPLANATION/ADDITIONAL COMMENTS
			LOCATION		OMISSION		
DIVERSITY AND EQUAL OPPORTUNITY							
GRI 3: Material Topics 2021	3-3	Management of material topics	Board Leadership, Employee Experience, Appendix B – Workforce Data				
2024 Sustainability Report	405-1	Diversity of governance bodies and employees	Board Leadership, Appendix B – Workforce Data	a = 23 b = 297–304			
	405-2	Ratio of basic salary and remuneration of women to men	Employee Experience	a = 99–100 b = 292–293	405–2 a	Confidentiality Constraint	Owens Corning has concerns that disclosure may make it possible to estimate pay ranges for roles that we don't disclose or to identify compensation for specific individuals.
NON-DISCRIMINATION							
GRI 3: Material Topics 2021	3-3	Management of material topics	Upholding Ethical Standards				
2024 Sustainability Report	406-1	Incidents of discrimination and corrective actions taken	Upholding Ethical Standards	a & b = 37			
FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING							
GRI 3: Material Topics 2021	3-3	Management of material topics	Employee Experience, Safeguarding Human Rights, Upholding Ethical Standards				
2024 Sustainability Report	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Employee Experience, Safeguarding Human Rights, Upholding Ethical Standards	a = 102, 106, 149, 151–155 b = 37			
CHILD LABOR							
GRI 3: Material Topics 2021	3-3	Management of material topics	Safeguarding Human Rights, Responsible Supply Chain				
2024 Sustainability Report	408-1	Operations and suppliers at significant risk for incidents of child labor	Safeguarding Human Rights, Responsible Supply Chain	a = 149–155 b = 149–155, 161, 169, 173 c = 149–155			
FORCED OR COMPULSORY LABOR							
GRI 3: Material Topics 2021	3-3	Management of material topics	Safeguarding Human Rights, Responsible Supply Chain				
2024 Sustainability Report	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Safeguarding Human Rights, Responsible Supply Chain	a & b = 149–155, 173			
SECURITY PRACTICES							
GRI 3: Material Topics 2021	3-3	Management of material topics	Safeguarding Human Rights & Ethics				
2024 Sustainability Report	410-1	Security personnel trained in human rights policies or procedures	Safeguarding Human Rights & Ethics	a & b = 155			
RIGHTS OF INDIGENOUS PEOPLES							
GRI 3: Material Topics 2021	3-3	Management of material topics	Safeguarding Human Rights				
2024 Sustainability Report	411-1	Incidents of violations involving rights of Indigenous Peoples	Safeguarding Human Rights	a =149–155 b = None			

GRI STANDARD/OTHER SOURCE	DISCLOSURE #	DISCLOSURE	CHAPTER	PAGE NUMBER/RESPONSE	GRI REQUIREMENT(S) OMITTED	REASON	EXPLANATION/ADDITIONAL COMMENTS
			LOCATION		OMISSION		
LOCAL COMMUNITIES							
GRI 3: Material Topics 2021	3-3	Management of material topics	Community Engagement, Safer Together, Safeguarding Human Rights				
2024 Sustainability Report	413-1	Operations with local community engagement, impact assessments, and development programs	Community Engagement, Safer Together, Safeguarding Human Rights	a = 127–146, 56, 154	413–1 a.	Information unavailable/incomplete	Owens Corning is in the process of conducting community needs assessments at select company locations around the world gathering this information, but has not completed assessments at all locations. Owens Corning plans to assess sustainable community engagement needs in a systematic manner for U.S. facilities within the next 5 years that will include these topics. Owens Corning tracks all Environmental Nonconformities and Notices of Violation.
	413-2	Operations with significant actual and potential negative impacts on local communities	Community Engagement	a = 127–146		Information unavailable/incomplete	Owens Corning is in the process of conducting community needs assessments at select company locations around the world gathering this information, but has not completed assessments at all locations. Owens Corning plans to assess sustainable community engagement needs in a systematic manner for U.S. facilities within the next 5 years that will include these topics. Owens Corning tracks all Environmental Nonconformities and Notices of Violation.
SUPPLIER SOCIAL ASSESSMENT							
GRI 3: Material Topics 2021	3-3	Management of material topics	Safeguarding Human Rights, Responsible Supply Chain				
2024 Sustainability Report	414-1	New suppliers that were screened using social criteria	Responsible Supply Chain	a = 163, 165, 168			
	414-2	Negative social impacts in the supply chain and actions taken	Safeguarding Human Rights, Responsible Supply Chain	a & b = 151–155, 162–174 c = 173 d = None e = None			
PUBLIC POLICY							
GRI 3: Material Topics 2021	3-3	Management of material topics	Leadership & Advocacy Throughout Our Industry, Appendix D - General Disclosures				
2024 Sustainability Report	415-1	Political contributions	Leadership & Advocacy Throughout Our Industry, Appendix D - General Disclosures	a = 198, 201 b = None. We do not provide in-kind political contributions.	415–1 a. Partially omitted	Confidentiality constraints	Due to confidentiality constraints, total monetary value is disclosed, but not by country/recipient.

