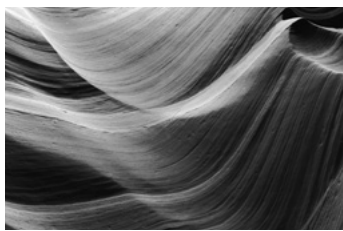


BUILDING A
SUSTAINABLE
FUTURE



JELD-WEN

2021

ESG REPORT

A more sustainable future starts in the homes where we live.

Our efforts to reduce JELD-WEN's environmental impact start with our product suites and continue in our operations. By 2050, JELD-WEN is committed to achieving net zero waste and 100% renewable energy usage in our operations. We also aim to eliminate greenhouse gas emissions by 6 billion pounds annually, through installing our products in 60 million homes worldwide.

That's an ambitious agenda for a building products company, and it will require our entire team's commitment to make it into a reality. We can't think of a better place to put our energy than protecting the home where you live—and the one we all share.



CEO Letter

I’m proud of the progress that our leadership team and associates around the globe have made toward implementing the Company’s Environmental, Social, and Governance (ESG) framework and initiatives, and I believe that 2021 represented a significant leap forward.

As we transform the business and focus on operational excellence, we continue to integrate our ESG initiatives into our business strategy and operations. This integration is meaningful for customers, associates, and shareholders alike as we strive to:

- **Help customers** reduce their energy consumption by offering a full suite of energy-efficient building products
- **Reduce the environmental footprint** of our operations, including a commitment to net zero waste and 100% renewable energy
- **Practice active leadership** by engaging with government leaders, NGOs, and research institutions to champion more sustainable solutions in the building products industry

A STRATEGY FOR GROWTH

In 2021, we rolled out our universal strategy for growth, or the Strategy U, as we call it. We codified how our work differentiates us from other companies and benefits our communities and stakeholders around the world.

Innovation and sustainability form the foundation of this strategy, one that both addresses our business objectives and applies our sustainability commitment to everything we do. Together, these values signal that JELD-WEN’s commitment to ESG goes beyond just words and are designed to be put into practice every day.

Our new product and service innovations start with a focus on sustainability. We are always aiming to exceed energy efficiency standards, use sustainable materials, and consider cradle-to-cradle product life cycles that solve customer problems, while also creating new markets. Through these principles, we can grow the Company while making a positive impact on our local communities and the planet.

DEDICATED ESG LEADERSHIP

We also welcomed an experienced leader and built a team to execute our ESG strategies. With the team in place, we are measuring progress and generating a system for continuous improvement. Led by our vice president of social governance

and sustainability, an experienced environmental scientist, engineer, and corporate leader, our team aligns our values and ESG objectives to our Company’s evolution.

SUPPORTING A PREMIER PERFORMING CULTURE

Also core to our success is the work we are doing to build a more inclusive culture at JELD-WEN, one in which our associates are safe and feel empowered to bring their authentic selves—their best selves—to work every day.

Nothing is more important than our associates’ safety and well-being. Throughout the pandemic and in each of our plants, we reinforce critical safety standards every day, supported by our ongoing safety education and celebration of global and regional safety days.

We also continue to make strides towards a more diverse and inclusive culture. In 2021, we welcomed two more women to our Board of Directors, including the first person of color. In 2022, we also welcomed Julie Albrecht as our Chief Financial Officer, adding another woman to our executive leadership team. We increased recruiting activities with historically Black colleges and universities and formalized more active employee resource groups with executive sponsors. After we rolled out required unconscious bias training sessions across our global management team of more than 200 leaders, we also offered it to all associates through our learning management system.

As a result of these efforts, we’ve seen marked improvements in our associate engagement results and view our premier performance culture as a distinct competitive advantage.

Doing right by our people, our communities, and the world is a core value that defines our company, and we are determined to live up to that principle as we aspire to lead our industry to build a more sustainable future.

Kevin C. Lilly, Interim CEO

Our Progress

Our ability to achieve our ESG goals in the future depends on the structural foundation we build today. The work is multifaceted and complex, but we are excited to continue our journey and prepare for greater transformation. Establishing management systems that support our vision and implementing data platforms that help us track our progress are vital to our success.

UPDATING OUR FRAMEWORK AND PRIORITIES

This year we laid the groundwork for future achievements. As our ESG initiatives mature, the way we define our pillars is evolving to match the nature of our work, and the number of priority topics that we are able to address has also increased. Read more on [pages 16–17](#).

ESG GOVERNANCE AND TEAM

Our governance structure reflects our commitment to ESG by assigning responsibility to the top levels of our leadership and flowing accountability throughout the organization. Our new ESG team supports cross-regional and cross-functional initiatives, implementing best practices organizationwide. They also monitor and document our progress. Read more on [pages 10–11](#).

REPORTING AND OPERATING STANDARDS

The Sustainability Accounting Standards Board (SASB) provides globally recognized reporting standards for the disclosure of financially material sustainability information by companies to their investors. JELD-WEN's 2022 ESG Report is in alignment with the SASB reporting framework for Building Products & Furnishings. Data referenced throughout the report maps to these metrics. We are also tracking our adherence to the standards set by the Global Reporting Initiative (GRI), an independent, international organization that has codified a global common language for impact reporting. Read more on [pages 12–13](#).

The United Nations Sustainable Development Goals (SDGs) are universally accepted guidelines for achieving a better and more sustainable future for all. These goals address global challenges, including poverty, inequality, climate change, environmental degradation, peace, and justice. To align with this framework, we consider the SDGs when deciding how to source our products, how to operate our facilities, and what types of products to make.

UPDATED PROCESSES

As climate change poses an increasing threat to daily life and business operations, our Enterprise Risk Management department expanded the annual risk survey to include specific questions to business leaders on climate risks to ensure we monitor and prepare accordingly. We evaluate and monitor our climate risks, which include physical climate risks (wildfire, cyclone, flooding, sea-level rise, heatwaves, drought, and water stress) and transition risks (policy and legal risks, technological risks, and reputational risks). We continue to assess their potential impact and will develop response plans to address these risks as appropriate. To read more about our processes, refer to [pages 18–35](#).

2021-22 Awards and Recognition

NEWSWEEK

Based on a 2021 survey of 50,000 respondents, **Newsweek** named JELD-WEN to its inaugural list of **America's Most Trustworthy Companies**, the only building products company who made the list.

NAVEX GLOBAL

We received NAVEX Global's **2021 Customer Excellence Award** for "Corporate Culture Impact" in recognition of our values and our commitment to honoring our responsibilities to customers, communities, and our team.

AUSTRIAN FEDERAL MINISTRY

We were honored by the **Austrian Federal Ministry (BMK)** for our dust extraction system that reduces CO2 emissions.

ENERGY STAR

JELD-WEN of Canada was named **the ENERGY STAR® Manufacturer of the Year in 2022** and has won this award six times over the last eight years, bringing its total **ENERGY STAR®** award count to nine.

50/50 WOMEN ON BOARDS

We were honored as a "3+" company by **50/50 Women on Boards**, which recognizes Russell 3000 companies with three or more women on their boards.

BRITISH WOODWORKING

We received the **2021 British Woodworking Award** for using modern technology to minimize the risk of injury to pedestrians caused by moving vehicles in a work environment.

COMPLIANCE WEEK

We were named as one of four finalists in the **Compliance Program of the Year Award by Compliance Week**, out of a field of 300.



 **Federal Ministry
Republic of Austria**



**COMPLIANCE
WEEK**

**50 WOMEN
50 ON BOARDS**

bWf **BRITISH
WOODWORKING
FEDERATION**

2050 GOALS



ZERO MANUFACTURING WASTE TO LANDFILL

All waste and waste byproducts from manufacturing will be reused or recycled, which includes incineration with energy recovery.



NET ZERO GREENHOUSE GAS EMISSIONS

We will achieve net zero direct (Scope 1) and indirect (Scope 2) greenhouse gas emissions through efficiency projects and converting to renewable energy.



100% RECYCLED OR HARVESTED MATERIALS

We will use recycled or harvested content from external sources or internal processes where available.



100% GLOBAL SOURCING OF SUSTAINABLE OR CERTIFIED WOOD

We will source wood for manufacturing from sustainable or certified forests and delivered through certified supply chains.

