



SHAW INDUSTRIES

SUSTAINABILITY REPORT 2014

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EXECUTIVE SUMMARY







Vance D. Bell, Chairman and CEO

Dear Stakeholder,

Welcome to our seventh annual sustainability report.

In 2014, despite a more challenging economy than anticipated, we continued to invest in our products, people, and operations to create a more sustainable future for our customers, our company and associates, and the communities in which we live and work. Above all else, we remain committed to providing unsurpassed quality, design, and service in flooring.

Since the second half of 2013, we have committed nearly \$350 million in capital investments to expand and enhance our operations. These initiatives in infrastructure, equipment, and product development will get underway throughout 2015 and 2016, and result in 1,000 new jobs—and the kind of innovation that creates a more sustainable future. Here are the highlights of what we're doing:

- opening a first-of-its-kind carpet recycling facility in Ringgold, Ga.;
- opening our first resilient flooring manufacturing facility in Ringgold, Ga.;
- expanding our hardwood manufacturing plant in South Pittsburg, Tenn.;
- expanding a distribution facility in Dalton, Ga. – a result of our more efficient distribution network;
and
- constructing a new carpet tile manufacturing facility in Adairsville, Ga.

Our investment in Shaw associates is equally important, and we continue to evolve our programs, employee resources, and benefits to help our team thrive. We are particularly proud of our new holistic talent management strategy that ensures we are doing everything possible to groom our associates throughout their careers at Shaw—from the day they start to the day they retire.

We're honored to be number eight on Forbes' inaugural list of America's Best Employers. Shaw is the highest-ranking manufacturer and highest-ranking Georgia-based company on the list.

In everything we do, our commitment to our values of honesty, integrity, and passion—which includes transparent communication with all of our stakeholders—never wavers.



Vance D. Bell
Chairman and CEO

CORPORATE PROFILE – G4-3, G4-4, G4-5, G4-6, G4-7, G4-8, G4-9, G4-10, G4-17

The world's largest carpet manufacturer and a leading floorcovering provider, Shaw Industries Group, Inc. is a vertically integrated manufacturer that supplies carpet, hardwood, laminate, resilient, tile, and stone flooring products and synthetic turf to residential and commercial markets worldwide.

A wholly owned subsidiary of Berkshire Hathaway, Inc. with approximately \$4.8 billion (USD) in annual sales and more than 22,000 associates, Shaw is headquartered in Dalton, Ga., with salespeople and/or offices located throughout the U.S., as well as Australia, Canada, Chile, China, India, Mexico, Singapore, the United Arab Emirates, and the United Kingdom.



- Shaw plants, sales offices and showrooms
- Shaw global distribution network

Our Vision

Creating a Better Future: for our customers, for our people, for our company and for our communities.

Our Mission

Great People. Great Products. Great Service. Always.

Our Values

Honesty, Integrity and Passion.

Our Sustainability Strategy

- Driving innovation into the business
- Protecting and making efficient use of resources
- Engaging our associates, customers, stakeholders, and communities
- Focusing on long-term financial success

These four activities help Shaw focus on the social, economic and environmental triple bottom line ensuring long-term sustainability for the company and its stakeholders.

2014 BY THE NUMBERS

22,181

associates worldwide

54

manufacturing facilities

1

facility closing

43,000

SKUs

40

distribution facilities

0

changes to capital structure

BRANDS - G4-4



Market Brands - Residential Flooring



Product & Ingredient Brands



PREMIUM NYLON 6IX FIBER SYSTEMS



Market Brands - Commercial Flooring

shaw contract group®

patcraft®

shaw hospitality group™



shaw hard surface®

Specialty Markets



shaw™
SPORTS TURF

CROSSPOINT™

Services

SPECTRA™
CONTRACT FLOORING



“Creating a better future for our customers, for our people, for our company, and for our communities.”