GRI STANDARD/OTHER SOURCE	DISCLOSURE #	DISCLOSURE	CHAPTER	PAGE NUMBER/RESPONSE	GRI REQUIREMENT(S) OMITTED	REASON	EXPLANATION/ADDITIONAL COMMENTS
			LOCATION		OMISSION		
CUSTOMER HEALTH AND SAFETY							
GRI 3: Material Topics 2021	3-3	Management of material topics	Product Transparency				
2024 Sustainability Report	416-1	Assessment of the health and safety impacts of product and service categories	Product Transparency	a = 181–185, 183			
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Product Transparency	a = None b = 184			
MARKETING AND LABELING							
GRI 3: Material Topics 2021	3-3	Management of material topics	Product Transparency				
2024 Sustainability Report	417-1	Requirements for product and service information and labeling	Product Transparency	a = 181–185 b = 183			See our HPD public repository SDS's, SUI's, product data sheets, installation guides, etc. on our product compliance and product transparency websites https://www.owenscorning.com/en-us/corporate/sustainability/product-sustainability/product-transparency-standards
	417-2	Incidents of non-compliance concerning product and service information and labeling	Product Transparency	a = None b = 184			
	417-3	Incidents of non-compliance concerning marketing communications	Product Transparency	a = None b = 184			
CUSTOMER PRIVACY							
GRI 3: Material Topics 2021	3-3	Management of material topics	Upholding Ethical Standards				
2024 Sustainability Report	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Upholding Ethical Standards	a, b, c = 32–37			



APPENDIX I



UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (SDGs) ALIGNMENT

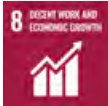




Artwork submitted by:
Ashraf Solkar | Talaja, India

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

SDGS		SDG TARGETS		OWENS CORNING APPROACH	RELEVANT CHAPTERS	RELEVANT PAGE NUMBERS
	Good Health and Well-Being We are committed to the idea that our people can be healthier because they work for Owens Corning. Our goals and aspirations reflect this, and our efforts align with many of the following SDG targets.	3.4	By 2030, reduce by one-third premature mortality from noncommunicable diseases through prevention and treatment, and promote mental health and well-being.	Our Healthy Living program is designed with features that help all employees take care of their health, such as mental health awareness and weight loss education. In Latin America, Europe, and Asia Pacific, regionally appropriate, fit-for-purpose systems have been developed, which are parallel to those we have in the U.S.	Health and Wellness; Community Engagement	79–94, 136
		3.5	Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol.	In response to the U.S. opioid crisis, Owens Corning's policy limits short-acting opioid prescriptions to a three-day supply. This policy decision, initiated in 2018, was informed by a report from the Centers for Disease Control and Prevention indicating that addiction rates to a prescribed opioid can double after four to five days of continued use.	Health and Wellness	83
		3.6	By 2030, halve the number of global deaths and injuries from road traffic accidents.	We continue to implement our policy banning cell phone use while driving for company business, and we encourage employees and their families to avoid distracted driving.	Safer Together	66
		3.8	Achieve universal health coverage, including financial risk protection, access to quality essential healthcare services, and access to safe, effective, quality, and affordable essential medicines and vaccines for all.	Within Owens Corning facilities around the world, we promote participation in our Healthy Living program. In addition, we offer flu shots at select Owens Corning locations.	Appendix D - General Disclosures	79–84, 95–112, 113–126, 338
		3.9	By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water, and soil pollution and contamination.	We continue to make progress on our goals to reduce our environmental footprint worldwide. In addition, our product stewardship process helps ensure that every product is evaluated for health, safety, environmental codes and regulations, quality, and performance.	Product Stewardship; Combating Climate Change; Responsible Water Sourcing and Consumption; Air Quality Management; Environmental Management and Compliance; Waste Management; Circular Economy	175–177, 223–240, 252–265, 266–276, 39–43, 241–251, 186–196
		3.a	Strengthen implementation of the World Health Organization Framework Convention on Tobacco Control in all countries, as appropriate.	We are working to make all of our sites to be tobacco-free and offer our employees tobacco-cessation resources, including on-site group coaching, small group discussions, nicotine replacement therapy, and medication.	Health and Wellness	81–82
	Gender Equality We gauge our progress toward gender equality across our workforce, and our inclusion and diversity efforts include programs for ensuring equity and increasing the participation of women in our business, including efforts that align with the following targets.	5.1	End all forms of discrimination against all women and girls everywhere.	Owens Corning has a number of programs throughout our operations designed to promote equity in our workplaces and in the communities where we serve. We have also implemented a robust pay equity gap review to remediate all identified and substantiated pay gaps through pay increases.	Inclusion and Diversity; Employee Experience	113–126, 100
		5.2	Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation.	We continue to strengthen our processes to ensure our Human Rights Policy is implemented worldwide. Owens Corning does not and will not employ forced, slave, convict, or bonded labor and all employees will work in an environment free from harassment on any basis.	Safeguarding Human Rights; Responsible Supply Chain	147–156, 161
		5.5	Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic, and public life.	In keeping with our commitment to creating an inclusive and diverse work environment, Owens Corning operates programs that foster gender equality throughout our operations.	Inclusion and Diversity; Community Engagment	113–126, 137–138

