

InVision

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



Our People Matter



Building our future together.

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I was honored and humbled when invited to contribute to InVision. The theme of this issue, *Our People Matter*, resonates with me as a guiding philosophy to the work I do.

I joined Leggett & Platt as Chief Human Resources Officer in early April. The rich history and strong company values drew me to L&P and were quickly apparent to me when I started. Now that I have spent several months working with many of you, I'm even more excited to be a part of an organization that is actively building upon its history in impactful ways.

We're building upon our culture. The world is very different than it was a year and a half ago. We are all changed as a result of the pandemic, and as challenging as things have been, the opportunities we have been presented to grow and adapt are richer than ever. If the past 18 months have taught us one thing, it is clearly that our people matter. Our 21,000 employees throughout the globe have worked together and communicated in ways that perhaps had not been previously imagined! We continue to reach across geographies, across business units, and across systems and virtual platforms to collaborate and act as catalysts for good. I couldn't be prouder.

We're building upon our people practices. The pandemic has also changed the way we approach our human resources. The path ahead is likely to look a bit different as we prioritize finding new ways to care for the health and wellness of our employees and their families, ways to attract and retain the best talent, ways to develop our employees to their fullest potential, and ways to increase our focus on inclusion, diversity, and equity.

There is challenging work ahead of us, but it is also rewarding work as we align in our direction across all boundaries and work together to maximize our full potential.

You matter. You are our greatest strength. I am beyond excited to get to know you and to partner with you in this exciting journey.

Warm regards,

Christina Ptasinski
Senior Vice President, Chief Human Resources Officer



Inclusion, Diversity, and Equity at Leggett & Platt

Leggett & Platt recently announced a companywide strategy around inclusion, diversity, and equity (ID&E) to make our workplace more inclusive and equitable and our workforce more diverse. We plan to foster a more inclusive, diverse, and equitable culture that aligns with our ethical values and business priorities.

“This meaningful work is a critical part of our company’s strategy to build sustainable long-term success,” says CFO Jeff Tate. “Our dedicated ID&E efforts will allow us to see what we can do to affect change, appreciate views that are different from our own, and embrace a bright future for ourselves, colleagues, teams, and the company.”


Why ID&E?


It’s clear that companies who lead in inclusion, diversity, and equity also lead financially. Diverse teams generate better ideas and make better decisions. Employees who feel engaged and supported at work perform much more strongly. In fact, inclusive and equitable companies often outpace competitors because they genuinely care about the unique needs, perspectives, and potential of all their employees. We aspire to get there.


“We believe in ID&E because it’s the right thing to do,” says Ben Burns, VP of Business Support Services. “Our commitment to ID&E means building a culture where every employee has a positive experience of belonging and mutual respect, and they have equitable access and opportunities for development and advancement.”

Put simply, all of our people matter. We want our employees to feel valued, involved, trusted, and heard in their day-to-day work experiences.

OUR PURPOSE WITH ID&E

 Motivate employees and increase engagement

 Win the war for talent

 Enhance innovation through diverse perspectives

 Enrich customer experience

 Improve L&P’s global brand

Our Team

In late 2020, we established a team focused on ID&E, comprised of a broad group of L&P employees. The team represents various parts of our business and brings their diverse skillsets and unique perspectives to this company priority. Over the past several months, they have been collaborating frequently to build out the objectives of our ID&E strategy.

Currently, the ID&E team is largely based in the United States. As our efforts expand globally, we expect to grow our reach and add more perspectives along the way – and perspectives from employees located outside of the United States will be key.

Strategic Pillars

The ID&E team established guiding objectives to:

Ensure that we have a safe and inclusive workplace where all employees can reach their full potential.

Equip and expect our people leaders to attract, develop, retain, and reward a diverse and inclusive workforce.

Be an inclusive and equitable corporate citizen and community neighbor.

Develop a governance and accountability model that will sustain inclusion, diversity, and equity.

Enhance our business results and reputation.

Next Steps

To accelerate our ID&E efforts, we partnered with Icarus Consulting, a firm that specializes in inclusion, diversity, and equity. Icarus is working closely with our ID&E team to provide valuable insight and guidance.

We also recently began recruiting for a Director of Inclusion, Diversity, and Equity. This individual will be crucial to our efforts to embed inclusion and diversity into our talent, learning, and development processes.