Our ESG Framework

PILLAR 1: MATERIALS THAT MATTER

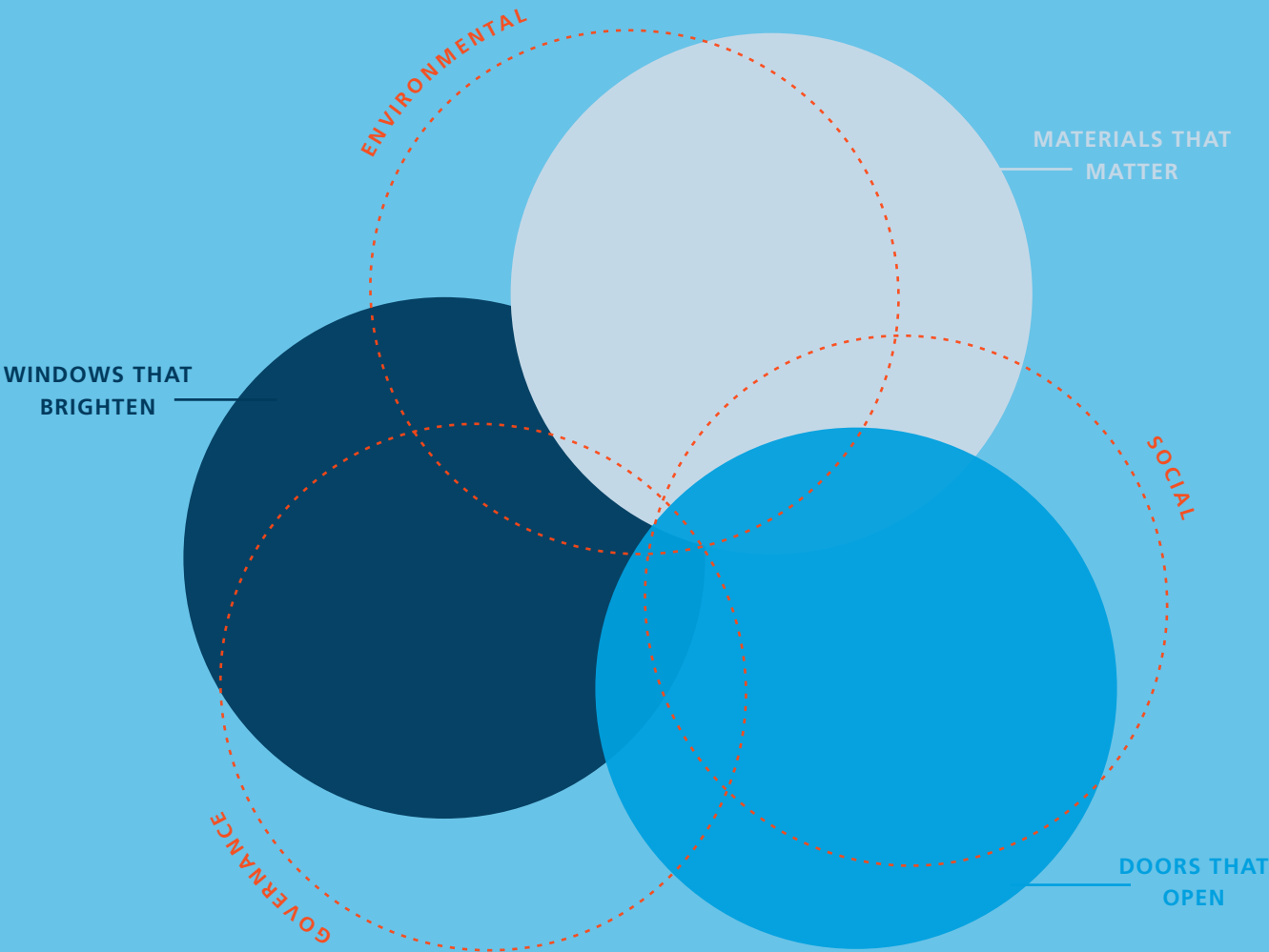
We give new life to our materials and how we use them. By designing for reuse, recycling, and reduced environmental impact, we’re reimagining what a product can achieve in its lifecycle. By preventing energy waste and repurposing materials, we’re preserving vital resources—not to chase after standards, but to safeguard what matters and set a benchmark worth upholding.

PILLAR 2: DOORS THAT OPEN

We open the door to broad perspectives and deep innovation. With rigor and creativity, we flex our research capabilities and craft new approaches to pressing questions. It’s an invitation, built on diversity, equity, and inclusion, for all to contribute ideas that advance our contribution to our world. And we commit to creating a positive and inclusive work environment by engaging communities throughout our Company and supporting them with executive leadership team sponsors and ample resources.

PILLAR 3: WINDOWS THAT BRIGHTEN

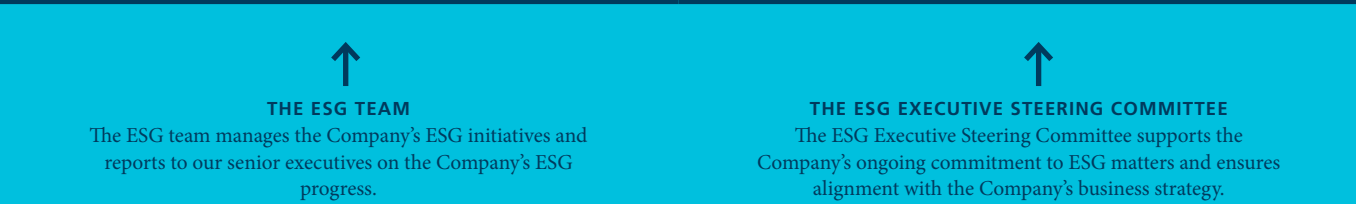
We give clear line of sight through a window into our work. Accountable for our actions, we are direct in our goals, transparent in our structures, and responsible in our reporting. Accountable to our people, we’re uncompromising about implementing and auditing the measures that put health and safety first. We also empower our associates to share their ideas and participate in our ongoing process of improvement.



Governance Structure

Accountability for ESG extends throughout our organization from strategic planning to operations. Sustainability reviews occur regularly alongside operational reviews, and are incorporated into the JELD-WEN Excellence Model (JEM), which codifies our standards for quality, cost productivity, and strategic sourcing. This integration, with correlated metrics and benchmarks to track our progress, ensures that our commitment to ESG permeates every aspect of our business.

In 2021, we formalized an ESG governance structure that ensures full engagement at every level of the Company:



BOARD OF DIRECTORS

With respect to risk oversight, the Board fulfills its responsibility both directly and through its standing committees, each of which assists the Board in overseeing a part of the Company's overall risk management and ESG agenda. At least annually, in addition to reviewing strategic risks and opportunities with management, the Board reviews progress on our ESG commitments. Other important categories of risk, as described below, are assigned to designated Board committees, which report their activities to the full Board.

Their responsibilities are executed as follows:

COMMITTEE	PRIMARY AREAS OF RISK OVERSIGHT
GOVERNANCE AND NOMINATING COMMITTEE	The Governance and Nominating Committee meets quarterly to oversee risks related to overall corporate governance, including Board and committee composition and succession planning, director candidates and independence matters, and other matters of interest to stockholders and other stakeholders, including ESG issues.
AUDIT COMMITTEE	At least quarterly, the Audit Committee meets with our chief financial officer, head of Internal Audit, general counsel, and our independent auditor to receive regular updates regarding management's assessment of risk exposures, including liquidity, credit, operational risks such as data privacy and cybersecurity, and the processes in place to monitor and mitigate such risks. The Audit Committee also meets quarterly with the chief compliance officer to receive updates about the compliance program, trends with regards to complaints made to the Company's ethics helpline or reported through other channels, and the details of any investigations.
COMPENSATION COMMITTEE	At least quarterly, the Compensation Committee meets to consider management's assessment of associate and compensation risks and monitor incentive and equity-based compensation plans. At least annually, this committee also reviews the Company's compensation programs to ensure alignment with our strategic direction and a lack of incentives toward unnecessary or excessive risk-taking.

OUR CEO AND OTHER EXECUTIVE SPONSORS

JELD-WEN's management is charged with managing risks, opportunities, and commitments through robust internal processes and internal controls. Our organizational strategy is set by the CEO with feedback and oversight from the Board of Directors. Executive sponsors are active advocates for initiatives across our ESG pillars, aligning each with strategic business goals, and ensuring that both operational systems and proper resourcing are in place. For example, each employee resource group is assigned an executive sponsor, who oversees and supports activities with resourcing and active mentoring.

THE ESG TEAM

Led by the Company's vice president of social governance and sustainability, this team implements leadership's ESG strategies through operational and regulatory initiatives across regions. The team supports cross-functional teams and spearheads Company-wide ESG solutions such as data collection to ensure consistency with established guidelines. The team also monitors progress, providing insight and feedback to global and regional leaders.

