

InVision

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

Committed to a Sustainable Culture



ESG



Environmental, Social, and Governance.

Creating positive change.

Leggett & Platt has enjoyed “sustained” success for nearly 140 years. But like many things, what got us to this point won’t necessarily get us to where we want to go in the future.

We’ve always been committed to doing the right thing as an engrained part of our values. In an evolving environment, we must build upon this core value – broadening our thinking, adding necessary resources, and improving transparency in our efforts.

It’s a long-held responsibility that now has a more formal name: Environmental, Social, and Governance (ESG). In short, ESG standards ensure we run our company in a way that is responsible and respectful to our people, customers, shareholders, and communities. As a company, we are placing a high level of emphasis on the coordination, management, and reporting of ESG standards and our accountability to them.

Sustainability is at the heart of ESG. Sustainability is a broad term, and one we hear frequently. For me personally, it means adapting to thrive in both the short and long term. As a company, we want to be financially successful, but we also want our employees, customers, and communities to prosper. Every action we take and each decision we make impact these stakeholders. This is a big responsibility we take very seriously.

I’m very proud to be part of this company. We’ve always held ourselves to a high standard. And now, it’s also exciting to think about how we can build upon that high standard and make things even better. We’re guided by a mission to help others prosper and to develop sustainable practices. From attracting and retaining the highest level of talent to achieving the best results for our shareholders, we have the opportunity to create a tremendous amount of positive change.

Thank you for everything you do and for helping to drive this momentum. Your dedication and efforts are what will sustain our success into the future – and let’s aim for another 140 years.

Tyson Hagale
Senior Vice President, President – Bedding Products



Committing to Environmental, Social, and Governance Standards

At Leggett & Platt, we're striving to build a sustainable culture for generations to come. In order to get there, we're committed to improving the environmental, social, and governance matters most important to our company. Typically referred to as ESG, these three standards ensure we manage L&P in a way that is responsible and respectful to our people, customers, shareholders, and communities.

Understanding ESG

ESG reflects and reinforces our culture. As we work to advance sustainable solutions for our customers, implement the highest standards for ethical conduct throughout our facilities, and enable a culture of inclusion and employee development at all levels of the company, we're living out our commitment to ESG principles.



The **environmental** standard is how we perform as a steward of nature and our planet. "We have an established record of environmental stewardship and strong safety performance at L&P," says Bryan Larson, VP – Risk Management. "We're dedicated to the safety and welfare of all employees and seek to continuously improve our management systems, operational practices, and ongoing environmental and safety initiatives."

The **social** standard is how we support our employees, customers, suppliers, and communities. According to Christina Ptasinski, Chief Human Resources Officer, "We have always cared deeply about our employees, and an important element of a successful future is a continued commitment to a culture of development and engagement by ensuring all employees have the tools and resources they need to succeed."

The **governance** standard is how we maintain accountability for leadership, internal controls, and shareholder rights. "We are committed to ensuring a culture of good governance and high ethical standards within our



businesses," says Jennifer Coleman, VP – Deputy General Counsel. "Rigorous corporate governance contributes positively to long-term shareholder value. Our governance and ethics are strong, and they start at the top."

Setting Our ESG Strategy

To identify a long-term ESG strategy, we will soon launch a formal exercise called a materiality assessment. It's a companywide effort involving stakeholders from cross-functional teams, and it will help us focus our ESG efforts on critical issues.

Materiality, by definition, means that something has importance. So, the process will help prioritize issues that matter to L&P. "The materiality assessment will help us align on what's most impactful to our stakeholders," says Ben Burns, Senior Vice President of Business Support Services. "It will help us better understand the sustainability landscape, identify where we can enhance our business, and allow us to focus our time and resources on activities that will drive the most value."

The assessment will examine elements such as air quality, data security, labor practices, business ethics, water scarcity, employee health and safety, risk management, and ecological impacts, to name a few. Once we better understand these elements in relation to stakeholder importance and the impact to our business, we can define our strategy around how to create long-term value in these areas.

Over time, the goal is to refresh our materiality assessment every few years to stay current with evolving priorities. We expect that process will include these steps:

- Obtain feedback from stakeholders about what ESG elements are important to them.
- Assess the business impact of the various ESG opportunities.
- Use the results to identify our best opportunities to make a positive impact.
- Prioritize and communicate the opportunities, and then align resources to focus on these areas.

Publishing Our Sustainability Report

Sustainability is at the core of our ESG efforts. Not only is it the relationship between our company and the environment, but it also guides our decision making around social and economic impacts. Ultimately, we want to create sustainable products and processes that drive value for our customers and benefit our communities.

An important element to being transparent about these efforts is developing our annual sustainability report. Every year, we will publish an updated version to highlight the progress we are making. It will be shared with our investors, employees, and stakeholders across the world, having a permanent home on our website. You can now read our 2022 Sustainability Report at Leggett.com.