SDGS	SDG TARGETS	OWENS CORNING APPROACH	RELEVANT CHAPTERS	RELEVANT PAGE NUMBERS
 Clean Water and Sanitation We are working to ensure we source and use water responsibly, so there is enough for nearby communities and the species with which we coexist. Our efforts align with these specific SDG targets.	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.	Responsible Water Sourcing and Consumption	252-265
	6.6	Protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers, and lakes.	Protecting Biodiversity	277-290
	6.b	Support and strengthen the participation of local communities in improving water and sanitation management.	Community Engagement; Responsible Water Sourcing and Consumption	136; 253
 Affordable and Clean Energy By improving our efficiency across our operations and sourcing more renewable electricity, we can achieve our ultimate goal of eventually eliminating our use of fossil fuels. Our efforts align with the following SDG targets.	7.2	By 2030, increase substantially the share of renewable energy in the global mix.	Energy Efficiency and Sourcing Renewable Energy; Air Quality Management	212-222; 266-276
	7.3	By 2030, double the global rate of improvement in energy efficiency.	Energy Efficiency and Sourcing Renewable Energy; Product Innovation	212-222; 178-180
	7.a	By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency, and advanced and cleaner fossil fuel technology, and promote investment in energy infrastructure and clean energy technology.	Energy Efficiency and Sourcing Renewable Energy; Combating Climate Change	212-222; 223-240

