



Paula Russell

EVP and Chief Human Resources Officer

Our Performance-driven Culture is Delivering Results

What you will hear today

1

Fueling our success through high-performing teams

2

Developing and retaining the industry's best talent

3

Continuing to build an inclusive and diverse culture

Our High-Performing Teams are Fueling Our Success

Our people make us better at everything we do

High-performing
teams

10 CONSECUTIVE
QUARTERS

delivering on commitments

OUR VALUES

Global in scope, human in scale

Caring
Curious
Collaborative
Committed

Commercial strength

17%

revenue growth
since 2019



Manufacturing performance

>\$200MM

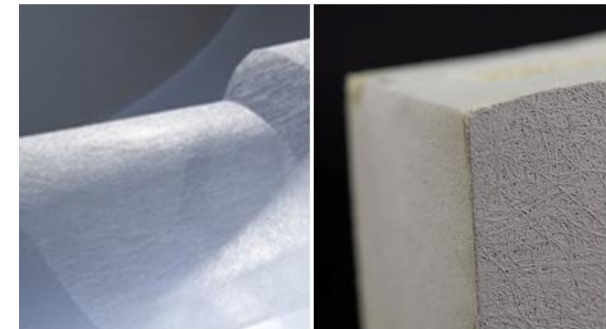
improvement
since 2019



Integrated solutions

CUSTOMER SOLUTIONS

delivered through cross-business
teams



Developing and Retaining the Industry's Best Talent

Growing exceptional leaders and capabilities

Developing Foundational Capabilities Drives Our Performance Today

10 Functional Development Programs; largest include:

R&D | Strategic Marketing | Manufacturing

Leadership Programs

Front line leaders | Midlevel leaders | Enterprise leadership for executives

Inclusive Leadership



Investing in Growth Enablers Supports Our Future Growth

- Circular Economy
- Multimaterial Systems
- Building & Material Science

Legacy of Internal Leadership Growth

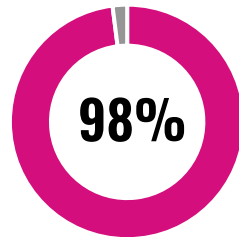
85%

Senior leader roles filled internally¹

Strong Focus on Internal Succession Pipeline

2 Average ready successors per vice president role²

Highly Engaged Global Workforce

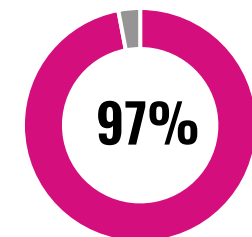


Percent of staff³ actively engaged⁴

Investing in the Future of Work Through Digital Solutions and Flexibility

100% Staff³ employees with on-demand access to capability assessments, career planning, and learning resources

Top Talent Retained



Percent of high potential³ talent retained annually

1. 2021 fills for Vice President and Director roles
2. As of 2021 Executive Talent Review annual planning meeting (May 2021)
3. Staff are generally employees in professional salaried roles, including office workers and management roles. High potential includes talent with runway to critical VP and Director roles
4. Based on 2020 global leadership and employee engagement survey

Recognized for Our Progress in Inclusion and Diversity

Cultivating an environment of belonging and respect

Building a Culture of Inclusion & Diversity¹

TRULY BELONG ON MY TEAM

PERCENT AGREE²

92%

ALL EMPLOYEES ARE TREATED WITH RESPECT

PERCENT AGREE²

95%

I&D OUTCOMES IN PERFORMANCE GOALS

PERCENT VPs

100%

BOARD OF DIRECTORS

PERCENT DIVERSE

60%

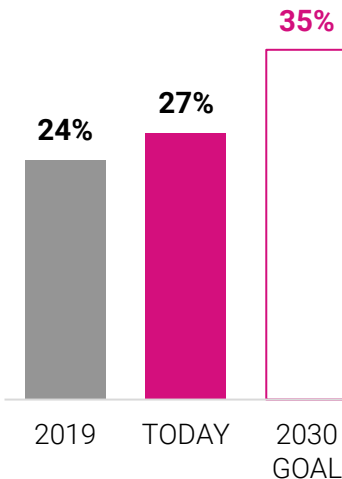
External Recognition of Our Progress

For two consecutive years, OC named one of 41 “Noteworthy” companies by *DiversityInc*, putting us in **top 5%** of US companies and indicating our potential to make the *DiversityInc Top 50* list.

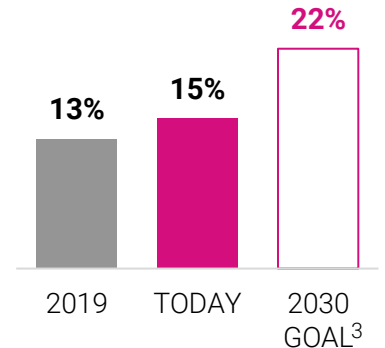


KEY OPPORTUNITY: OC Leadership Representation

% Female (Global)



% Racially Diverse Minorities (U.S.)



We know our opportunity and are progressing towards our goals.

1. In this context, diversity includes gender, race, ethnicity, nationality, national origin or other elements of one’s identity <https://investor.owenscorning.com/investors/investing-in-owens-corning/corporate-governance/default.aspx?section=gov>
 2. Based on 2020 global leadership and employee engagement survey of global staff
 3. <https://www.owenscorning.com/en-us/corporate/sustainability/docs/2021/2020-Owens-Corning-Sustainability-Report.pdf>