Looking Ahead

We are committed to building upon our ESG practices for many years to come. We are already underway with several key ESG activities in 2022, which include:

- Conducting a materiality assessment
- Advancing our inclusion, diversity, and equity (ID&E) efforts
- Measuring and reporting our greenhouse gas (GHG) emissions data
- Evaluating opportunities for establishing key management systems to improve data collection and contribute to broader companywide sustainability advancements
- Enhancing our supplier assessment process, including a heightened emphasis on labor and social standards and cybersecurity controls

According to CEO Mitch Dolloff, "We will continue to have a sharp focus of building up our people, culture, and capabilities. It's only when our employees are growing that we can build a sustainable, strong foundation of talent to carry us into the future. We face a lot of exciting opportunities to grow into the future."

Helping Advance Sustainability Efforts



Meet Tamara Cook

Tamara Cook joined L&P in November 2021 as our first-ever Sustainability Manager. In her role, Tamara will work with our business leaders to contribute to the ESG strategy and set sustainability goals. She'll coordinate the materiality assessment and assist in the development of future sustainability reports. To help identify best practices and continuous improvement opportunities for L&P, she'll also research leading sustainability programs and initiatives.

Prior to L&P, Tamara held roles of increasing responsibility with the North Central Texas Council of Governments. She specializes in sustainability projects for carbon energy, waste, and water reduction.

"I'm very excited to join a company that is committed to a culture of sustainability and stewardship of the environment," says Tamara. "I've enjoyed my first few months at L&P and look forward to coordinating with a variety of team members to advance strategies that result in sustainable products, facilities, and more."

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 am a proud employee of L&P. I started my journey in 2008 as Production Technician. L&P has given me lot of experience and opportunity in my personal and career growth. In this company, we are all like a family, marching together towards success!"

S. Vinayagam
Shift Manager
Automotive | India

"I've worked for L&P for 13 years. I work as a 'water spider,' which means that I organize materials to make sure everyone has what they need. I love working with the team to make a quality product."

Shauna Hunter
Assembler
Bedding | Kentucky, U.S.

"I've always been someone who has enjoyed hands-on work, like making a product. Working for Leggett & Platt gives me a real sense of satisfaction from seeing a product through – from start to finish."

Roy Vaughan
Fitter/Welder
Aerospace | United Kingdom

"My role is to ensure that our team ships and handles all produced finished goods to our customers promptly and in the best condition. I'm proud that our team commits to satisfying the customers' needs while maintaining a unified attitude. I enjoy motivating and encouraging the culture of teamwork and knowing that we have so much potential for growth."

Cruz Hernandez
Shipping Lead
Work Furniture | Michigan, U.S.

"As part of the electronics hardware team, I help design and develop electronic control modules for some of our seat comfort products. My favorite part of my job is when I'm faced with a complex hardware problem to solve. I enjoy investigating the issue and analyzing the data to figure out what happened and how. It's satisfying when I can help find an optimal solution!"

Caitlin Germain
Hardware Engineer
Automotive | Michigan, U.S.



"I make innerspring pocketed coils. I take great pride in my ability to make a high-quality product, which ensures all of my teammates are able to efficiently and reliably produce those coils into assembled units. This also means that our customers are receiving the best product available every time. I enjoy the technical and mechanical aspect of my position, but what really shines through is the togetherness and teamwork at our branch."

Donna Carothers
ComfortCore Master Technician
Bedding | Missouri, U.S.

"I've worked for Hanes Geo Components for 14 years and am proud of the career I have built. I enjoy coming to work every day. We have a great work environment and work together as a team."

Willie Townsend
Wire Back Machine Operator
Hanes Geo Components | North Carolina, U.S.

"I help make ducting for the aerospace industry. Six years ago, I was lucky enough to be offered an apprenticeship with L&P. Now I've learned a highly recognized skill and continue to grow my knowledge through self-assessment and feedback from management. I hope to progress through the company and help people like myself get in to the industry."

James Bradley
Fabricator
Aerospace | United Kingdom

"I'm responsible for product design and development. I make samples and validate designs. I'm proud that I can put my own ideas into the designs and see them evolve. It is a very interesting process!"

Zhijie Tang
Product Engineer
Automotive | China

"I work with the oven tempering for innersprings. I like everything about my job – my colleagues are helpful and my managers are attentive."

Adriano Rodrigues Coelho Lopes
Production Operator II
Bedding | Brazil



A Shared Responsibility: Keeping Our Workplace Safe

Every day, our employees make products that help shape our lives and offer comfort and convenience to vehicles, offices, airplanes, and homes. When their work is done, our goal is ensuring a safe return home to their families. According to CEO Mitch Dolloff, "Safety is a foundational piece of our company culture. Our teams show tremendous dedication to maintaining a safe and healthy work environment for everyone, and we're grateful for the extra efforts that help keep our employees safe."

Developing SafeGuard

Since 2012, we've worked to minimize workplace injuries using education, awareness, and prevention through our internal health and safety program called SafeGuard.

