

InVision

A look **inside**.
A look **ahead**.



RESPONSE AND RESILIENCE



“On the other side of a storm
is the strength that comes from
having navigated through it.”

-Gregory S. Williams



The impacts of the COVID-19 pandemic have been devastating. The loss of life, illness, disruption, and impact to the world economy are staggering. Using the word *unprecedented* to describe it has become an understatement.

In 2020, I was asked to help lead the company’s COVID-19 response efforts. As we have taken strides to respond to the pandemic, it has been difficult. I’ve found myself feeling overwhelmed, anxious, discouraged, and even scared at times, not knowing what the future may hold for the health and wellbeing of our employees...and our company.

We’ve also had to navigate complex business challenges. A rapid drop in demand required our leaders to make difficult decisions with care and empathy. After lockdowns began to ease, we were fortunate to see a strong resurgence in demand. But this too came with challenges, including labor shortages, supply chain issues, and a lack of available raw materials and components.

Obstacle after obstacle, trial after trial.

And yet, time after time, our people responded – with teamwork, ingenuity, and persistence.

We have collaborated, communicated, and supported each other like never before. People are reaching out to others in different parts of the company to share information and solve problems together for the benefit of the company as a whole – one team!

We designed safety protocols that are extremely effective. In this issue, you’ll read more about how Business Unit Change Coalitions and Branch Pandemic Response Teams were set up to educate and train employees, as well as obtain their feedback. We’ve learned valuable lessons, we’ve shared them across the company, and we’ve begun to help our employees find access to COVID-19 vaccines.

Above all, the health and safety of our employees has been our top priority and guiding principle throughout the pandemic. Our leaders have never wavered on that commitment, and for that, I’m truly grateful. We know it is not over yet. There are surely more challenges to come. But I know we will overcome them **together** and emerge from this pandemic as a stronger company and well positioned for future success.

I could not be prouder of how we have responded and supported each other during this difficult time. Where there was once anxiety and uncertainty, I now find solace and inspiration in each of you. Thank you for that.

Stay safe and well,

Ben Burns
Vice President – Business Support Services



What the COVID-19 Pandemic Taught Us

Perspectives from Around the World

Tyson Hagale, VP – Commercial Bedding Products; Missouri, USA

At the onset of the pandemic, it was difficult to experience the abrupt stop to personal interactions, but it was necessary for safety reasons. Across the company, collaboration picked up in new ways – and it wasn't limited to Business Unit lines, geographies, or corporate functions. Realizing the entire company could come together so quickly reinforced the L&P culture in an exciting new way. I'm sure we'll continue the increased communication and information sharing as we move into the future, and that will be a great thing for the company.



Joe Metcalf, Director – EHS Domestic Bedding; Missouri, USA

The pandemic has been challenging for all of us, but I've learned that L&P is a very strong company. We have so many talented people, and within the last year, I've had the opportunity to learn from expertise across the company. The job's not over, but we've been able to accomplish a lot – and it's because we've aligned individual talents towards a collective effort. We're going to make it through this; we just have to lean on each other for help and put one foot in front of the other. Resiliency comes easily when you have faith and trust in the team around you.



Misti Lambert, Quality, Environmental, & Safety Omega Motion; Mississippi, USA

COVID-19 has affected almost every aspect of how we live and interact with one another. The policies at Leggett & Platt have been crucial to preventing the spread of infection within our facilities, and they've really worked to keep our colleagues safe through these troubling times. The biggest lesson I have learned is that nothing can be taken for granted. What we once knew as everyday life was halted in what almost seems overnight. I have also learned that nothing is impossible if we work together, even in times of uncertainty. I believe there is a light at the end of the tunnel, and that's how I remain resilient.