– Shaw’s Vision Statement

In order to achieve this vision, we must stay attuned to the changing needs of our customers, our associates, our communities, and other stakeholders. Shaw’s success over the years can be attributed, in part, to the company’s commitment to maintaining a dialogue with these stakeholders. We aim to understand and anticipate our stakeholders’ expectations in order to meet or exceed them. Understanding the motivations and pain points for each of these groups helps us to make business decisions that are responsive to the needs of each.

Each year, we engage with stakeholders in a wide variety of ways, including:

- Annual engagement survey of associates
- Active participation in community, industry, trade, and non-governmental organizations
- The biannual convention for Shaw Flooring Network aligned dealers
- Roundtables and advisory panels with customers and suppliers
- Focus groups, market research, and surveys
- One-on-one meetings with customers, community leaders, and government representatives
- On-site visits and facility tours
- Major industry events such as NeoCon, Hospitality Design, Greenbuild, and Living Future among others
- Residential market events in eight major cities across the U.S.
- Sustainability collaboration, best-practice sharing, and benchmarking at the Berkshire Hathaway Sustainability Summit and the Cradle to Cradle® Users Group

While these stakeholder conversations are systematic and ongoing, they have not previously been compiled and analyzed collectively. In 2014, Shaw participated in a formal materiality assessment with an independent third-party consulting firm.

The process involved a thorough review of both internally and externally available information reflecting stakeholder priorities. The internal data review included any feedback collected as part of the ongoing stakeholder dialogue listed above. In addition, we conducted a series of interviews and surveys with key stakeholder subject matter experts both internally and externally to represent the views of our customers across business segments, local communities in which we operate, industry associations, non-governmental organizations (NGOs), non-profits, and others.

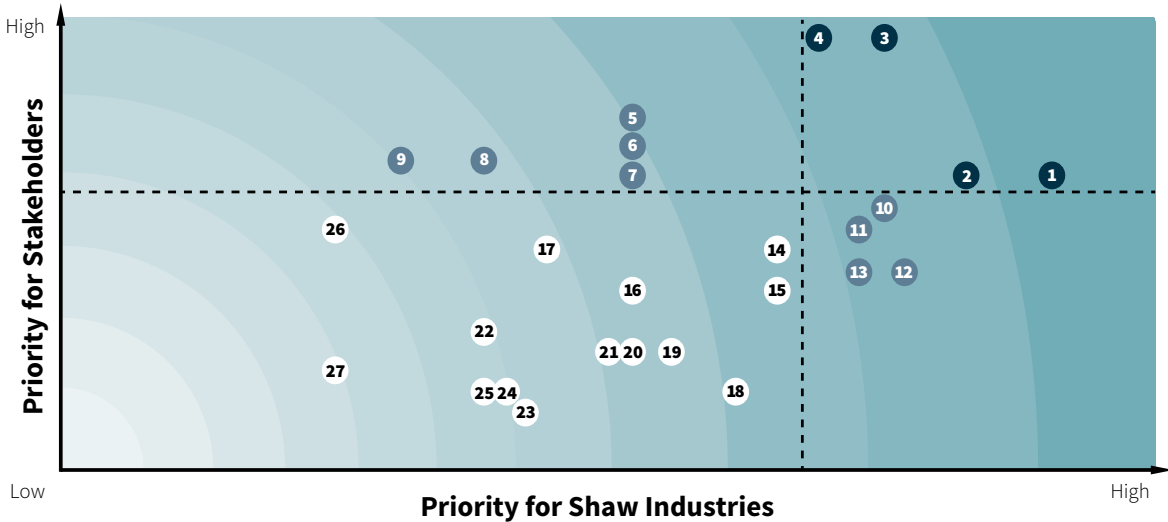
The resulting data was thoroughly analyzed and mapped on the grid to the right. The process identified four material issues raised by our associates, customers, and community stakeholder groups: material use; product stewardship; branding and marketing; and talent management. This analysis will help Shaw focus our sustainability strategy and reporting this year and in the future. This report includes a significant focus on these material issues.

We continue to report on the priority and important issues as well, such as energy and associate engagement. This report also outlines the programs and projects developed in response to this stakeholder feedback such as talent management, the Women’s Innovation Network (WiN), community workforce development, transparency of material assessments, and third-party verification, as well as the focus on supplier management among others.

