

A black and white photograph of a woman wearing safety glasses and a dark t-shirt, focused on her work. She is holding a large roll of material, possibly a carpet or fabric, and appears to be inspecting or preparing it. The background is blurred, suggesting an industrial or manufacturing setting.

Tandus | Centiva
A Tarkett Company

**DIVERSITY &
CORPORATE
RESPONSIBILITY**



INTRODUCTION

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We don't just make floorcovering here; We make connections. From the ground up, Tandus Centiva® has been built on relationships: relationships with customers, dealers, suppliers, employees, our community and our world. These relationships are our lifelines, providing the invaluable feedback and insight that allows us to better serve an increasingly diverse world.

We recognize that success often comes from the most unexpected places.

That's why we're committed to fostering an environment that encompasses and nurtures people from all backgrounds, ages, races, ethnic groups and lifestyles. We actively seek and support the input, perspectives and ideas of each individual—including you.

At Tandus Centiva, we not only value diversity: we depend on it.

PARTNERS

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Tandus Centiva is constantly in search of ways to become a better corporate citizen and environmental steward ... with our ideas and our actions. This innovative spirit is evident in our products, our practices and most importantly in our people, whose hard work and forward-thinking have made us industry leaders in corporate responsibility and environmental accountability for more than 40 years. This philosophy extends to our relationships with our dealers, suppliers and partners, as well.



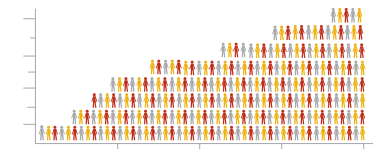
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DEALERS

We've worked hard to develop a dealer base that reflects the communities where we do business. A strong and diverse dealer network is vital to the successful distribution, and service of our floorcovering products to help keep customers satisfied; we have the honor of working with some of the finest dealers in the business who help to foster collaborations and an entrepreneurial spirit within local communities.

Currently we support more than 250 community-based dealers who are either small or minority status businesses. Together they represent more than a \$1 million of product sales through distribution. As an extension of our global business our dealer partners generate profit that helps fund local community stimulus. Almost 100% of our business outside of North America is generated through local Authorized Business Partners supported by local national Tandus Centiva employees.

\$28 MILLION Product Sales



250 Community-based Dealers

SUPPLIERS

Tandus Centiva is dedicated to seeking qualified suppliers from all segments of the global community—including smaller businesses that are too often overlooked by major corporations. We go out of our way to find and engage suppliers who share our vision, philosophy and commitment; often focusing on areas of diversity that include:

- Small businesses
- Small disadvantaged businesses
- Small woman-owned businesses
- Historically Underutilized Business (HUB) Zone businesses
- Small veteran-owned businesses
- Small service-disabled veteran-owned businesses
- Certified woman-owned businesses
- Certified minority-owned businesses

These businesses have helped us develop efficient, innovative solutions that enhance our mutual growth and contribute to economic strength in our communities. In 2011, Tandus Centiva purchased more than \$28 million in goods and services from small/minority businesses. Our goal is to increase our spending with certified diverse suppliers exponentially each year.

SOURCE ONE

Source One® is the project management program that services national and global accounts with local independent service providers; from the design and manufacture of products to installation and maintenance training. Source One can channel all the complex details of flooring management and installation to professional partners providing value added services, leaving you free to focus your full attention on the project itself.

At Source One, we locate small businesses, women and minority service providers to ensure they are given the opportunity to participate in contract and procurement for supplies and services. In 2011 we utilized 14.9% of our total sourceable spend with small/minority businesses. Source One allows independent companies to compete for global business that they would not otherwise have access to locally. We continuously and consistently measure our progress to support local business through global accounts.



Jhane Barnes, owner of Jhane Barnes, Inc.



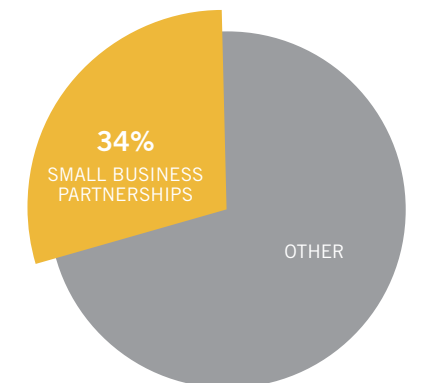
Suzanne Tick, owner of Suzanne Tick, Inc.

TAPPING INTO TALENT

By developing our supplier network with an emphasis on small business relationships, we are able to tap into a rich variety of talent. We value these partnerships which enhance our products and brand.