Samantha Howell, VP – Human Resources Hanes Companies; North Carolina, USA

Hanes' HR team has taken the lead with contact tracing, and it has been humbling to talk to employees who are scared due to possible exposure or who have COVID-19. I believe every day is a gift and we need to make the best of that gift. We are all facing challenges through the pandemic and we all struggle with life, but the sun always rises, and we have a chance to positively impact others throughout our day in very simple ways. I established a mantra for our HR team to help guide us through the pandemic: *Have the grit to persevere and the grace to do it with kindness and generosity.*



Sam Smith, President – Home Furniture North Carolina, USA

Before the pandemic, I traveled a lot because I felt like I had to be "there" – wherever "there" was. I spent a lot of time with our teams in China, Mississippi, and other locations. Not being able to physically be near my team and customers has been tough, but my team is focused and does a great job. Whether we are together or apart, we are on the same team, experiencing similar things, and still pulling in the same direction. Personally, the pandemic forced me to rebalance my life. I was able to focus on my family and be there for them, both physically and mentally. That rebalancing has been a true blessing.



Simon Dootson, General Manager David Hart Aerospace Pipes; Wiltshire, England

The biggest challenge was when the UK announced its first national lockdown in March 2020. The streets and roads were literally empty! As we've kept our facility operating, it has been critical to share information at all levels of the organization. To minimize confusion and help educate our employees, it really helped for us to keep the communication topical, brief, frequent, and consistent. I think the pandemic has given me an appreciation of the smaller things in life. It's also helped to put life into perspective and actually made me be happy for how lucky I am in life.



Tomasz Baumgart, General Manager Trio Line Polska; Plewiska, Poland

The most challenging part of the COVID-19 pandemic has been trying to manage and make decisions in a very uncertain environment – one which can change very rapidly. The key to remaining resilient has been to communicate frequently with our teams and address issues in "real time." Even under the tremendous pressure of the market and business environment, our people have performed as one cohesive team. This has built more trust within our organization. One of the lessons the pandemic taught me is that we should treat every issue or problem as a potential opportunity. We can always choose to learn.



David Lu, VP – Global Operations LP Automotive; Shanghai, China

This is the first time that we, as human beings, are unable to see and meet each other in person. Our teams have had to work remotely to manage a very dynamic business globally. This new way of working has been one of our biggest challenges. But I believe nothing is impossible if we work together. It's all about leadership, communication, and teamwork. In fact, it's not a matter of the problem itself; it's a matter of how the team responds to the problem. Although so much has changed because of COVID-19, there are several fundamental things that will remain: Care about your people, listen, and stay positive and confident.



Balachandar Sabapathy, Branch Manager Automotive India; Chennai, Tamil Nadu, India

India went under complete lockdown in March 2020, with short notice from the government, which was really painful and abrupt. Within 1½ months, everything flipped upside down! We faced incredibly daunting business challenges as a result. Frequent communication with our employees played a vital role to keep them updated on our efforts and to keep them safe. Throughout the pandemic, I have learned that the only constant in life is change. Nothing is permanent, so we should set our sights on what matters. The safety of our employees matters. Time with our families matters. The pandemic has been a reminder that these values are precious and should not be replaced by other priorities.



Sonia Smith, President – Automotive Europe

Leading the business through the pandemic has been particularly challenging with a lack of visibility and many complex moving pieces and impacts to overcome, but I continue to be amazed by what we achieve through our determination, ingenuity, and endless commitment. The ultimate challenge has been keeping our people safe from a disease we cannot see. Our COVID-19 protocols continue to be incredibly effective in stopping the spread throughout our offices and branches, and I'm so very proud of L&P for what was created and rolled out globally to protect our people. One of the ways I remain resilient is by focusing on what I can control or influence. In today's environment, we have more setbacks than in "normal" business conditions. It's important to have compassion for each other, recover quickly, celebrate the wins, learn lessons, and move onwards. You never know how much strength you have until you need to be strong.



Gustavo Lemos, President for South America Leggett & Platt de Brasil; Itatiba, Brazil

When COVID-19 emerged, it was like sailing into thick fog. We had no vision of what was coming next. Our leaders did a great job of showing confidence to all employees, making timely and often tough decisions. Communication became key, and our teams adapted. Through virtual platforms and messages posted on the production floor, we continually updated our employees, which helped us to build trust and confidence on the direction we were heading. Incredibly, 2020 brought L&P Brazil's best results ever. I share this success with the entire Brazilian team, and I couldn't be prouder. I'm proud of how they've remained engaged and extremely productive.