THE ESG EXECUTIVE STEERING COMMITTEE

Comprised of executive leaders across the Company's business and functions, this committee ensures the integration of ESG commitments with business operations.

REPORTING STANDARDS: SASB AND GRI

ENERGY MANAGEMENT IN MANUFACTURING	SASB CODE	GRI	2021	PAGE #
Total Energy Consumed (GJ) — All regions	CG-BF-130A.1	302-1	6,883,899	18
Percentage Grid Electricity — All regions	CG-BF-130A.1	302-1	95%	18
Percentage Renewable — All regions	CG-BF-130A.1	302-1	5%	18
MANAGEMENT OF CHEMICALS IN PRODUCTS	SASB CODE	GRI	2021	PAGE #
Discussion of processes to assess and manage risks and/or hazards associated with chemicals in products	CG-BF-250A.1	—	Reference to narrative	35
Percentage of eligible products meeting volatile organic compound (VOC) emissions and content standards — Australasia	CG-BF-250A.2	—	Reference to narrative	35
Percentage of eligible products meeting volatile organic compound (VOC) emissions and content standards — Europe	CG-BF-250A.2	—	Reference to narrative	35
Percentage of eligible products meeting volatile organic compound (VOC) emissions and content standards — North America	CG-BF-250A.2	—	Reference to narrative	35
PRODUCT LIFE CYCLE ENVIRONMENTAL IMPACTS	SASB CODE	GRI	2021	PAGE #
Description of efforts to manage product life cycle impacts and meet demand for sustainable products	CG-BF-410A.1	—	Reference to narrative	18-25
Weight of end-of-life material recovered (metric tonnes)	CG-BF-410A.2	301-3	Reference to narrative	25
Percentage of recovered materials recycled	CG-BF-410A.2	301-3	Reference to narrative	25
ACTIVITY METRICS	SASB CODE		2021	PAGE #
Number of associates	CG-BF-000.A		24,700	36
Revenue (millions)	CG-BF-000.A		4,772	36
Number of countries with manufacturing and distribution facilities	CG-BF-000.B		19	36

REPORTING STANDARDS: SASB AND GRI

WOOD SUPPLY CHAIN MANAGEMENT TOTAL WEIGHT OF WOOD FIBER MATERIALS PURCHASED	SASB CODE	GRI	2021	PAGE #
Australasia (m³) ¹	CG-BF-430A.1	301-1	75,446	21
Europe (m³)	CG-BF-430A.1	301-1	896,562	21
North America (air dried metric tonnes) ²	CG-BF-430A.1	301-1	31,625	21
WOOD SUPPLY CHAIN MANAGEMENT AUSTRALASIA	SASB CODE	GRI	2021	PAGE #
Percentage from third-party certified forestlands	CG-BF-430A.1	301-1	51%	21
Forest Stewardship Council (FSC) certified forestlands	CG-BF-430A.1	301-1	42%	21
Certified to other wood fiber standards (SVLK)	CG-BF-430A.1	301-1	9%	21
WOOD SUPPLY CHAIN MANAGEMENT EUROPE	SASB CODE	GRI	2021	PAGE #
Percentage from third-party certified forestlands	CG-BF-430A.1	301-1	91%	21
FSC-certified forestlands	CG-BF-430A.1	301-1	33%	21
FSC 70%, 80%-certified forestlands	CG-BF-430A.1	301-1	4%	21
Programme for the Endorsement of Forest Certification (PEFC) certified forestlands	CG-BF-430A.1	301-1	49%	21
PEFC 70%, 80%-certified forestlands	CG-BF-430A.1	301-1	5%	21
Certified to other wood fiber standards	CG-BF-430A.1	301-1	8%	21
WOOD SUPPLY CHAIN MANAGEMENT NORTH AMERICA ²	SASB CODE	GRI	2021	PAGE #
Percentage from third-party certified forestlands	CG-BF-430A.1	301-1	6%	21
FSC certified	CG-BF-430A.1	301-1	6%	21

¹ Wood data provided is for our facilities in Asia (Australia not included).

² Wood data provided is for the North America wood windows division.



Materiality and Stakeholders

The following are the areas of most interest to our stakeholders, based on our materiality assessment. We have focused on priority topics, which appear in orange on the following page. The number of priority focus areas increased over the last year as we identified more opportunities to increase our positive impact, and we will continue to expand our scope in the coming years.

JELD-WEN STAKEHOLDERS

Customers

Our customers comprise retailers, distributors, and residential and non-residential builders. Leaders in each of these segments are communicating diversity, equity, and inclusion as important topics, with some market leaders going so far as to set targets for their suppliers. We have also seen sustainable forestry and environmental conservation become important focus areas, while energy efficiency and clearly articulated product environmental standards continue to be highly valued.

Consumers

We are committed to meeting and shaping homeowner demand for energy-efficient housing. Beyond the positive environmental impact, making ecologically minded choices can help homeowners reap lifetime benefits, such as reduced energy costs, gains in health and wellness, and greater comfort.

Associates

In addition to providing equitable economic and career opportunities, our focus on health and safety is critical to the well-being of the communities where our associates live and work. We also

support associate-led philanthropic projects and social impact initiatives that can add measurable benefits to the lives of our associates, their families, and the members of their communities.

Local communities

In regions where JELD-WEN is a large employer, local leaders expect our participation in meaningful activities that benefit the community. From family events about health and safety to financial support for infrastructure systems and educational initiatives, we work with local leaders to identify initiatives where our resources can make a tangible difference in our communities.

Investors

Investors understand the nexus of corporate responsibility and profitability. This report reflects our holistic approach to ESG and a roadmap for the next phase in our journey because we believe that, in addition to aligning with our values, solid ESG practices can increase marketability, market share, and profitability.

Partners

For our suppliers, the renewed focus on representation, accountability, and

sustainability are welcome. Many are leading the way in circular economy best practices, especially when it comes to recycling and waste management, as well as in innovation and research. We value these relationships for the contributions they make to our processes and culture. We look forward to continuing to work together to raise sustainability standards in our shared industries.

Regulators

New regulations in countries across the globe are increasing the demand for energy-efficient product suites. We are poised to leverage our experience in each of our regions. We follow developments closely and will be ready to respond with new ideas and new applications of existing technologies.

NGOs

We appreciate the role that NGOs play in our ecosystem and rely on them to guide industry standards by supporting accountability. We invite them to be part of our journey as it continues to unfold.

MATERIAL TOPICS THAT MATTER TO OUR STAKEHOLDERS

Following are the areas of most interest to our stakeholders. We have focused on priority topics, which appear in orange below. The number of priority focus areas increased over the last year as we identified more opportunities to increase our positive impact.

TOPIC	STAKEHOLDER INTERESTS					
MATERIALS THAT MATTER						
Energy-efficient product portfolio	Shape and drive consumer demand for and adoption of energy-efficient products		Expand offering of energy-efficient products, setting standard as vendor-of-choice in green buildings		Partner with customers who are leaders in green building and optimize our product portfolio to meet their needs	
Sustainable supply chain & circular economy	Use virgin materials derived from sustainable practices (including sustainable forestry)	Source and procure processed materials with minimized greenhouse gas emissions	Increase proportion of products made from recycled materials and volume of recycled content across the full product portfolio	Design products for circular end-of-use disposal, either for use as inputs in own products or by others	Work with partners to operate circular logistics and business models, both downstream and upstream	
Air quality	Manage air quality and reduce pollutants from manufacturing and operations (including NOx, SOx, PM10, dioxins/furans, VOCs, PAHs, heavy metals)					
Ecological impacts & biodiversity	Protect and restore cultivated and natural biodiversity			Enhance the management, restoration, and protection of high-value natural ecosystems		
Greenhouse gas emissions	Reduce greenhouse gas emissions through actions to address the largest sources of emissions					
Responsible procurement	Promote awareness and create accountability for human rights abuses, ethical labor practices, and anti-corruption guards that suppliers must consider in their operations			Support the growth and development of key suppliers across regions		
Waste & hazardous materials	Minimize waste generated, divert waste from landfills to be reused or recycled			Ensure waste and hazardous materials are properly treated to prevent them from damaging the environment		
Water & wastewater	Measure and reduce total fresh water withdrawn from local sources, especially in regions with high baseline water stress			Develop innovative processes to recycle and reuse wastewater		
DOORS THAT OPEN						
Innovation & research	Pursue breakthrough science for new materials (e.g., materials science investment for doors)			Develop leading research capability to support broader ESG agenda		
Diversity, equity, & inclusion	Ensure culture, hiring, and promotion practices embrace the building of a diverse, equitable, and inclusive workforce that reflects the makeup of local talent pools and customer base			Address issues of unconscious bias, especially those based on race, gender, religion, ethnicity, or sexual orientation		
Access & affordability	Ensure broad access of products and services for different populations			Support and raise awareness of the critical need for affordable housing through direct initiatives, donations, and partnerships		
Associate recruiting, development & retention	Develop, implement, and communicate associate recruitment and retention strategies with coverage of topics such as internal management, respect for diversity and shared values, career development opportunities, work-life balance programs, and associate recognition					