And finally, we’re developing plans to keep employees informed. We’re currently designing a plan for ongoing communications related to ID&E because it will be critical to keep our employees up-to-date and engaged with our efforts. Feedback will be key, so we are exploring practical ways to ask for employee input and opinions. After all, a better workplace begins by carefully listening, understanding others’ perspectives, and learning from others’ experiences.



ID&E team pictured from left to right: [Top Row] Rodnesia Woods, Shelby Whitley, Julie Kampling, Valerie Glaze, Christina Ptasinski, Ben Burns, Silvia Wixson, Leeann Gardner, Scoval Blevins, Caroline Boeskool [Middle Row] Mitch Dolloff, Swapna Soman, Karl Glassman, Lynn Werner, Robyn Rudisill, Aubrie Emery, Kyle Williams, Jeff Tate, Meaghan Njoroge, Brayton Rand [Bottom Row] Amy DeArmond, Lindsey Odaffer, Rob Sotlar, Steve Henderson, Katrina Richards, Mandi McCullick, Brandon Killian, Rita Pruscino, Lin Han, Andi Osiek

From Dreams to Action

We invited several of our employees to dream up a better workplace. We asked them to imagine a Leggett & Platt where everyone could bring their professional, authentic, and unique selves to work. Once they could visualize it, we asked them why that dream was important.

Here’s what they said:

I’ve been alone, scared, angry, sad, hurt, and unwanted due to the actions and beliefs of others, and I don’t want anyone to feel like that.

We can become a best-in-class workplace when our employees have equal access to opportunities and resources.

My hope is that L&P becomes synonymous with belonging and acceptance. That our employees can say, “L&P is a great place to work because I matter there.”

I want to see L&P benefit from this evolution. I know ID&E will make my work even more meaningful and rewarding.

Every individual has value, deserves a chance to learn, to do their best, and to contribute to society.

I see ID&E as a vehicle for making us one of the most prosperous and caring companies in the world.

These perspectives tell us that there is no shortage of hopes or expectations when it comes to imagining a better future for L&P. But dreaming only gets us so far. We’re at a critical point in the 138-year history of our organization, and now is the time to be intentional and actionable to bring our dreams of inclusion, diversity, and equity to reality.

My Story: Why ID&E Matters to Me

“I had the good fortune to grow up in a community and school system that was racially, ethnically, economically, and socially diverse, so appreciation for others as individuals was instilled in me at a young age and is a core value of mine. My father was very interested in learning about people from other cultures, and we had a steady stream of people from all over the world visit our home while I was growing up. This exposure and my dad’s values shaped me as well.

Later in life, I elected to pursue chemical engineering and had the opportunity to lead plant start-ups and work with other female engineers in a manufacturing setting. I would like to see more women having the opportunity to contribute to L&P’s success in operating and leadership roles at all levels of the company. As a mother of a child with special needs, I also have a strong desire to see a welcoming work environment for disabled individuals.



We can all work toward an inclusive environment by being willing to listen to and appreciate others’ perspectives. If we are able to learn from one another, I think people will feel empowered to be their authentic selves at work and respected for their contributions.”

Julie Kampling
Director, Corporate Development

The Hands That Make It:

The People Behind Our Products

Our employees are at the heart of our company. Every day around the world, they dedicate their time, energy, and unique skillsets to manufacturing quality products for Leggett & Platt. Meet a few of the talented people behind our products.

"I'm proud of working for Leggett & Platt! The components we rivet are sold all throughout the world."

Lin Yang
Riveting Operator
Furniture Components | Jiaxing, China

"Our facility produces a variety of foam products, including mattresses and toppers. I take a lot of pride in knowing they will help families rest easy after a hard day."

Bo Ivy
Production Manager
Bedding | Verona, Mississippi

"My responsibility is to ensure the condition of each tool and die so that we can create the very best products. I'm proud of the work I do for Leggett & Platt."

JianWei Shang
Tooling and Die
Furniture Components | Jiaxing, China

"I enjoy working in such a family-based environment, working with and training others in various jobs. I enjoy every day that I am at work and I find our facility to be a peaceful and safe workplace."

Shannon Wofford
Plant Wide Float
Flooring Products | Houston, Mississippi



"I've worked with Leggett & Platt for over 25 years. We make carpet padding and I'm proud of the fact that I always give it my all. I enjoy my job, always give the best of my ability, and my coworkers are like family to me."