Collaborating and Communicating Across L&P

Banding Together to Fight COVID-19

At Leggett & Platt, our employees are industrious, resilient, and share a spirit for collaboration. At the onset of the COVID-19 pandemic, our leaders knew that our people would play a critical role in rising above the emerging crisis.

According to Steve Henderson, EVP & President of Specialized and Furniture, Flooring, and Textiles Products segments, "It was truly humbling to watch our people respond so quickly and adeptly to previously unthinkable changes in our markets, our company, and in their daily lives. They found creative ways to establish new processes and communication channels as we all navigated ever-changing challenges around the world."

A Crisis Response Network

In early 2020, L&P formed a cross-functional Crisis Response Team (CRT) to develop policies and protocols in response to COVID-19. Throughout the pandemic, the CRT has made critical decisions in alignment with recommendations from the Centers for Disease Control (CDC) and the World Health Organization (WHO). "With our employees constantly at the forefront of our minds, our decisions have always been guided by a core principle of keeping them safe," says President & COO Mitch Dolloff.

Together, Leadership Guiding Coalitions within each Business Unit and Pandemic Response Teams across the company have worked together to effectively implement safety protocols and educate employees on the changes. They have also modified facility layouts to accommodate social distancing, committed to enhanced sanitization and disinfection measures, displayed additional signage and informational materials, and conducted numerous employee trainings.

This multi-layered network has been critical to sharing information quickly and consistently. "Before the pandemic, we were already talking about making transparency and

communication more prominent in our business," says Brandon Lin, a member of the Guiding Coalition for Automotive. "It would have been easy to overlook this goal throughout 2020. Instead, leadership used the crisis as an opportunity to foster the growth of communication throughout the company."

Stronger Together

Despite the many challenges we've faced due to COVID-19, we finished 2020 as a stronger company – a direct result of extraordinary efforts by our employees. Teams came together across corporate functions and businesses to develop highly effective protocols to manage the pandemic, committed to keeping each other safe and healthy while serving our customers, and redesigned the way we work while maintaining and even increasing productivity.

"I think L&P's culture has become stronger," shares Lynn Werner, who serves on the Guiding Coalition for Bedding. "As a result of the lessons we've learned, our company will be more transparent, more agile, and better able to pivot to respond to changing market and world conditions."

"There has been so much positive change," agrees Brandon. "We've implemented clear COVID-19 policies to keep us safe, we've been flexible in times of uncertainty, we communicate early and often, and we provide our people with good information. This has allowed us to operate as the diversified team we are at L&P – as we learn from and leverage each other's strengths."

And we hope to leverage each other's strengths well into the future. According to Mitch, "I couldn't be prouder to be part of the L&P team. With the continued ingenuity and commitment from our employees, we're in a good position to tackle 2021 and the years ahead."

Responding Quickly to COVID-19

Safety Measures at Western Pneumatic Tube

Just over a year ago, it was likely a typical workday at Western Pneumatic Tube – employees collaborating on an assembly line, chatting together in the breakroom, and sitting in a conference room for a meeting. However, these typical activities soon radically changed at the onset of the COVID-19 pandemic, as Western Pneumatic Tube became one of the first Leggett & Platt branches to roll up their sleeves and respond to the emerging crisis.

A State of Emergency

Western Pneumatic Tube is a manufacturer of high-quality welded tubing for the aerospace industry based in Kirkland, Washington. Kirkland was the first U.S. city to experience an outbreak of COVID-19 cases in February 2020. After a state of emergency was declared in Washington, the management team at Western Pneumatic rapidly assembled their Pandemic Response Team to be able to implement safety protocols within the facility.

According to John White, HR Manager, "Putting all the new protocols into place at our facility wasn't a miracle; it took a lot of hard work. Thankfully we have a great team who pulled together quickly so we could continue to operate."

As the pandemic worsened in the community, the team worked hard to keep up with rapidly changing circumstances. They introduced measures like increased handwashing and sanitization, wearing face masks, and facility re-layout to ensure employees worked and took their breaks at safe distances from one another.