TOPIC	STAKEHOLDER INTERESTS				
DOORS THAT OPEN					
Community engagement & impact	Create positive socio-economic impact for key stakeholders through community engagement, fundraising, and social justice				
Customer experience & wellbeing	Design top-of-the-line products for home/building safety and security	Develop products that benefit customers and consumers by enhancing the home environment	Improve product installability and safety	Deliver customer and consumer satisfaction	Generate value and brand loyalty
WINDOWS THAT BRIGHTEN					
Transparency, reporting & accountability	Build integrated sustainability reporting and corporate transparency into the Company’s ethos		Establish ESG goal-setting, transparency, and reporting, with data and publications validated by external standards		Develop standardized processes to enable the measurement of efficiency and sustainability in operations across sites and regions
Health & safety	Implement best-in-class safety management systems, standards, and training requirements for associates and auditors to help prevent workplace injuries, fatalities, and illness	Conduct regular audits of own operations and those of subcontractors to ensure compliance with implemented systems and standards	Develop products and partnerships that support the health and safety of customers and consumers (e.g., builders)		Promote safety mindfulness at home and in community spaces
Company financial performance	Maintain consistent and transparent financial reporting – incorporating vision for short- and long-term business goals			Implement and scale business strategies that improve the overall profitability of the organization	
Corporate ethics	Develop leading approach to managing risks wherever we work—such as fraud, corruption, bribery, anti-competitive behavior—and identify opportunities to reinforce our commitment to ethical conduct of business				
Corporate governance	Align business strategies and risk management activities with the Company’s goals	Drive values of accountability, honesty, and integrity through the organization		Refine internal monitoring processes to manage enterprise risk	
Fair pay & executive compensation	Uphold labor and compensation standards in the workforce, including minimum wage, overtime pay, provision of benefits, and wage non-discrimination			Link executive compensation to ESG performance	
Product quality & safety	Develop products that meet customer expectations and do not pose health and safety risks to end-users			Conduct rigorous product testing and raw material management to ensure product performance and sustainability	
Regulatory compliance & risk management	Align key stakeholders to regulatory engagement and compliance at large			Implement practices and improve safeguards that reduce risks resulting from systemic failure, such as weakening or collapse of financial, natural resource, and technological systems.	

Materials that Matter

Energy-Efficient Products Portfolio

We go beyond asking ourselves how to make an energy-efficient window or door. We aim for our products to be part of the solution to reduce or eliminate greenhouse gas emissions generated by the building products industry.

We want to be leaders in energy-efficient design to help make net zero homes and buildings achievable in all markets for all customers by designing our products for maximum thermal efficiency, minimizing the need for energy consumption for heating and cooling.

An energy-efficient product portfolio is not solely defined by its thermal efficiency. We also aspire to design and manufacture all of our products in the most efficient manner, one which conserves energy and natural resources and minimizes negative environmental impacts.

We study regional climate differences to develop solutions that work across myriad conditions, pushing design and engineering to increase energy utility and efficiency, no matter where our products are used.

In 2021, JELD-WEN contributed to a research report, coordinated by the Federation of the Finnish Woodworking Industry that surveyed the product life cycle from construction to end of life of exterior, balcony, and apartment doors manufactured in Finland. The data gathered benchmarks for environmental performance data and carbon footprint data; these efforts were important to the development of Finnish national legislation guiding the life cycle carbon footprint of public buildings, which will be in place by 2025.

And in partnership with other home and building product manufacturers, we aim to reduce emissions from energy consumption in homes and buildings by promoting and advocating for innovative solutions that improve the energy efficiency of doors and windows while using fewer materials. These advances will drive the industry forward.

We are also evaluating how the core functionality of our windows could change. Architects like glass; homeowners prefer natural light. So we are exploring new ways for windows to contribute to a home's energy efficiency, rather than detract from it. What if our windows had a transparency that could

collect sunlight and convert it into solar power? This kind of thinking drives our day-to-day commitment to innovation, especially as it pertains to achieving higher levels of energy efficiency across our product lines.

IMPROVING EFFICIENCY IN THE HOME

We monitor our energy usage and composition at our facilities.

ENERGY MANAGEMENT METRICS	2021
Total Energy Consumed (GJ)	6,900,809
Percentage Grid Electricity (%)	95%
Percentage Renewable (%)	5%
Electricity Consumption Australasia (MWh)	38,570
Electricity Consumption Europe (MWh)	120,290
Electricity Consumption North America (MWh)	415,421

Improving energy efficiency for our customers has always been a priority because it saves them money and conserves energy. To that end, we are pursuing emerging technology to improve energy efficiency in the home by up to 200% compared to current usages. One promising initiative uses solar glass to power The Internet of Things: devices such as cameras, sensors, or switchable, mechanical blinds. By capturing solar energy, our doors and windows would become self-powered, without the need for electricity, enabling easier retrofit of homes. And that's just the beginning.

Capturing and converting that solar energy not only reduces heating and cooling bills for our customers; it also decreases our impact on the planet by leveraging a natural resource through ingenuity and design.



ENERGY STAR® IN CANADA

In 2022, JELD-WEN of Canada was named the ENERGY STAR® Manufacturer of the Year in the category of windows and doors, in recognition of our outstanding contribution to protecting the environment through superior energy achievements in Canada. JELD-WEN of Canada has won this award six times over the last eight years, bringing its total ENERGY STAR® award count to nine. JELD-WEN of Canada continues to increase the number of ENERGY STAR®-certified models within an already robust product offering.

Meanwhile, our team is determined to exceed the ENERGY STAR® criteria. *“If we’re simply meeting standards we’re behind the game,”* explains Shawn Laskoski, senior vice president of corporate strategy, marketing, and business development. *“We are aiming to be eight to ten years ahead of the industry’s scorecard.”*



FACILITY SPOTLIGHT: PENRITH, UK

Dust collection systems capturing particulate matter and wood debris can be one of the largest sources of energy consumption in the wood product manufacturing/ fenestration industry. Adequate ventilation in wood production areas prevents the settling of dust particles and protects associates. In December 2020, in our Penrith, UK facility, we installed a more efficient system, enabling significantly less energy consumption. The new system reduced the facility’s electricity demand by approximately 83,000 kWh per month, which is over 20 metric tonnes of greenhouse gas emissions. To date, we’ve seen 2,000 MWh savings in energy use and a safer working environment for associates. By reducing our electricity consumption, our annual savings totalled over \$500,000.

In addition to the dust collection system upgrades, our Penrith facility installed new variable speed compressors that adjust to facility demand, installed LED lights with motion sensors throughout the production and warehouse areas, replaced machinery with full load motors on start-up to soft start inverters, and conducted routine operational energy-efficient audits at the facility. These changes are a continuation of a multi-year efforts to improve efficiencies in every way we can. We’re proud to report that from 2015 to 2021, the Penrith facility decreased the kWh per door produced by over 30%.

Materials that Matter

We support the transition from fossil fuel energy sources to renewable sources and see this as key to reducing the embodied carbon of our products. In 2021, three of our UK facilities procured almost all of their energy needs from renewable energy sources generated from wind projects certified through Renewable Energy Guarantees of Origin (REGO) Certificates. We continue to work with our facilities to identify opportunities for increasing the use of renewable energy, whether through the installation of on-site sources or sourced through energy providers.

REDUCING THE EMBODIED CARBON IN OUR PRODUCTS

We know that the efficient use of energy and natural resources in manufacturing can be just as important as the energy efficiency of our products in the homes and buildings of our customers. This is why we are striving to reduce greenhouse gas emissions associated with the production of each of our products, thereby reducing the embodied carbon.