SDGS		SDG TARGETS		OWENS CORNING APPROACH	RELEVANT CHAPTERS	RELEVANT PAGE NUMBERS
<div></div> <div>Decent Work and Economic Growth</div> <div>Our vision for a sustainable enterprise includes attention to environmental and social progress, human rights, and an employee experience that provides an environment with a healthy balance of challenge and optimism.</div>	8.2	Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labor-intensive sectors.	To promote technological innovation, Owens Corning has 11 Science & Technology Centers located in key markets around the world. These facilities play a vital role in the development of solutions that meet customer needs and address global concerns regarding sustainability. In addition, we are committed to the digital transformation throughout our operations. We have developed a digital framework to address some of our key aspirations, enabling us to improve manufacturing, drive efficiency, and generate revenue. Across our portfolio, we have made innovations that help end users meet their own sustainability goals.	Sustainable Growth; Community Engagement	202-210; 127-146	
	8.4	Improve progressively, through 2030, global resource efficiency in consumption and production and endeavor to decouple economic growth from environmental degradation, in accordance with the 10-year Framework of Programmes on Sustainable Consumption and Production, with developed countries taking the lead.	Owens Corning is pursuing opportunities to transform our operations to a circular economy model, one in which virgin raw materials, waste, energy, and emissions are minimized through smart design, renewable and recycled input, energy-efficient production, and recycling of products at the end of their life cycles. In doing so, we are better positioned to achieve more sustainable economic growth — ensuring that we have a net-positive impact by reducing our environmental footprint and increasing the positive impacts of our products.	Circular Economy	186-196	
	8.5	By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.	We ensure equitable treatment for all employees through a consistent philosophy in the design, application, and administration of total compensation programs globally. We conduct biannual pay reviews to ensure that our employees are paid equitably. Specific to the treatment of individuals with disabilities, we sponsor an enterprise resource group, Abilities, that provides a community within Owens Corning to foster the inclusion and growth of employees impacted either directly or indirectly by both seen and unseen physical or mental health disabilities.	Employee Experience; Inclusion and Diversity; Safeguarding Human Rights	100; 116-117; 150	
	8.7	Take immediate and effective measures to eradicate forced labor, end modern slavery and human trafficking, and secure the prohibition and elimination of the worst forms of child labor, including recruitment and use of child soldiers, and by 2025 end child labor in all its forms.	Our Human Rights Policy outlines our commitments to to these goals and the standards to which we hold all of our people. Our newly updated Supplier Code of Conduct describes how we expect all entites in our value chain to respect these commitments.	Safeguarding Human Rights; Responsible Supply Chain; Safer Together; Community Engagement	147-156; 161; 54-78; 127-146	
	8.8	Protect labor rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.				

SDGS		SDG TARGETS		OWENS CORNING APPROACH	RELEVANT CHAPTERS	RELEVANT PAGE NUMBERS
	Climate Change Owens Corning recognizes the importance of taking action to mitigate the impacts of climate change through improving energy efficiency, increasing our use of renewable energy, and reducing greenhouse gas emissions. Our efforts are aligned with the following targets.	13.1	Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.	Owens Corning is committed to decarbonization. Our 2030 goals for greenhouse gas emissions have been approved by the Science Based Targets initiative as being aligned to the IPCC's recommendation.	Combating Climate Change; Air Quality Management; Circular Economy; Product Innovation; Sustainable Growth	223-240; 266-276; 186-196; 180; 208
		13.3	Improved education, awareness raising, and human and institutional capacity on climate change mitigation, adaptation, impact reduction, and early warning.	Owens Corning has made sustainability central to our corporate identity, beginning with our mission statement, "Building a sustainable future through material innovation."	Energy Efficiency & Sourcing Renewable Energy Protecting Biodiversity; Combating Climate Change	214; 223-240; 290
	Partnerships for the Goals To fulfill our mission of building a sustainable future, Owens Corning relies on collaboration throughout our entire value chain, and through our growth we are able to improve the lives of people around the world.	17.3	Mobilize additional financial resources for developing countries from multiple sources.	We work with several global charitable partners to identify appropriate charities in our regions around the world, perform necessary due diligence as required by the U.S. Internal Revenue Service, and then distribute the funds.	Community Engagement	129; 133
		17.6	Enhance North-South, South-South, and triangular regional and international cooperation on and access to science, technology, and innovation, and enhance knowledge sharing on mutually agreed terms, in particular at the United Nations level, and through a global technology facilitation mechanism.	Owens Corning is a global corporation with facilities in 31 countries and a base of suppliers located all around the world, and these partnerships have made it possible for us to engage and collaborate with a wide range of stakeholders. We have used this opportunity to facilitate the transformation to a circular economy model, which includes a great deal of collaboration, with customers, suppliers, communities, academics, policymakers, government entities, and other organizations. We have also set ambitious goals for the reduction of our Scope 3 greenhouse gas emissions, the indirect emissions that come primarily from our supply chain.	Responsible Supply Chain; Inclusion and Diversity; Waste Management; Circular Economy; Product Innovation	158-174; 113-126; 241-251; 186-196; 178-180
		17.16	Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources,to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries.			
		17.17	Encourage and promote effective public, public-private, and civil society partnerships, building on the experience and resourcing strategies of partnerships.			



To Owens Corning’s Stakeholders

SCS Global Services (SCS) has been engaged by Owens Corning to provide independent assurance for the Owens Corning 2024 Sustainability Report as published on the Owens Corning website. SCS conducted a moderate level of assurance on the full report in adherence to AccountAbility’s Principles of Inclusivity, Materiality, Responsiveness, and Impact. In addition, SCS conducted assurance on multiple environmental, economic, and social key performance indicators.