Silvia Cervantes
Laminator Operator
Flooring Products | Aurora, Illinois

"In my role, I develop education programs designed to progress our employees to the next level, something which I am very proud to be a part of. At our facility, we don't just make springs – we make our partners experts and owners. The services we provide our customers is backed by the greatest workforce the world has to offer. Knowing we are the backbone of a good night's sleep drives us to continuously improve."

Ryan Castillo
IT Administrator, CI/TPM Assistant
Bedding | Ennis, Texas

"I'm fortunate to see how our employees take pride in the quality of product they produce. My team makes the core unit of mattresses we all sleep on. We're a small part of an even bigger picture, since L&P is a leader in bedding technology. I'm also proud to be in a position where I can support the ideas of others. Often our processes grow through their suggestions. Unidos en Leggett & Platt todo es posible! (United in Leggett & Platt everything is possible!)"

Cynthia Sanchez
CI Facilitator & TPM Coordinator
Bedding | Ennis, Texas

"I'm very proud to be a member of the production team of L&P. We produce high-quality padding and work hard to ensure we're able to meet our customer demands. I take special pride in producing the St. Jukes carpet pad. In this project, a portion of sales proceeds go to children fighting cancer."

Shanitha Johnson
Production Scheduler
Flooring Products | Houston, Mississippi

On Leading People:

An Interview with Two Long-Time Leaders

We invited two leaders at L&P, Jerry Greene and Simon Prior, to share their perspectives on leading and developing successful teams.

What is the most important responsibility that you face as a leader at L&P?

SIMON: As a leader, I believe it's important to focus less on accomplishing certain things myself and focus more on motivating and developing my team. When they undertake actions that drive successful results, it benefits both their colleagues and the wider organization.

JERRY: A leader should strive to shape the business for its next generation of leaders. Our success is judged not only by the success of the business, but also by its ability to thrive well into the future.

How do you establish expectations within your team?

JERRY: A team should share a set of goals that supports the overall business strategy. The goals need to be objective, attainable, and within each team member's span of control. Everyone must also feel a sense of contribution, so that teams can celebrate their successes together.

SIMON: I agree. It's important to have defined goals and KPI targets, but teams should also challenge themselves and set expectations as if it's their own equity at stake.

What strategies improve collaboration and communication?

JERRY: I share information as much as I can and try to reach consensus in decision-making. Every team member should feel heard. We also try to avoid any environment where some get ahead at the expense of others. It's important to promptly address team destroyers. By affording team members time to build meaningful relationships, they can more clearly understand the commonality of their purpose.

SIMON: It's also been interesting to witness how remote work has affected collaboration. I didn't fully appreciate the advantages of video conferencing calls in the beginning of the pandemic. However, I noticed that some unique things happen when people turn on their cameras. Much of the unspoken communication comes back, which helps everyone relate to one another and act more as a unified team.

How do you respond to setbacks or challenges?

SIMON: I do my best to minimize any sulking and feeling sorry for myself. Then I quickly challenge myself to give it another go with a new strategy. I almost always do better the second time around.

JERRY: It's important to dissect the challenge to determine whether it's due to an internal issue or an unforeseen external factor. Teams should learn how to respond to all situations, even if outside of their control. Then, take action. Establish a plan and monitor it carefully to ensure a successful solution has been reached.

Also, humor and positivity can help teams to operate at their best during difficult times. At Hanes, we've created a culture that thrives even in chaos, and we try to turn every challenge into an opportunity.

How do you motivate your team and ensure they feel valued?

SIMON: A long time ago, I learned that everyone has something of value to offer. If we don't allow employees to provide input, however, their unique skills and abilities are unlikely to be noticed. I do my best to discover these talents within my teams.

JERRY: I try to engage with everyone on my team as an individual, showing them a clear vision for the company and their role in it. We, as leaders, really do care about our team's wellbeing, development, and growth.

What is the most important factor in building a strong team?

JERRY: Having a shared vision is extremely important. Diversity can also make a good team great – whether diversity of thought, skills, work experience, or life experience.

SIMON: An exceptional team knows that together they are stronger than their individual team members. The key is in allowing everyone a chance to play a meaningful role in that success.