How do we do this? It starts with making sure we have the right monitoring and measurement equipment in place at our facilities: We can only reduce what we can measure. We are focused on identifying air leaks, heat loss, electricity demand in unused areas, and low-efficiency motors. We also implement best practices as defined by the industry, as well as those practices established by our plants around the world. We routinely assess areas of energy waste as part of our JEM processes.

REGIONAL COLLABORATION RESULTS IN PROGRESS

JELD-WEN teams around the world work in a collaborative, cross-regional learning environment. Energy-efficient products teams regularly meet to gain inspiration, share research, discuss market trends, and bring these strategies and tactics back to their markets and regions.

Take for example our thermally-broken product suite in Australia. Designed to exceed regulatory compliance, the products will help builders and homeowners meet Australia’s new and rigorous 7-star Whole Home energy efficiency requirements. Our Australian team collaborated heavily with our LaCantina Doors team during the development process to exchange best practices in the development of thermally controlled products.

ENVIRONMENTAL IMPACT

We keep the impact of our operations on the environment at the top of our minds. From energy consumption, water usage, and operational waste to smart energy choices at our plants, we’re doing better each year—and doing it right.

One simple solution emerged from our Kuopio facility in Finland that has minimized waste, increased efficiency, and saved money. Simply moving compressors to a new location outside of the factory allowed us to heat the facility with waste heat energy generated by the compressor during the winter and convert the waste heat energy during the summer to fuel the manual spraying line drying oven.

Most of our operations do not require significant amounts of water. Still, we identified opportunities to reduce our environmental footprint further. When water is used at production facilities, it typically relates to painting operations, and wastewater is either discharged in compliance with jurisdictional requirements, evaporated on site, or trucked off for proper disposal. Several of our sites have installed automatic water shutoff valves on paint wash station sinks to prevent excess water usage.

THE PATH FORWARD

Each region performs extensive reviews of its product lines to map energy efficiency as compared to regional industry standards. Through these audits, we examine ways to meet regulatory standards and exceed market expectations, setting ambitious timelines.

On a global scale, we will continue to work to reduce the embodied carbon in our products through energy audits and assessments and the evaluation of new, efficient technologies. These efforts, among others, will contribute to reductions in our Scope 1 and Scope 2 greenhouse gas emissions and create more sustainable products for our customers.

“Different regions and regulatory schemes do present challenges – but in a good way. When we document, we can learn and we can adapt,” explains Farsad Fotouhi, vice president of social governance and sustainability. “There is no one solution for our ESG challenges.”

Sustainable Supply Chain and Circular Economy

We expect our ESG values to permeate from our facilities and offices to our suppliers and material providers across the globe.

We are deeply committed to increasing the durability of our products, finding creative reuse opportunities, and minimizing or eliminating the need to send manufacturing byproducts to landfills. We’re also focused on ways to keep our products out of landfills at the end of their life.

WASTE (METRIC TONNES)	2021
Total nonhazardous waste generated (all regions)	344,484
Total nonhazardous waste landfilled (all regions)	79,069
Total nonhazardous waste non-landfilled (reused, recycled, or incinerated with energy recovery)	265,415
Total nonhazardous waste landfilled Australasia	7,295
Total nonhazardous waste non-landfilled Australasia	2,771
Total nonhazardous waste landfilled North America	68,605
Total nonhazardous waste non-landfilled North America	214,332
Total nonhazardous waste landfilled Europe	3,169
Total nonhazardous waste non-landfilled Europe	48,312

To get there, we must work closely with our valued suppliers. That’s one of the reasons we invest in trusted relationships with partners, with whom we exchange information, pilot new projects, and capitalize on each other’s ingenuity.

RESPONSIBLE PROCUREMENT

Our commitment to sustainability begins with sourcing or selecting raw materials from recycled or certified sustainable sources. We challenge ourselves to transform linear models of production to a closed loop, circular model, avoiding virgin material wherever possible and minimizing impacts from upstream transportation.

More than 90% of our sourced wood in Europe is certified by third-party forest management standards, including the Forest Stewardship Council (FSC®) and PEFC™. In 2021, we celebrated our 10th year of FSC certification. FSC certification is a priority because it responds to increasing customer expectations and competition in the region—but also because it’s the right thing to do. All JELD-WEN doors in Europe comply with EU timber regulations, which aim to prevent the trade in illegal harvesting

of timber into the European market. We are in the process of building a robust, global database to house information from all of our wood suppliers. This will allow for increased transparency across all regions and product lines. Refer to [page 13](#) for our 2021 global wood supply chain management data.

We are committed to pursuing certifications in the design of our products, from materials and construction to emissions savings. They allow us to set goals within the parameters of specific guidelines while we continue to build our highly competitive products. And because they are established on a regional basis, we can focus our efforts, learn from production improvements, and scale the best innovations to other regions as we go.

We’re building a team to manage product certifications in Europe. In North America, we will focus on forest certification for all North American wood sourcing. Similarly, in our Australasia region, we are expanding the breadth of our wood certification data and extending data collection to suppliers.

COLLABORATING WITH OUR SUPPLIERS

We’ve begun collecting information from each supplier, understanding their respective ESG commitments and auditing ethical employment practices at each facility. The effort involved is significant and collaborative. In some cases, we are co-creating systems to capture data. We’ve prioritized this effort because the value of more data is enormous. In addition to benchmarking, the data illuminate opportunities to improve our ESG practices, further educate suppliers on ESG—and to learn from them as well.

We’re also looking carefully at our lumber sources. In the months ahead, we’ll be setting a forest certification standard for the North American sourcing of wood. The software solutions we’re shoring up will make this work simpler and more informative.

Guided by supplier assessments, we’re piloting a global workshop series to educate suppliers on packaging-related sustainability. This step is part of our own process to address the challenge of sustainable packaging. We know that reducing packaging is critical and complex; we can’t solve it on our own. Because we both receive and ship packaging, cultivating cooperative problem-solving will ensure that our sustainability efforts achieve long-term results rather than additional waste.



A GREENER PLANT

Our VPI Quality Windows plant in Statesville, NC was designed and built with environmental considerations in mind. Inspired by their workplace, the team developed sustainable operational initiatives that serve as a model for future sites. For example, the plant has made optimized cuts to the wood planks that affix to window bases during shipment. The plant then uses the remaining scrap wood to anchor our products to shipping trucks, a creative solution to wood waste that simultaneously solves a pressing need to increase shipping security.

The plant also produces vinyl products, using vinyl from a distributor that ships in sustainable packaging. This decision allows us to send all dunnage to a recycling center, keeping it entirely out of the landfill. In addition, we installed motion-activated LED lighting throughout the plant, which means if we aren’t working somewhere, the lights are off.

WASTE REDUCTION AND REDIRECTION

Our lean manufacturing and innovation teams regularly spend time in our plants looking for opportunities to reduce waste and increase efficiencies, including those related to our impact on the environment. After one such tour last year, our innovation team wondered if the wood waste generated at some of our facilities—some of which is difficult to recycle due to commingled materials or low demand for specific types of wood—could be used for another application.

Our innovation team developed reuse solutions for our wood and fiber waste that reduce cost, reduce the environmental impact of wood sourcing, and decrease the amount of fiber waste sent to landfill. With our new technology, we can now reuse wood waste for composite material—a triple win since it saves cost on both ends of the lifecycle and reduces cost for composite material that can be used in our doors and other products.

Meanwhile, in Australia, one of our largest timber suppliers implemented a new recycling program for urban wood residue. After learning that they collect their offcuts, crates, and pallets to manufacture particle board, we’re now sending our offcuts back to this supplier—and have identified additional sites to expand the pilot. This is an example of both the value we place on the innovation led by our supplier and our Company’s willingness to scale successful solutions quickly.

Sharing innovative waste minimization projects and diversion techniques between our facilities helps decrease our landfilled waste across the organization. Using our data management platform, our sites can track actualized project-specific waste reductions and share project details with similar facilities.

In an effort to minimize our footprint and reduce our hazardous waste (which was also expensive to handle), our team repurposed an appliance that is intended for the recycling of industrial waste paint, glue, flex printing machines, pumps, nozzles, and flasks. This novel reuse is remarkably effective in separating water from solid waste, which has significantly reduced our hazardous waste and is projected to yield substantial savings.

At the same time that we experienced a 35% increase in production at our Garland, Texas plant, we were able to reduce landfill waste disposal by 45% in 2021, which yielded annualized savings of over \$800K. Our sawdust is now used for agricultural fill operations. And our wood parts, chips, and sawdust were diverted from the landfill and sent to a vendor for recycling. Our wood fiber facilities in the United States and Europe utilize wood biomass boilers, powered by renewable wood biomass fuel, to produce steam to support various processes in each operation.