Objective

The objective of this assurance engagement was to provide an independent opinion on Owens Corning’s reporting of qualitative and quantitative claims and their supporting management systems to assure stakeholders of the overall credibility of the reported information within the scope.

Scope

The scope of Owens Corning’s 2024 Sustainability Report and this assurance engagement includes all of Owens Corning’s sites and activities under their operational control globally. A Type 2 assurance engagement was performed on Owens Corning’s performance against AccountAbility’s AA1000 Principles (2018) to a moderate (limited) level. GHG emissions covering scope 1, scope 2 (location- and market-based), select scope 3 categories (1, 3, 4, 5, 6, 7, 11, 12), energy use and social and economic disclosure topics of employee engagement (% responding and % actively engaged and gender pay indicators have all been assured to a high (reasonable) level. All other data, including but not limited to, performance data and progress towards 2030 goals were assured to a moderate level (limited level). In addition, SCS evaluated the Report’s adherence to Global Reporting Initiative’s (GRI) Consolidated Set of Sustainably Reporting Standards (2021). A complete list of indicators assured can be found in the final assurance report delivered to Owens Corning by SCS Global Services.

Standards and Criteria

SCS performed the assurance of the Owens Corning’s 2024 Sustainability Report against the AA1000 Assurance Standard AA1000AS v3 (2020). Specific performance data were assessed utilizing internationally recognized standards, frameworks, conventions, or guidelines which included, but are not limited to the following:

- AA1000 Accountability Principles (2018)
- World Resources Institute’s Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition), March 2004 along with Scope 2 and Scope 3 Guidance
- ISO 14064-3:2019 Specification with guidance for the validation and verification of GHG assertions.
- Consolidated Set of GRI Sustainability Reporting Standards 2021
- S&P Global Corporate Sustainability Assessment (CSA) 2023
- Internal Owens Corning Governance Documents (Air, Waste, Water, GHG, Energy)

Responsibilities

The management of Owens Corning had sole responsibility for the preparation and content of the Sustainability Report.

SCS Global Services responsibilities were to:

- Provide moderate level assurance as per AA1000 over the accuracy, reliability and objectivity of the information contained within the Report.
- Form an independent conclusion based on the assurance procedures performed and evidence obtained; and
- Report our detailed conclusions and recommendations in an internal report to Owens Corning management.

Methodology

SCS' Assurance Team undertook the following activities to render our opinion:

- Reviewed management systems and governance documents developed as a part of Owens Corning's sustainability management system, which includes their identification of material topics, stakeholder engagement, mechanisms for stakeholder responsiveness, evaluation of impact and calculation methods.
- Reviewed and analyzed a sample of primary and secondary performance data collected at the sites and aggregated at the corporate level to identify any material misstatements or calculation errors.
- Conducted interviews with key management and staff and requested procedures and data from a sample of Owens Corning's regions and sites; and
- Reviewed the Sustainability Report for material misstatements and its alignment to the requirements of the Global Reporting Initiative (GRI) Standards.

Limitations

SCS conducted interviews with management and staff, reviewed governance documents and data, and performed limited recalculations on aggregate and site-specific data through risk-based sampling. These processes enabled SCS to provide a moderate level of assurance on Owens Corning's 2024 Sustainability Report, which reduces the risk of our conclusions being in error but does not reduce the risk to zero. The assurance did not cover financial data such as balance sheet, the income statement, and the cash flow statement, technical descriptions of buildings, equipment and production processes, or other information not related to sustainability or already supported by existing documents, such as third-party audits or certifications.

For certain scopes, Owens Corning provided actual data covering first three quarters of their reporting period while the fourth quarter was reliant on estimates. For air emissions, all EY2024 values were based on estimates from 2023 values. Social indicators had a complete years' worth of data.