- Tandus Centiva has benefitted from the design expertise of Suzanne Tick, owner of Suzanne Tick, Inc., an award-winning design studio, also helps to oversee the design management, product design and creative direction for Tandus Centiva. To date, Suzanne Tick has helped to successfully launch numerous styles with 13 receiving national award recognition.
- Jhane Barnes, a men's fashion icon, also devotes time to meticulously creating designs that give flare to our flooring. Jhane is the owner of Jhane Barnes, Inc. and was the first to design a random pattern for modular carpet in 1996. Since then, she has launched a number of styles, many of which rank among our best sellers.
- A small, Atlanta-based agency, Ferreria Design, is responsible for assisting Tandus Centiva in promoting our brand and producing a cohesive look in advertising and marketing materials. Lionel is the principal of Ferreria Design, and his wife Laura is a designer. Their branding expertise has elevated our design standards; their collaborative efforts won the 2010 Award of Excellence from Communication Arts for the design of our 2010 Powerbond idea book.
- Creative Strategies, an Atlanta marketing and public relations firm, was founded in 1998 by owner and president Janice Hofmann. The agency's specialty is in working with manufacturers and industry organizations to market interiors and architectural products to designers, architects, facility managers and other specifiers. Hofmann has been a public relations consultant with Tandus Centiva since 2009 helping to build the Tandus Centiva brand and promote new product through media outreach.
- Kulhman Leavitt is a St. Louis-based company owned and operated by Deanna Kuhlmann. The design and marketing talents of the company have been utilized to develop packaging designed to enhance the Tandus Centiva brand and products.

[More than 34% of our marketing budget is spent with small/minority businesses such as these.]



GLOBAL DIVERSITY

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We are down the street and across the globe. We've been manufacturing quality products around the world for more than a decade, with products made specifically for our international customers, including Asia, Europe and Latin America. You get the same high quality products, the same flawless service and the same superior warranty, no matter where in the world you are, or plan to be.

The Tandus Centiva Design Team makes it a priority to educate themselves about emerging trends in the industry, the design marketplace and the world. A recent tour of Asia inspired the latest designs for our products manufactured in Asia. With an appreciation for customers in different parts of the world, who have various product specification needs and aesthetic preferences, Tandus Centiva devotes its creative talent and product development expertise to design products that meet those needs.

To maximize value to customers in Asia, it is important to source quality floorcovering materials locally. The difference in value between sourcing local materials in Asia as opposed to shipping materials from Tandus Centiva in the U.S. is dramatic. Sourcing locally has allowed us to offer exceptional products at competitive prices and without the burden of exorbitant delivery costs.

We have more than 105 offices, dealer partners and manufacturing facilities around the world. At each of these locations, we employ more than 187 global sales associates, and collaborate with dealer employees who can best relate to the customer base in an area. That not only improves our ability to provide the best service, but also promotes a cross-sharing of ideas and best practices throughout the company.



EMPLOYEES

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At Tandus Centiva, we understand that to be truly successful in a multicultural world we must work hard to understand, embrace and mirror that world. The employees we have at Tandus Centiva reflect the company's commitment to diversity. Our sales force, corporate staff and manufacturing facilities around the world meet or exceed the diversity norms of the communities in which they operate.

Diversity of all sorts adds richness and perspective to our work and ultimately to our products and services. The ideas of each individual make our company innovative. We ask for all to share their thoughts and opinions, and many of their suggestions have been implemented to improve the safety and comfort of the work environment or our products.

Each year, Tandus Centiva honors employees for their service. In 2011, 12 people were recognized for 25 years of service, 5 people for 30 years, and 3 for 35-45 years of service. Many people have spent their entire career—even up to 51 years--as part of the Tandus Centiva family.

We value our employees and the time and talent they offer. That's why we invest in our people with programs for continued education, leadership and training. Our training programs have been recognized year after year by "Training Magazine" in the top 125. The company also supports associates in earning LEED accreditation.



SAFETY

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The safety and health of our associates is our highest priority. In order to have world-class products and services, our workforce safety must also be world-class. It is our objective to provide our associates with working conditions free from recognized hazards which may cause injury or illness. We accomplish this goal by maintaining a comprehensive Safety and Health Policy that involves the managers, supervisors, and associates. Our policy applies to all our facilities, staff and associates, and guests. Each associate aims to follow all safety rules and to use the safety equipment necessary to perform all tasks.

Our employees contribute to improving all facets of operation including safety, production, quality and environmental ideas. Due to the dedication of our team, six of our seven facilities earned the 2011 GAM Safety Performance Contest without a lost time accident or disabling injury. The tufting facility was also awarded with the first place Safety and Performance Award from the Georgia Manufacturers Association. Furthermore, our OSHA recordable rate is less than half of the average industry rate.

We utilize the Job Safety Analysis process for both machine and tasks to improve performance and ensure the tasks are performed safely. This process helps us determine the correct level of personal protective equipment to use for each task. This is very much a team process involving the safety person, the supervisor and the operators.



SERVING A DIVERSE WORLD

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Giving back to the communities in which we live and work, through volunteering, philanthropy and product donations, is part of who we are at Tandus Centiva. Each year the company contributes time and resources to a variety of organizations, especially those who focus on healthcare, education, and family services. Examples of the organizations we work with include:

- United Way
- American Cancer Society (Tandus Centiva was the top fund raiser with more than \$35,000 for the Relay for Life, Whitfield County)
- Alzheimer's Association
- Junior Achievement
- Boys and Girls club
- Whitfield Healthcare Foundation
- Donating money & blood for tornado victims



One of our ongoing missions is the Green Schoolhouse project. It's a unique collaboration bringing together corporations, foundations, school districts, municipalities, communities, media outlets, and volunteers to build high-performance, environmentally sustainable, LEED-Platinum designed Green Schoolhouses at Title 1, low-income, public schools. Since many of our products contribute to LEED-Platinum criteria, we are able to assist with floorcovering, which enhances the learning environment.