PATH FORWARD

Cradle to Cradle Certified® (C2C) is the global standard for products that are safe, circular, and responsibly made. The certification strives to measure the environmental and social sustainability of physical products in five categories: material health, material reutilization, renewable energy & carbon management, water stewardship, and social fairness.

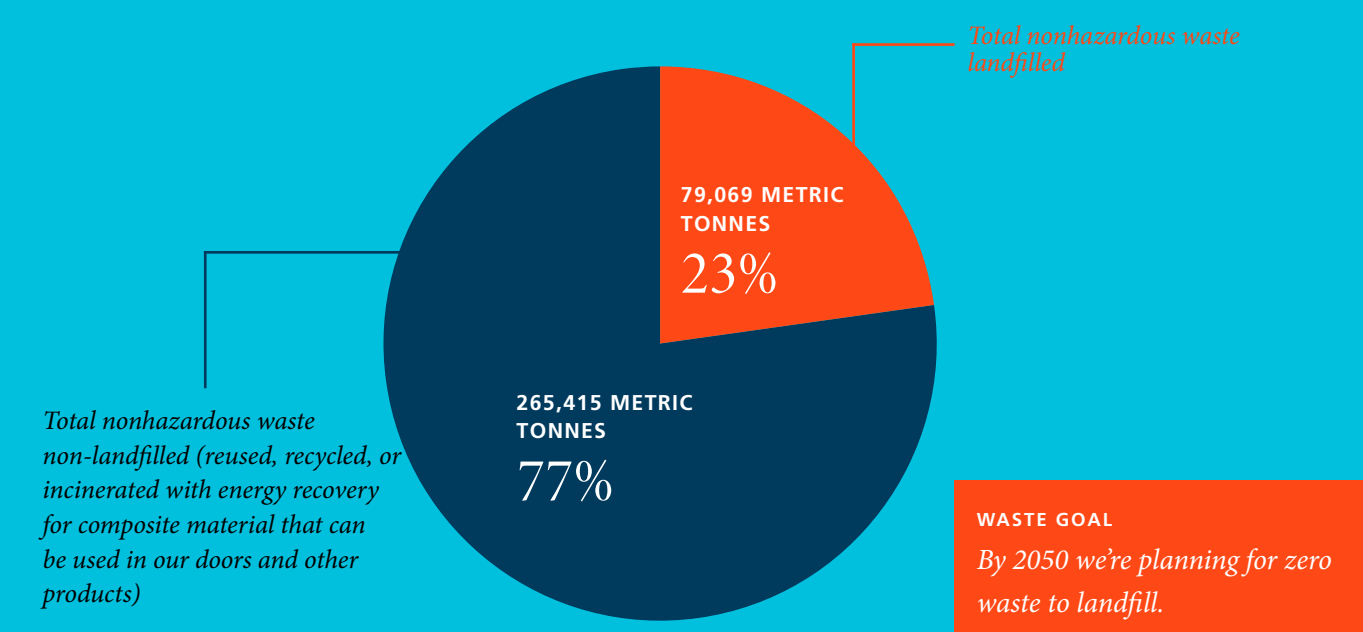
C2C products represent the next phase of our work, connecting across our priority pillars. This certification addresses materiality, circularity, and social fairness; because it earns points toward LEED certification, it makes a strong business case to help us win projects.

In Denmark and Estonia, our doors and frames qualify for the certification. We are also pursuing certification for products which represent 60% of the sales volume in Scandinavia and Finland and 10% in France and Germany. We plan to leverage our experience in these locations as a pilot for the rest of our locations and complete C2C certification for all of our EU products.

We see the recapture of valuable materials at the end of product life as an important next step in our ESG journey. Our upcoming “takeback” initiative will also be triggered by our C2C certification projects. Europe will use the globally recognized cradle to cradle certification as the framework for our ESG strategy deployment in Europe. Setting an ambitious goal for initial product certification, we’ve begun identifying pilot product lines and factories to expand this initiative.

Finally, we’re excited to report our engagement in full life cycle product mapping, with a plan to develop C2C strategies for wood and then aluminum. Investments in life cycle assessment technology will allow us to evaluate the impact of each of our raw materials, allowing for more transparency into sustainable alternatives.

2021 GLOBAL WASTE DATA



In North America, Auraline®, our first composite window, made of responsibly sourced and reclaimed materials, launched in 2022 with a standard glass package that is over 35% more efficient than basic glass units. The composite blends a structural fiber, such as reclaimed wood fiber, with synthetic polymers and co-extruded color, to create a highly durable material that is twice as rigid as vinyl. It resists warping and sagging over time, making it a sustainable product that reuses materials and reduces the need for repair or replacement.

Doors that Open

Innovation and Research

Working with technology and innovation enhances associate engagement, and the resulting energy-efficient and sustainable new products are designed to inspire our customers.

We know that if we want to revolutionize products or categories, we need at least one process that encourages exploration and experimentation first.

Over the last year, we have been developing and growing our innovation capabilities and activities in three areas:

1. Developing strong pipelines for ideas that cover a range of market impacts, from small shifts to ground-breaking
2. Creating an environment conducive to exploration, with a commitment to both low-barrier and high-impact projects
3. Identifying partners to help us understand the problems we're trying to solve—and to contribute to potential solutions

Once we validate the idea, we investigate the technology and perform the required research. The first steps are low-barrier; our investment grows as ideas take shape. This process pushes product development back, but it encourages creative thinking and allows the best ideas to rise to the top.

We support this process by training and engaging our people—and showing them their voices will be heard. We then put viable ideas through each step until test pilots can occur, and select ideas can go to market. Nurturing this process and creating incentives and accountability help fuel momentum, ensuring that the best concepts come to life.

INVITING EVERYONE TO PARTICIPATE IN PROBLEM-SOLVING

Good ideas can come from anywhere in the organization. For example, an audit of our plants led to new ways to use wood waste after chemical engineers touring the plants learned about our wood waste re-usage goals.

We have implemented a global idea management system to harvest ideas from all associates for process improvement or new products and services. The system allows our associates to share their ideas, and creates a mechanism to receive, evaluate, and develop them into reality.

PATH FORWARD

We're also pursuing partnerships that will complement our efforts, leverage mutually beneficial agendas, and offer opportunities for collaborative innovation.

Partners aren't exclusive to the academic field; we have engaged with start-ups, other companies in our ecosystem, and even suppliers to explore ideas or learn more about how we might be able to implement new products or technology through collaboration.



Diversity, Equity, & Inclusion

Advancing diversity, equity, and inclusion at JELD-WEN is central to our workforce, helping to empower recruitment and increase the retention of top talent.

Within our business, diversity, equity, and inclusion (DE&I) gives us the range of perspectives we need to respond quickly to market expectations and to contribute with intention to our communities.

We have five high-level DE&I objectives:

- 1. Demonstrate leadership commitment and accountability
- 2. Foster an inclusive culture
- 3. Build a diverse workforce
- 4. Promote a diverse supplier ecosystem
- 5. Serve as a model in our industry

GROWING REPRESENTATION AT EVERY LEVEL

And because we know representation matters, we’re determined to move beyond baseline metrics. We recently added Julie Albrecht to our senior leadership team in the role of chief financial officer. We’re also proud of the progress we’ve made in increasing gender diversity on our board. With more than 30% representation, which exceeds the national average, we earned recognition as a “3+” company by 50/50 Women on Boards.

“Our plant in Vista, CA is one of the most diverse facilities in the Company. We’re proud to report a population that is 60-80% Hispanic and 30% women. Representation in leadership is also present at this plant. Our director is a Filipina woman who started with JELD-WEN as an hourly worker and moved up the ranks. Her growth within the Company sends the message that women and minoritized individuals can be rewarded for their good work.”

– KORY TYTUS, PRODUCTION MANAGER

PAY EQUITY AT JELD-WEN

We know equal pay is a cornerstone to a healthy workforce, and it hasn’t been the norm in our industry. We’ve made pay equity a regular practice to ensure we’re on par with our markets. We also instituted a management incentive program to encourage diverse candidates for management positions. These practices yield benefits beyond our immediate objectives of countering discrimination and overcoming bias; they also increase associate retention and productivity.