Scope & Boundary

This report includes data from all directly-owned operations and wholly-owned subsidiaries as well as joint ventures in which Shaw holds at least 50 percent financial stake. Exceptions are noted where applicable. Scope, boundary and measurement methods are consistent with prior reports. There are no limitations on scope or boundary in this report.

MATERIALITY – G4-18, G4-19, G4-20, G4-21, G4-24, G4-25, G4-26, G4-27, G4-PR5

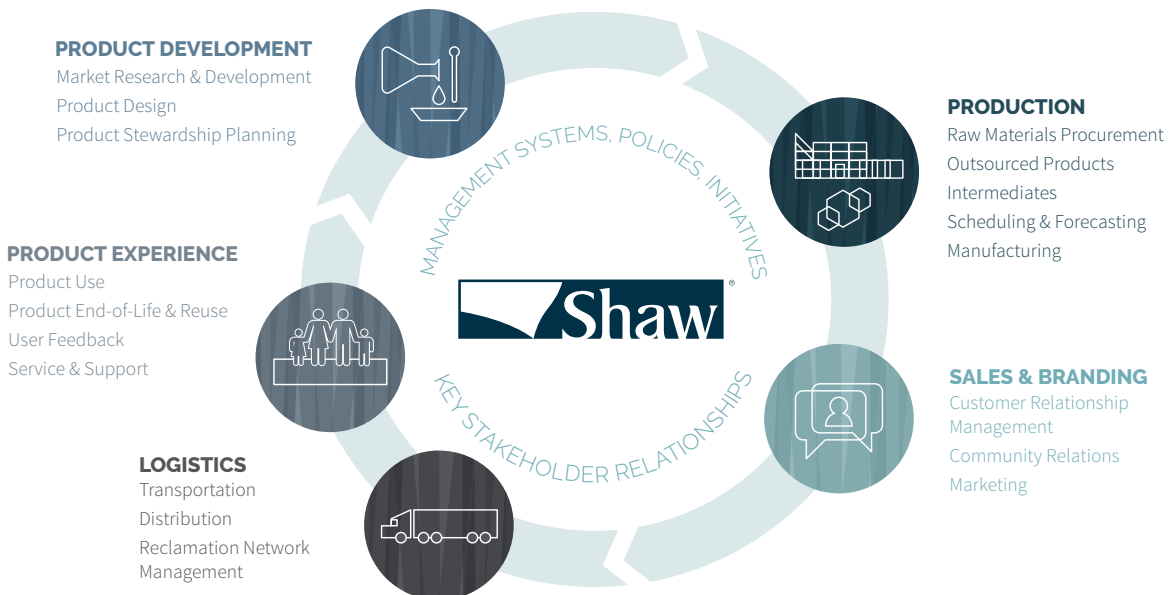


- | | | | |
|--|--|---|---|
| <ul style="list-style-type: none"> ● MATERIAL 1. Talent Management 2. Branding & Marketing 3. Product Stewardship 4. Materials Use | <ul style="list-style-type: none"> 7. Energy 8. Community Relations 9. Climate Change/GHG 10. Associate Engagement 11. Customer Satisfaction 12. Product Innovation 13. Supply Chain Management | <ul style="list-style-type: none"> ● IMPORTANT 14. Global Competitiveness 15. Ethics 16. Associate Health & Safety 17. Water 18. Logistics & Distribution 19. Diversity & Inclusion 20. Corporate Governance | <ul style="list-style-type: none"> 21. Labor Relations 22. Human Rights 23. Business Continuity 24. Philanthropy 25. Air Emissions 26. Facilities Management 27. Public Policy |
| <ul style="list-style-type: none"> ● PRIORITY 5. Waste 6. Management Oversight of Corporate Responsibility | | | |



VALUE CHAIN

Strong relationships with our associates, suppliers, customers, and communities enable Shaw to operate responsibly and sustainably across our value chain. The graphic below is a map of key topics across our business processes. Our material priorities of talent management and product stewardship are woven throughout this process. Branding and marketing takes place primarily within the sales and branding phase and materials use within production and logistics.