Jerry Greene,
VP L&P/President –
Hanes



Simon Prior,
VP L&P/President –
Aerospace Group

Growth Through Collaboration: The Acquisition of Kayfoam Woolfson

Since the beginnings of Leggett & Platt, we've often achieved growth through partnership and collaboration. Over the years, acquisitions have allowed us to evolve, adapt, and even enter new markets and industries. Our recent acquisition of Kayfoam Woolfson is no different. Kayfoam's long history and excellent reputation for innovative products are setting the stage for expanding our specialty foam and finished mattress capabilities internationally.

The Rich History of Kayfoam Woolfson

Kayfoam Woolfson began developing innovative products in the bedding industry in 1898 in Dublin, Ireland, as a furniture fillings business. It wouldn't be until 1972 when the company began producing foam, and subsequently, traditional mattresses in 1982. Kayfoam owns the bedding brands King Koil, Kaymed, and Odearest, where they employ over 300 people across two locations in Ireland.

David Moffitt, Kayfoam's CEO, explains that the company's history as both a foam manufacturer and mattress manufacturer gave them an advantage when making the decision to offer "bed-in-a-box" mattresses, which created a whole new vibrant market for Kayfoam Woolfson in addition to the success they've had with their other products.



David Moffitt

Partnership with Peterson Chemical Technology

The relationship that sparked L&P's acquisition of Kayfoam began in 2012, when Kayfoam leaders first collaborated with Peterson Chemical Technology to develop specialty foam products. At that time, Peterson Chemical had yet to join L&P as part of the acquisition of Elite Comfort Solutions (ECS). This first collaboration between Peterson and Kayfoam resulted in a very successful mattress line for the largest retailer of mattresses in the UK – Bensons – under their iGel brand, which incorporated Peterson's breakthrough temperature-regulating technology.

Since then, the collaboration has only grown stronger as Kayfoam has continued to deploy Peterson technologies over the past decade. According to Bruce Peterson, President of

Peterson Chemical Technology, "We have always looked for partners who understand advanced foam technologies and know how to market the values. Kayfoam is an outstanding partner that has consistently demonstrated their mastery of selling performance products."

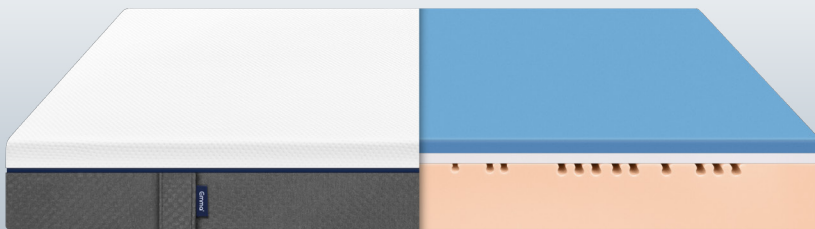
A Great Fit with L&P

In June, L&P acquired Kayfoam Woolfson to build upon the partnership that had begun with Peterson. Kayfoam expands the capabilities of our European Bedding business and establishes a platform in foam technology and finished mattress production. This positions L&P to support our European bedding customers anywhere in the value chain – from innerspring and foam components to finished products, including private label mattresses, toppers, pillows, and other bedding accessories.

The acquisition ultimately enhances our position as a global leader in bedding technology and manufacturing. According to Mitch Dolloff, L&P President & COO, "Kayfoam's mattress design and foam technology, coupled with our existing European bedding capabilities and proprietary chemical technology, better position both companies to capitalize on these market trends and deliver differentiated solutions that create value for our customers. This will allow us to drive outsized growth in the large and fast-growing European market."

"The most exciting part about adding Kayfoam to the L&P family is the tremendous opportunity to merge ideas, products, and technologies to bring finished product solutions unlike any other supplier," agrees Bruce. As the European market continues to embrace 'bed-in-a-box' products, advanced foam technologies and hybrid mattresses, we will work side-by-side with Kayfoam, ready to deliver cutting-edge products to our customers and consumers."

Beyond the exciting business opportunities ahead, joining L&P also makes for a great cultural fit for Kayfoam. "Our workforce has been incredibly loyal over the years, and we have many long-service employees – much like what we know exists at L&P," says David. "Our employees greatly welcome our new position in the L&P family given their depth of expertise, strong focus on employees, global reach, and finally, financial strength."



Kayfoam continues to see success with their bed-in-a-box products as they gain popularity in the European bedding market.