BUILDING AN INCLUSIVE CULTURE

Over the past year, we’ve increased to six employee resource groups (ERGs) at JELD-WEN to help build representation and prioritize inclusion. Based on the success of the first ERG we established years ago, with a focus on women, we are moving forward to activate and empower our young professionals, veterans, Hispanic, Black, and LGBTQ+ team members through these associate-led organizations. Each group has the dedicated support of a sponsor on the senior leadership team. We are also proud to invest in leadership development within each ERG, providing both professional training and a network of colleagues who can offer mentorship and sponsorship.

ERGs have been asked to consult on Company policies, produce educational programming for the whole Company, and coordinate both regular networking events as well as special events that honor current members, historical leaders, and milestones. Some highlights include:

- In November 2021, the Veterans ERG recognized over 300 veterans who work at JELD-WEN with a personalized plaque.
- The Women Executive Salon Series sponsored events on holistic career development with seminars on resiliency and personal finance. Participants received the benefit of guidance from members of our executive leadership team and Board, as well as individual coaching sessions.
- In honor of Juneteenth, JELD-WEN’s Black professionals ERG, Umoja, hosted several associate engagement events that supported Black-owned businesses and provided an opportunity for all associates to convene in celebration of freedom. Throughout the year, the group hosts a regular virtual gathering to create a psychologically safe space for Black associates and allies.

Here’s a snapshot of JELD-WEN associates who identify as diverse based on their gender or ethnicity during the 2021 calendar year:

WORKFORCE

24% female (global)
34% ethnically diverse (US)

BOARD OF DIRECTORS

33% female

SENIOR LEADERSHIP

10% female (global)
22% ethnically diverse (US)

MANAGEMENT

21% female (global)
17% ethnically diverse (US)

PROFESSIONALS

46% female (global)
20% ethnically diverse (US)

PRODUCTION

19% female (global)
39% ethnically diverse (US)

ASPIRE LEADERSHIP DEVELOPMENT PROGRAM

34% female (global)
23% ethnically diverse (US)

EARLY CAREER ROTATIONAL PROGRAM

71% of associates represent gender, ethnic diversity (US)

INTERNSHIPS

50% of interns represent gender, ethnic diversity (US)

Doors that Open

We hosted the first virtual World Day for Cultural Diversity conference with African music, French cooking, and Indian art classes. And we’re going to do it again: it was a huge success!

We expanded our associate engagement survey in 2021 and added more questions on DE&I topics, including whether associates feel welcome at the table and whether their ideas are valued. We asked about whether diversity feels important to the Company and whether managers are supportive. We received a 75% positive response on the index, to be benchmarked against leading companies around the world.

INCLUSIVE EDUCATION

We also rolled out a new DE&I curriculum, offering more than 50 online courses. We worked with our ERGs to pilot complementary mini-curricula during commemorative months. To maximize accessibility, courses are available in multiple languages, using subtitles and closed captions. We will continue to collaborate with the remaining ERGs to create content for additional learning opportunities. We are also proud to have graduated 250 leaders from unconscious bias training, which required attendees to complete two independent workshops.

LEARNING AND GROWTH

At JELD-WEN, we’re investing in our current talent, training and supporting diverse leaders with what they need to grow and advance. We know it’s good business to promote from within, retaining knowledge and rewarding those who stick with us. We’re seeing the results of this, witnessing improved retention as we increase this practice, even in an ultra-competitive hiring market.

We schedule a check-in with new associates for 30 days after their hire date. We ask them, “Did we tell you what the job was? Did you understand what you were going to do? Do you feel safe?” It lets them know that we care about their experience first. This small change in protocol has helped retention numbers. It’s also led to more qualified associates.

COMMUNITY ENGAGEMENT

Integral to our culture, community engagement originates at every level of our organization. We encourage every role to consider how they can give back individually and as part of the JELD-WEN team. Beyond donating our products, we also give resources that meet particular community needs, supporting through volunteer work and fundraising drives. In addition to ongoing, scheduled community activities, our team initiated several special contributions small and large across the globe:

- JELD-WEN matched associates’ contributions to the American Red Cross in support of relief efforts in Ukraine.
- In North America, associates at JELD-WEN’s new plant in

Statesville, North Carolina supported Purple Heart Homes, and JELD-WEN donated windows for tiny homes being built to assist veterans in need.

- JELD-WEN Europe sponsored a Well-being Challenge, bringing colleagues across Europe together to cycle, swim, walk, and run. Inspired by the #OneTeam success, our French management team also donated to several local charities that support public health, including Les Restos du Cœur, L’épicerie Sociale, La Croix Rouge (French Red Cross), and La Ligue Contre le Cancer with Pink October for Eauze.
- Helsinki associates supported the Ronald McDonald House, a charity that accommodates families of seriously ill children, by donating a new glass door for the children’s sauna in Helsinki to improve safety with increased visibility.
- In Australasia, recent storms left the Bayswater site without power for two days, leaving many staff without power at home. More than 1,000 homes in the Dandenongs remained without power fully restored or with damage to property requiring significant remediation or demolition work. The Bayswater team quickly raised funds for emergency work.
- After the devastating winter storm that hit Texas, our team in Garland quickly mobilized to provide cases of water to community members who lost access to clean, drinkable water.
- JELD-WEN associates in India support a nonprofit called the Sangamithra Foundation, which provides ambulatory services, including oxygen supply and safety kits, to underprivileged communities in India.
- Our Charlotte office supports a number of local and national organizations through sponsorships, fundraisers, volunteerism, and in-kind donations. Beneficiaries include the Levine Cancer Institute/Levine Children’s Hospital, the University of North Carolina, St. Jude Children’s Hospital, the American Heart Association, and the Make-a-Wish Foundation.

PATH FORWARD

We are committed to increasing diversity at all levels of leadership. We’re also advancing our supplier diversity, looking for certified women-, small-, and minority-owned businesses.

“The Executive Salon Series was a special event through which I had the privilege to join and meet with 70 women leaders handpicked to participate. What made the series unique is that it focused on a holistic approach to career development. We know women need role models and success stories to inspire them, and that creating those takes a multitiered approach. Rather than a simple mentoring program, it asked and answered the question, ‘What needs can we meet in the female population and move them forward?’”

– SUZANNE STEFANY, JELD-WEN DIRECTOR

Windows that Brighten

Transparency, reporting, and accounting

Ethics is paramount to everything we do. It shapes every aspect of our Company culture, operations, and the standards to which we hold each other.

The JELD-WEN Excellence Model (JEM) codifies our standards for quality, cost productivity, and strategic sourcing. Our commitment to transparency and accountability is fundamental to the ethical framework that underlies JEM. The global governance tools we develop therefore connect our common values to the solutions we create.

EDUCATION, TRAINING, AND COMMUNICATION

JELD-WEN conducts ethics and compliance training in 14 languages around the world. We provide online training to new hires and existing associates covering topics of importance to our Code of Business Conduct, such as anti-corruption, antitrust and competition law, data privacy, and records management.

Our 2021 global “Anti-Bribery & Anti-Corruption” online training and annual Code Certification had a 99.7% and 99.8% completion rate, respectively. JEM University and monthly JEM journals provide additional forums to share both “lean” learnings and success stories.

Executive leadership hosts a series of quarterly town halls with open Q&A sessions, timed to follow quarterly earnings. We offer multiple options for attendance to accommodate the time zone differences.

We also launched a new intranet, My JELD-WEN, and the JELD-WEN Connect mobile platform to share news from executive management, and provide an opportunity for associates to engage with that content. We continue to use our intranet to highlight outstanding associates, community events, and other Company news.

Because non-retaliation is important to maintaining an open and trusting dialogue, our Ethics Helpline is available to associates and suppliers for anonymous and non-retaliatory reporting of any violations. Internally, we have communication channels in place to not only increase visibility but also deepen understanding of our governance procedures and the information that we report to investors and regulators.

ENGAGING SUPPLIERS TO PROTECT HUMAN RIGHTS

We expect each of our suppliers to maintain the same ethical standards to which we hold ourselves; we documented these expectations in our Supplier Code of Conduct.

We are committed to eradicating slavery and human trafficking from our supply chain. We support and comply with the legal frameworks in each of the jurisdictions where we do business, aimed at protecting fundamental human rights.

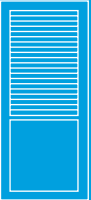
To combat slavery and human trafficking within our communities, we developed strict policies prohibiting forced labor, child labor, domestic servitude, sex trafficking, and workplace abuse. These requirements are codified in our standard contracts and Supplier Code of Conduct.

We immediately investigate any reports alleging human trafficking and forced labor in the supply chain and enforce a zero-tolerance policy for noncompliance. When faced with violations, we act swiftly and appropriately and will terminate business relationships as needed.