Paul Murray, Vice President, Sustainability & Environmental Affairs

Dear Stakeholder,

Sustainability is an ever-evolving journey. Technology advances. New discoveries are made. Customer and stakeholder priorities shift.

While material health has consistently been part of our comprehensive approach to sustainability – along with material reutilization, resource conservation, renewable and alternative energy use, and social responsibility – 2014 was a pivotal year.

Commercial and residential market demand for supply chain and product transparency, and interest in a wide scope of material health topics have expanded exponentially since 2012. But material health isn't new at Shaw. We've always stood behind our products and followed stringent safety protocols. And for more than a decade, we've used Cradle to Cradle guidelines and its rigorous material health assessment to guide our product development and manufacturing.

Shaw's strong foundation in this realm allows us to continue to innovate and drive forward efforts to create a better future for associates, customers, our company, and the communities in which we live and work.

Our success depends on our ability to listen, anticipate needs, and respond to these changes. Shaw's materiality assessment in 2014 confirmed what we're seeing in the marketplace: Product stewardship, material use, branding and marketing, and talent management are the priorities for Shaw and its stakeholders.

Significant initiatives related to our four material items include:

Product Stewardship

In 2014, we announced a more than \$20 million investment in a new Evergreen recycling facility in Ringgold, Ga. The latest addition to Shaw's industry-leading carpet recycling portfolio, Evergreen Ringgold, will be the first of its kind to recycle nylon as well as polyester carpet. (See pages 50-51.)

Material Use

Shaw takes the utmost care to ensure that the materials that go into our products are both safe and environmentally responsible. In 2014, 66 percent of the sales of Shaw manufactured products were Cradle to Cradle Certified Silver.

(For more about material use, see pages 28-29).

Branding and Marketing

We are committed to communicating responsibly and regularly about our products and what we stand for as a company including our approach to sustainability. We promote the labels and certifications as credible evidence of our commitment to transparency and third-party verification. (For more details, see page 41.)

Talent Management

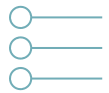
In 2014, we recognized a need to more closely align our talent management strategy with our business strategy and began laying the groundwork for a new approach. We undertook a thorough assessment of changing needs of our people and our business and identified key leadership characteristics that will be important in Shaw's success moving forward. We also began to establish more formal opportunities for our associates to support each other through affinity groups such as the Women's Innovation Network (WiN) and ShawVET. (For more details, see pages 64-65 and 68-69.)

We are committed to continuing two-way conversations with Shaw associates, customers, community members, and other stakeholders to incorporate their interests within our strategy. With this perspective, we'll take a closer look at our 2030 goals to ensure we are investing where it matters most. We look forward to reporting back to you again next year on the next phase of our evolution.