The New Normal

Learning how to manage the new protocols seemed daunting at first. "No one could believe what was happening around us," recalls Mark Graeber, Director of Operations. "But as the threat of COVID-19 became more serious, our employees understood the necessity behind the changes and really worked together to make Western Pneumatic a safe place to work." Mark is proud of how employees have been diligent in disinfecting common areas, wiping down touchpoints multiple times a day, and following social distancing protocols.

The response to COVID-19 has certainly been a team effort. Stan Weaver is Purchasing Manager at Western Pneumatic, and he also serves as a team member on the local Pandemic Response Team. "Since the beginning of the pandemic," he says, "our quick response has been due to the collaboration of many. For example, we have been supplied with personal protective equipment (PPE) and other critical resources from Corporate Procurement. Items such as hand sanitizer, electrostatic sprayers, face masks, and gloves have been key to helping our employees stay and feel safe."

The team's mission is to continue the solid foundation that has been established – which includes prioritizing employee safety, communication, and feedback. "Although the last year has been challenging in many ways, I believe we're developing a more trusting relationship between management and our employees," concludes Mark. "I believe that because of working together throughout the pandemic, we're now closer as a team than ever before."



Mark Graeber (middle) joins fellow Pandemic Response Team members Sean Sefton and Luke Auckland to discuss protocols and procedures.

Prioritizing the Health and Safety of our People

Delivering PPE Where It's Needed

Over the past year, our branches have committed to keeping our employees safe throughout the COVID-19 pandemic – from personal efforts like wearing masks and practicing good hygiene to improved cleaning and disinfection standards in our facilities. Most of these protocols have required additional supplies and personal protective equipment (PPE). L&P's Corporate Procurement Department has been able to apply extensive sourcing expertise to procure and distribute these necessary items, despite global shortages.

The team has traditionally been responsible for strategic sourcing of raw materials for operations. They conduct feed stock cost tracking, negotiate contracts, and provide projections of material costs for our business units. "Our primary role has been assurance of supply, so a branch is never shut down due to a lack of raw materials," says Dave Church, Staff Vice President of Procurement. "But as our leaders began implementing very important health protocols within our branches, we adapted our mission to also support them with all the PPE they need."

In January 2020, Corporate Procurement began sourcing face masks and other PPE for branches on a local level. However, when shortages became an issue and costs began to rise, the team centralized ordering to ensure ongoing availability and to keep costs competitive. They also developed an online ordering system to automate that process.

Bulk orders of general purpose masks, disinfectants, alcohol wipes, gloves, face shields, hand sanitizer, and non-touch thermometers have been delivered to Carthage, Missouri,

where the team fills each order and ships them directly to each facility. When they experienced challenges clearing customs, the team also helped to set up a second distribution site at our LPT facility in Prelog, Croatia. That distribution center fulfills supply orders for L&P's European locations.



We've shipped nearly 1,600,000 face masks to our facilities since January 2020!

"Over the past year, we've learned to really streamline our processes," said Vanessa Gile, Senior Procurement Operations Specialist. "The team ran into some challenging roadblocks along the way, but we've gained so much knowledge about international shipping and product regulations. It's been a great learning experience."

Unbelievably, over 1,500 PPE orders have been shipped to L&P facilities around the world since the pandemic began. The entire team is proud of the work they're doing — these shipments have helped to ensure our facilities remain open. They also signify how readily L&P has prioritized the health and safety of our employees during a challenging time.

"I'm proud to say that we've never had to tell a branch we can't help," says Dave. "Even when dealing with shortages, we've found alternatives to meet the PPE needs within our branches. Our employees are doing an important job, and we are honored to help them stay safe."



L&P began manufacturing general purpose masks for our workforce in late September 2020. This internal supply chain helped to reduce costs, while also ensuring an adequate supply of quality PPE. Employees at Porter-Machine Products (Branch 0079) in Carthage, Missouri, have worked hard to meet the production needs for all of L&P's North American facilities and will begin supplying masks to Europe later this year.



Gary Spruce makes quick use of a backpack fogger to disinfect shared spaces between shifts at Carthage Spring. This type of PPE utilizes electrostatic technology to provide better sanitization while also reducing labor over manual cleaning. Foggers have been deployed to almost every L&P facility globally and serve as a valuable tool in our efforts to protect the health and safety of our employees.