PATH FORWARD

We use technology and software solutions to support all key pillars, but our data collection, aggregation, sharing, and reporting is critical to shared learning, which makes change possible.

At the direction of Company leadership, and with the support of new departments, teams across the Company have been gathering data to measure environmental impact and set ambitious but achievable goals. Data collection is complex, but we’re pleased to share that we’ve documented our first round of energy use data across all regions and we are actively building more robust data sets to align with the SASB framework.



CORPORATE ETHICS DATA	2021
% of associates trained on anti-bribery and anti-corruption	99%
% of associates trained on code of conduct	99%
% of associates trained on records management and annual code certification	99%

Health and Safety

Across the globe, we continue to invest in technical solutions to improve safety by raising awareness of risks, creating additional barriers between humans and machines, and investigating incidents to eliminate causal factors and root causes.

Our JEM principles, systems, and team coordination enable us to keep our team safe while minimizing business disruption. By empowering every person to become part of our safety system, and actively sharing the best practices that emerge from each region, we can prevent injuries from happening in our workplace.

HOW WE MAINTAIN A SAFE WORKING ENVIRONMENT

As a company, we strive to foster a culture of open communication where every associate goes home safe and healthy every day. A core JELD-WEN value is that nothing takes precedence over safety, so we invest in systems and practices that engage all associates in building practices that ensure health and safety. The vision is to achieve Environmental, Health and Safety (EH&S) excellence through implementation of our EH&S Excellence Model and Environmental, Health, and Safety Management System (EHSMS), enabling zero injuries and illnesses, zero spills and releases, and zero fines or penalties.

Policies are established through our Global EHS Team, led by the vice president of environmental health and safety and environmental health and safety directors for each of our three regions. Our EHSMS provides a framework and structured approach with an iterative Plan-Do-Check-Act concept that all sites use to manage environmental, health, and safety risks and achieve continuous improvement.

Our health and safety policies are posted at our facilities and on our internal network for easy access by all associates. By setting and communicating our shared safety standards, we empower every JELD-WEN associate to intervene and stop work to address risky conditions immediately, without fear of retaliation.

Weekly resource articles to help associates boost their emotional, physical, and mental well-being are circulated through internal newsletters. Our Employee Assistance Program supports associates by providing counseling, legal and financial consultation, work-life assistance, and crisis intervention services to all associates and their household family members. It's free, voluntary, and confidential.

DATA THAT INFORMS AND EDUCATE

The implementation of our data management software proved invaluable. Using our new platform, our associates

are encouraged and rewarded for entering safety concerns to further promote our culture. We prioritize preventive measures, including upgrading machinery and relocating certain equipment. Our first year of tracking incidents in the data management software shows that associates felt comfortable reporting their concerns, further demonstrating that we are driving change in the workplace.

DOUBLING DOWN ON SAFETY

As a company, we strive for zero safety incidents. In August and September 2021, we raised global awareness around our culture of safety with a Safety Stand-Down and have seen continuous improvement since this event. With more automation and data analytics, we're confident we can make even more progress toward eliminating preventable incidents.

WORKFORCE HEALTH AND SAFETY DATA	2021
Total recordable injury rate	3.78
Lost time injury rate	1.5
Global serious injuries and fatalities (SIF)-only rate ¹	0.12
% of required sites that completed EHSMS Self Assessments	100

¹ Calculated as the number of actual SIFs x 200,000 hours/actual hours worked.

ASSOCIATE WELLNESS

JELD-WEN's global initiative to improve well-being encompasses physical, financial, emotional, and social well-being. This global strategy guides future focus and investment, and demonstrates JELD-WEN's long-term commitment to associates' holistic well-being. A new Well-being Strategy Steering Committee is tasked with engaging all areas of the business to enhance the culture of well-being throughout the Company. In addition to regular awareness and engagement activities, we offer training, support, and regular content published weekly on the Company's intranet, addressing topics such as mindfulness, stress reduction, heart health, exercise at home, and staying connected during the pandemic.

USING TECHNOLOGY TO MAKE US SAFER

As we assessed opportunities that would make an impact, we prioritized low-barrier improvements we could implement quickly. For example, our Penrith, UK facility introduced a Pedestrian Aware system for forklifts. Associates within a certain radius of a moving forklift receive an alert. If the forklift approaches at a closer distance, the forklift's auto shut-off feature is activated. Since initiating Pedestrian Aware, the Penrith plant can boast zero forklift injuries. This achievement received national recognition, winning the British Woodworking Award for safety.

In addition to production processes, robotics also improve plant ergonomics. We use robotics to keep people safe from ergonomic and more serious injuries. In some plants, we've implemented "zero lift" environments and rollers to move products onto trucks; we've also added tilt tables and other assist methods. These solutions are both simple and effective.

PRODUCT QUALITY AND SAFETY

Our products contain paints, glues/adhesives, sealants, and other ancillary chemicals used during manufacturing and cleaning. At JELD-WEN, we are committed to protecting our associates and customers from exposure to harmful chemicals. Although chemicals in our products tend to be present at lower concentrations as compared to other industries, we continue to seek safer alternatives.

We're actively researching water-based paint alternatives that do not sacrifice the quality of our painted products in certain regions of Europe. This shift will improve safety, ease chemical requirements, and further reduce our impact on the environment. We pay close attention to chemicals within our raw materials, including formaldehyde, which can be present

in medium density fiberboard and particleboard. We ensure chemicals comply with applicable regulations aimed to protect consumer health.

Before introducing a new chemical, our sites in Northern Europe, for example, are required to apply for approval of the new chemical in Chemsoft, our risk assessment module. Chemicals are not to be approved unless less harmful alternatives have been considered. In other regions, our procurement teams work closely with suppliers to monitor chemical compliance.

PRODUCT EMISSIONS

In Australia, at least 98% of products meet volatile organic compound (VOC) emission standards. European standards require adherence to various testing standards based on the operating country. All base products are tested in accordance with local and regional requirements including the German AgBB Testing and Evaluation Scheme (2010), ISO 16000 standards (various iterations), and French legislation on VOC emission class labeling. Product groupings vary based on local requirements. Approximately 80% of products based on revenue in North America meet UL 2871 testing criteria.

PATH FORWARD

Building on our success with integrating technology into our plant safety, more initiatives are underway to continue to build a strong safety culture, such as internal EH&S audits through our Global EH&S auditing program, and additional machine guarding assessments to ensure associates are protected from pinch points, rotating parts, and sharp edges.

Company Overview

We are a leading global manufacturer of high performance interior and exterior building products, offering one of the broadest selections of windows, interior and exterior doors, and wall systems in the world. We design, produce, and distribute an extensive range of products for use in the new construction and repair-and remodel of residential single and multifamily homes and, increasingly, nonresidential buildings.

The JELD-WEN family of brands includes JELD-WEN® worldwide; LaCantina® and VPI® in North America; Swedoor and DANA® in Europe; and Corinthian®, Stegbar®, and Breezway® in Australasia. Our customers include wholesale distributors and retailers as well as individual contractors and consumers.

We have invested significant capital to build a business platform that is unique among competitors. JELD-WEN operates manufacturing and distribution facilities in 19 countries in North America, Europe, and Australasia. Our global manufacturing footprint is strategically sized and located to meet customer

delivery requirements. Across product lines, our manufacturing processes enhance our range of capabilities, our ability to innovate, and the rigors of our quality control.

A comprehensive manufacturing network allows us to deliver a broad product portfolio to multiple customer constituents across the globe while optimizing customer service and strengthening market positions. At the same time, it creates opportunities to increase our sustainability efforts and decrease our environmental impact.

2021 AT A GLANCE



\$4.8 BILLION
IN REVENUE



NEARLY 25,000
ASSOCIATES WORLDWIDE



MANUFACTURING AND
DISTRIBUTION FACILITIES
IN 19 COUNTRIES

AS OF AUGUST 2022

LEADERSHIP TEAM

Kevin C. Lilly
Interim CEO

Julie Albrecht
*Executive Vice President and
Chief Financial Officer*

Roya Behnia
*Executive Vice President, Chief
Legal Officer and Corporate
Affairs*

William Christensen
*Executive Vice President
and President, Europe*

Timothy Craven
*Executive Vice President,
Human Resources*

David Guernsey
*Executive Vice President,
Strategic Programs*

John Krause
*Senior Vice President and
General Manager, North
America*

Shawn Laskoski
*Senior Vice President,
Corporate Strategy, Marketing,
and Business Development*

Gregg Miner
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