SafeGuard is a comprehensive program that uses lessons learned through accident investigations, safety walk-throughs, job hazard analyses, and the development of safe work instructions and employee training to help prevent safety incidents altogether.

A significant component of the program is educating our employees about workplace hazards. Through weekly safety trainings known as Toolbox Talks, our employees learn about a wide range of topics such as building a safety culture, habits for staying healthy and well, applying first aid, and correctly and safely operating manufacturing equipment.

Striving for Zero Injuries

"Keeping our people safe is not just a priority, it's a core element of our organization," says Dave Bumpus, Senior Director of Environmental, Health, and Safety. "SafeGuard works to reduce the risk of workplace incidents and injuries through data-driven measurements and improvements."

Although we strive for zero injuries, SafeGuard uses an accident tracking and investigation platform to help us continuously improve our performance if it happens. The SafeGuard 2.0 and SiIRS (Safety Injury and Illness Reporting System) platforms allow branches to input accident data so that our safety team can review and remediate issues in real-time. This means we can be proactive and anticipate adjustments to our program and strive to prevent incidents rather than react afterward.

Taking Part Around the World

SafeGuard doesn't just apply to one country or region – all L&P branches take part in training and track their metrics and engagement. Learning key lessons from different parts of the business helps keep all our people safe.

"The key to the historical success of the program rests with employees from different levels of the organization being involved, engaged, and challenged to make safety a shared responsibility," says Dave. "This engagement stretches to our top leaders, who not only support the SafeGuard program, but play active roles in its success on a daily basis."



Spotlight on Safety

The team at Davidson Plyforms in Grand Rapids, Michigan, works hard to foster a safe working environment. Branch Manager Mark Walkington shares more about the team's commitment to a culture of safety and continuous improvement.

How has SafeGuard positively impacted your facility?

Launching the SafeGuard program added a much stronger structure to our safety team. Our meetings are more effective, our accident investigations are more complete using the corrective action systems, and it provides access to experts who help us solve problems. We're also able to track and share information, which is especially important as we grow and add new tools and equipment.

How has your team pulled together to ensure a safe working environment?

Our team is always thinking about safety. We've invested in improving our equipment guards using physical barriers, electronic detection, and vision systems. We've also upgraded our training documentation to reflect new equipment models, and we see a lot of engagement among employees with weekly Toolbox Talks.



This all led to enough growth in participation that safety became our number one focus. Once that momentum started, our team has made it easy to maintain. I'm incredibly proud and appreciative of everything our team does to stay safe and keep others safe as well.



Paint Your Own Picture:

Ana Jain's Career Story



Growing up in India in a traditional orthodox family, it was difficult to dream. My uncle was a politician and asked me to use my creativity to help him organize events. But as soon as I was done, I was sent home. I wasn't allowed to stay and see people's reactions or hear their thoughts about my creations.

I wanted to become a professional, but my father wanted me to prepare to become a homemaker. My mother saw my ambition and helped ensure that I got what I needed to educate myself, and I even became a national-level swimming champion in grades 8-10. She did all of this by hiding it from my father.

I've always had creative outlets like painting, drawing, and fashion design – all of which helped me realize that above all, I needed to pursue a career that excited me.

My mother supported me as I completed my degree in International Business, which allowed me to get my dream job as a buyer and gain experience in the fashion, construction, and engineering industries. But when I moved to Canada, I wanted to work in the automotive industry.



Ana is a Program Buyer for our Automotive business.

I interviewed with an automotive company but was rejected for not having enough experience in the automotive sector. This motivated me to do my research. I searched online for the qualifications I would need to become a buyer in the Canadian industry. To organize and plan my path forward, I made a flow chart that even included the certifications I would need. Then I went back to school to make sure I received all the required education.

In 2019, I happily accepted a position as Program Buyer with Leggett & Platt Automotive in Lakeshore, Ontario. What I love most about my role is that I get to create something new every day, like how I'm challenged when I create a new piece of art.



One of Ana's pieces of art, "Circles of Love," acrylic on canvas.

As a Program Buyer, I work with a new automotive program from the very beginning until it's launched for production. I process requests for proposals, follow up on quotes, and ensure that the procurement plans are current to help make our programs with automotive manufacturers successful.

There are some challenging aspects to being a Program Buyer, but that is part of what I enjoy most. Right now, I'm working on nearly 20 different programs. All of them have different manufacturers to work with, and each has their own unique working style. I've only been with L&P for 2.5 years, and there is still so much to learn.

When I reflect on where I've been, my advice is always to dream big and do what excites you the most. I created art for five years using different mediums like watercolor, pencil, and paper before I realized that what excites me more than anything is working with acrylic on canvas. Similarly, when I knew what I wanted for my career, I dreamed big until it became a reality.

Once you discover what excites you, choose your path forward, and don't let anything stop you from painting your own picture.