Adherence to the AA1000 Principles

Based on the methodology and activities performed we have found that Owens Corning's 2024 Sustainability Report and specified key performance indicators are in adherence to AA1000 Assurance Standard V3 (2020) and AA1000 Accountability Principles (2018). A summary of our conclusions and evidence follows:

Inclusivity

The evidence gathered shows that Owens Corning engages with a wide range of key stakeholders, including investors, customers, employees, suppliers, facilities, non-government agencies, trade associations and community partners through various means. For example, in 2024, Owens Corning REWOOL circular economy initiative in Europe took back stone wool insulation dust from customer into the Owens Corning plants in Finland and Poland furthering initiatives for waste reduction efforts. Internally, Owens Corning conducted sustainability forums both in person and virtual, employee engagement survey, and enterprise resource group meetings to discuss sustainability topics. Owens Corning provided opportunities for employees to open dialogue virtually through Courageous Conversation on topics of grief, addiction, neurodiversity, code switching, faith, allyship, caregivers and burnout. In 2024, Owens Corning provided education to staff and employees of 2030 goals and overarching sustainability concepts. Through the Annual Supplier Summit and the Supplier Sustainability survey over 500 suppliers were

engaged on topics including GHG Scope 3, circular economy and waste diversion. Owens Corning continually evaluates risk of high priority suppliers in relation to human rights: labor, social, environmental, and health/safety topics. Owens Corning engaged with communities through the focus of housing, basic health and education and are currently running an environmental community engagement pilot to engage with communities where the Owens Corning employees live and work.

Based on this review, SCS concludes Owens Corning continues to engage with a wide range of stakeholders and seeks their participation regularly.

Materiality

Owens Corning conducted a double materiality assessment to refresh their topics and align with regulatory requirements from the European Union's Corporate Sustainability Reporting Directive (CSRD). Owens Corning's recent acquisition of Masonite was included in this assessment, which contributed to the addition of 61 sites to the organization's footprint. For each new acquisition to Owens Corning, there was a 2-step comprehensive Strategic Review for purchasing and or closing any Owens Corning sites and reviewing potential sustainability impacts to achieving Owens Corning 2030 goals.

During the 2024 assessment, SCS reviewed the methodology and key inputs to Owens Corning's double materiality assessment and found that it aligns with the Materiality principle from AA1000. The assessment adequately identifies and prioritizes the most relevant sustainability topics to the organization with input from internal and external stakeholders. The stakeholder engagement involved in this assessment includes surveys, interviews, and facilitated workshops to ensure consensus among key organizational leadership. It considers both actual and likely impacts, risks, and opportunities related to each topic over the short-, medium-, and long-term time horizons.

The assessment began with the development of a comprehensive list of environmental, social, and governance (ESG) topics, subtopics, and related impacts, risks and opportunities (IROs). Owens Corning assessed the relevance of each topic and documented justifications for any exclusions. A prioritized list of topics and IROs was then evaluated through stakeholder engagement, including surveys, interviews, and facilitated workshops with Owens Corning senior leadership. The assessment considers both actual and likely impacts, risks, and opportunities related to each topic over the short-, medium-, and long-term time horizons. The assessment resulted in a list of seven topics above the designated materiality threshold that will guide Owens Corning's future sustainability reporting and communication to stakeholders.

Based on this review, SCS confirmed that Owens Corning has a robust and ongoing process for identification of and reporting on material topics.

Responsiveness

SCS confirmed Owens Corning remained responsive to issues identified by its stakeholders through the development of policies, procedures, goals, objectives, and key performance indicators reported in its annual sustainability report. Owens Corning expanded employee listening strategies to use different mediums for surveys such as mobile for employees who may not regularly access email, for example, to gather feedback. Evidence showed responsiveness to the needs of these key employees which included updated standards to improve conditions at plant locations based on specific employee feedback. Other response mechanisms remained in place and functioning for 2024, including telephone and email help lines for staff and customers, electronic surveys, and anonymous reporting systems for collecting stakeholder sentiment and assistance, as well as collecting and responding to grievances in violation of the Business Code of Conduct. In response to plant specific needs and to take further steps to operationalize sustainability, in 2024, Owens Corning increased frequency of reporting on EHS topics, particularly waste and high impact areas, from quarterly or biannually to a monthly cadence.

Owens Corning listened to stakeholders through a variety of mediums and continuously evaluated comments and requests. The Owens Corning Sustainability Report is the main communication tool designed to reach multiple stakeholders and meet their various interests and requests. The Sustainability Report lays out short, medium and long-term strategies for each risk categories including GHG emissions, air pollution, energy, water, and waste. Both S&P Global Corporate Sustainability Assessment and CDP continue to encompass the indicators that stakeholders are concerned with. Owens Corning are continuously engaging and including external stakeholders (investors, suppliers, customers) in their product transparency and sustainability initiatives.