Regards,

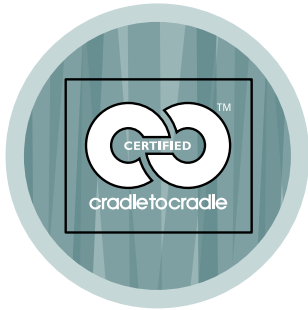


**Paul Murray, Vice President,
Sustainability & Environmental Affairs**



HIGHLIGHTS

% OF C2C



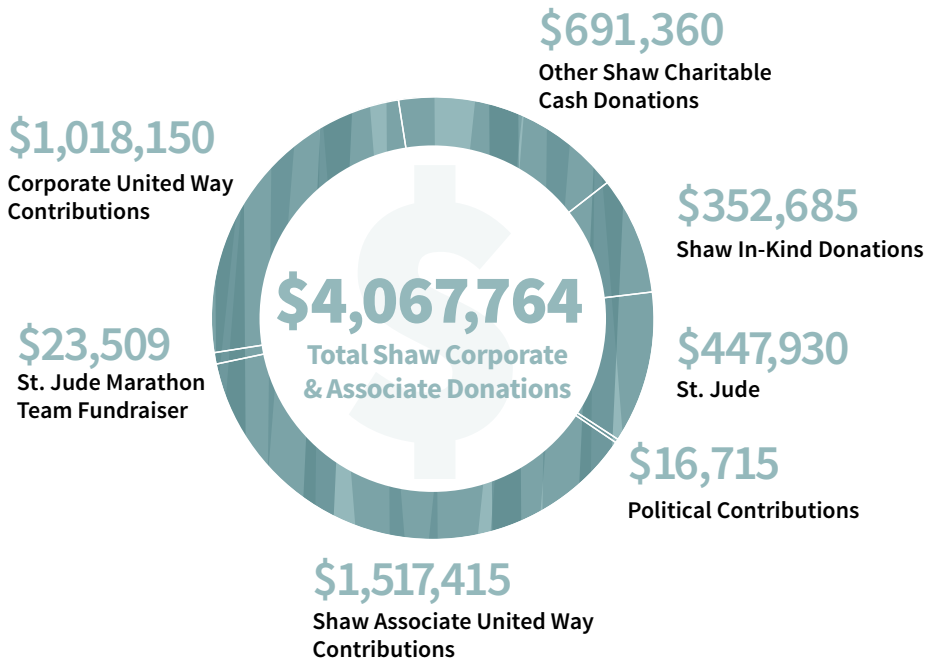
66% OF THE SALES
OF SHAW MANUFACTURED PRODUCTS
are Cradle to Cradle Certified™