In China, there are thousands of migrant workers who have left their homes and their loved ones to relocate to Shanghai. These are hard-working, low-income people whose children live like the "street kids" and often do not receive education. Tandus Centiva was invited to work with the Architecture and Interiors team of Gensler for a seasonal teamwork session to help retrofit the migrant school facility in the Shanghai suburb of Jinshan. We spent two days helping to renovate and upgrade their school with donated carpet and hours of volunteer work to help create a welcoming environment.

As part of our Earth Day 2011 celebration, we dedicated a large portion of land at one of our Dalton, GA campuses to plant a garden. Throughout each week employees take the time to cultivate and harvest cucumbers, tomatoes, green beans, sweet potatoes, squash and more. But it's not just about caring for the earth. Harvesting of these vegetables has yielded more than 50 lbs of produce per week that are then delivered to the local soup kitchen within our community.

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The Million Tree Project in Asia, was organized to encourage individuals and organizations to firstly minimize their negative environmental impact by polluting less, and then improve their positive environmental impact by planting trees in the desert lands of Inner Mongolia. The previously lush landscape of Kulun Qi, Inner Mongolia is now a rapidly expanding desert. Tandus Centiva donated 500 designed T-shirts to Roots & Shoots (Shanghai), to support their Million Tree Project, which aims to plant one million trees in Inner Mongolia, North China. Our support was specially designed to inspire and encourage people in raising awareness of the environment. With every T-shirt sold, there are also 2 trees planted and nurtured on our property.

The Inspirations Program was launched in 2008, and in its first three years has recognized design firms from across the nation that have made a remarkable difference in their community through socially responsible design. Awards go to those who show leadership in socially responsible design among commercial interior designers and architects. Past winners have been acknowledged for projects in schools, community centers and more and receive \$5000 grants to support the work of that client. Visit our website at tandus.com/content/business-practices/corporate-responsibility to learn more about this inspiring program.

The format of our international sales meeting has changed to include a community service activity. Each year, nearly 200 energetic Tandus Centiva associates from around the world rally together to work on projects that benefit the community—from painting schools and building playgrounds to donating and installing floorcovering. This has become the most popular component of the meeting, and has proven to be an inspirational and moving experience for all associates.



Jenelle Dockery, a Tandus Centiva account executive, and her husband have worked to raise money for VN Help to bring wheelchairs to needy recipients in Vietnam. Last year, Jenelle traveled to Vietnam to personally deliver 150 wheelchairs. "Wheelchairs are very expensive," says Jenelle. "Some recipients have never been able to leave their homes."

On their trip, Jenelle and her husband also visited the children of the Duc Huy kindergarten in the Dong Nai province where additional funds had built a kitchen and provided running water.

In 2009 Tandus Centiva a program called Tandus Centiva Heroes to recognize employees who go above and beyond in giving their personal time and money to worthy causes. These Heroes are selected through nominations sent in by other employees, and are recognized publicly by senior management for their work in the community. Quite frankly, we find all of our associates to be inspiring.

For example, Tanya Ogden, regional vice president for Latin America, spends her weekends cooking and tutoring children; Jenelle Dockery, account executive, has created a program to collect and donate wheelchairs to provide mobility to the disabled of Vietnam, and a number of account executives have spent their time installing donated flooring in schools and areas where traumatic events have occurred.

“I cooked every other Saturday at the Atlanta Day Shelter for Women and Children. I have been doing that for the past 9 years,” says Tanya. She and a friend cook breakfast for 100-150 people. “It has been the most rewarding thing that I do in my life.”

Tanya also tutors and mentors Mexican children on Sunday afternoons during the school year who might otherwise not receive the help they need because of the language differences. “La Amistad has helped many children, and all children that go through this program graduate high school with very high grade point averages and therefore have hope for a bright future as adults.”



“It has been the most rewarding thing that I do in my life.”

Whether it's lending a hand to the community we call home or recognizing those individuals or industry partners who help those in need, corporate responsibility is ingrained in the Tandus Centiva culture.



Angela Micik, a Customer Service Representative for the company, was named a 2012 Tandus Centiva Hero.

Angela was nominated by many of her co-workers for her outstanding work with the Murray County Humane Society as the organization's largest foster care provider for dogs and cats. She has been fostering animals for more than 12 years and currently has more than 40 rescued animals in her care.

“I actually purchased my home primarily so I could convert a large building on the property into housing with electricity for these rescued animals,” said Angela. “I'm able to provide appropriate environments for puppies and adult dogs but also for those animals who have been abused or elderly. The greatest thing now is that the veterinarian visits me instead of the other way around!”

For more than 40 years, Tandus Centiva has been examining all the ways to be a better corporate citizen and environmental steward — and then taking actions that lead to demonstrable, meaningful, quantifiable results. Thank you for allowing us to be a part of your business.



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