Based on this review, SCS has collected sufficient evidence of Owens Corning's responsiveness to stakeholders.

Impact

Evidence shows that Owens Corning has established and maintained processes for identifying, monitoring, measuring, evaluating, and managing their most material impacts. The company measures and reports on identified impacts using metrics and key performance indicators in line with the Global Reporting Initiative (GRI), the Sustainability Accounting Standards Board (SASB), The GHG Protocol, Science Based Target Network (SBTN) and ISO 14000 and 45001 series standards and have identified to align with CSRD, EFRAG and ESRS guidance and standards. Multi-year goals for reducing material impacts were established with completion planned for 2030 and annual reporting of progress through key initiatives is independently assured (see full list of assured indicators in table below).

Based on the evidence collected we conclude Owens Corning continues to meet the principle of impact.

Conclusions

SCS has assured Owens Corning’s 2024 Sustainability Report to an overall moderate level of assurance (otherwise known as limited level). The reporting period covered is January 1, 2024 to December 31, 2024. Based on the methodology and activities performed within the scope of this assessment, nothing has come to our attention to suggest:

- Owens Corning’s reporting of 2024 Scope 3 greenhouse gas emissions (categories 2 and 10), water metrics, waste data, air emissions, environmental, social, and economic key performance indicators, and progress towards 2030 sustainability goals are not materially correct;
- The 2024 Sustainability Report does not adhere to the principles of Inclusivity, Materiality, Responsiveness, and Impact in its operations as per the AA1000 Accountability Principles (2018);
- The underlying management systems, governance documents, data collection methods, and KPI calculations are not appropriate for the reported information or have material errors; and
- Owens Corning’s 2024 Sustainability Report does not adhere with the consolidated set of GRI Sustainability Reporting Standards (2023).

In addition to above, SCS has assured to a high level of assurance (otherwise known as reasonable assurance) the following emissions and environmental, social, and economic KPI reported information as materially accurate, free from material misstatement and can be considered reliable:

- Greenhouse gas emissions for Scope 1, 2, and Scope 3 (categories 1, 3, 4, 5, 6, 7, 11, and 12);
- Supplemental Emissions (Masonite)
- Energy use; and
- The KPIs of Employee engagement (% responding and % actively engaged) and Gender Pay.

Observations

SCS found that hydrochlorofluorocarbon (HCFC) and hydrofluoroolefin (HFO) emissions were included in 2024 Scope 1 emissions as they have been in prior years. These emissions are not covered by the Kyoto Protocol GHG emissions and the WRI Greenhouse Gas Protocol states that these emissions should be reported as “Optional Emissions” outside of Scope 1 reporting. It is therefore noted that the Scope 1 emissions reported herein include current and historical HCFC and HFO emissions back to the base year instead of being reported separately as “Optional Emissions” under WRI requirements. In addition, SCS found that Scope 3 has omissions that would increase the accuracy of the statement. In Scope 3, Category 1, certain types of spend such as direct materials, input materials, and purchased services have not been quantified. For Scope 3, Category 5 and Category 11, the categories are only applicable to the Doors division and do not include other emissions. In Scope 3, Category 12 emissions from inert materials have not been quantified.

It is observed that Owens Corning should improve communication between different divisions of the organization and reconcile values with different measuring systems but similar records. The reconciling of purchasing systems with directly measured on-site flows and subsequent waste or production values would reduce the potential for uncertainty when developing final figures.

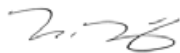
Independence, Impartiality and Competence

SCS Global Services complies with independence, impartiality, quality control, and competency requirements founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality, and professional behavior. SCS Global Services assurance team has the relevant professional and technical competencies and experience to conduct an assurance to the AA1000 Assurance standard. The assessment team qualifications are available upon request.

SCS Global Services maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

SCS Global Services is an independent and internationally accredited conformance assessment body. SCS Global Services conducts a limited number of independent assessments and product certifications for Owens Corning annually which do not compromise our independence or impartiality. In conducting our engagement, SCS Global Services confirms the company satisfies the criteria for assurance providers as set out in the AA1000 Assurance Standard v3 (2020) to carry out the assurance engagement.

Declaration



Christie Pollet-Young
Vice President – Climate
SCS Global Services
Emeryville, California
March 10, 2025





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