TRAINING HOURS



TOTAL **1,076,837**

FINANCIAL CONTRIBUTIONS



VOLUME OF CARPET RECLAIMED AND RECYCLED



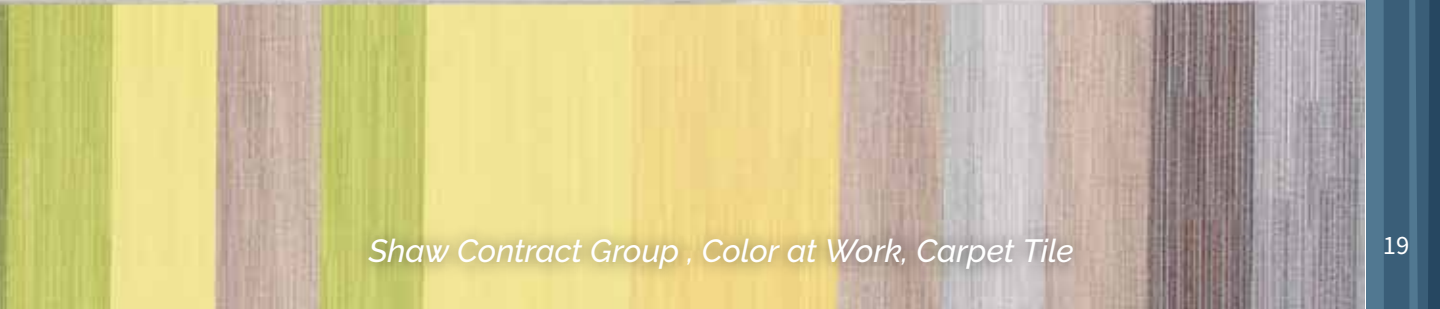
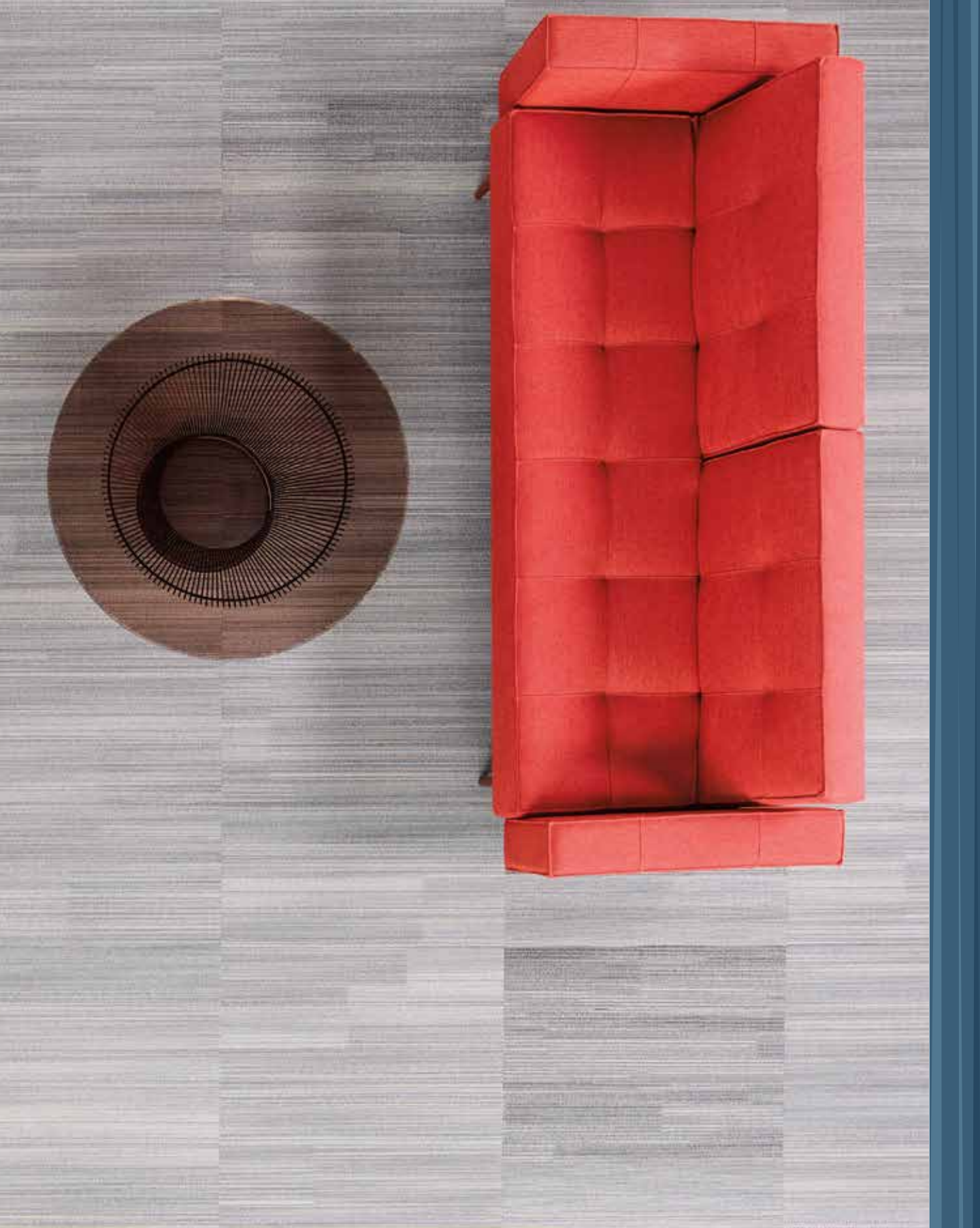
volume of carpet in millions of lbs.



Patcraft, Mid Century Pop, Carpet Tile



PRODUCTS





PRODUCT STEWARDSHIP G4-DMA CUSTOMER HEALTH & SAFETY - G4-14, G4-PR1

At Shaw, every material, every process, every action is designed for a better future. We take a holistic approach to sustainability, embedding it in each step of a product's life cycle, and we are committed to pursuing a more circular economy.

Design

It begins with smart design. Driven by market insight, our products are designed to be as sustainable as they are beautiful. By designing with the end in mind, we carefully consider the ingredient materials that go into each of our products to ensure they are durable and safe – for people and the planet; on the floors of homes, businesses, hospitals, and schools throughout the world; and at the end of our flooring's useful life.

Manufacture

How our products are made matters. We employ sustainable manufacturing practices – making efficient use of materials and natural resources, using alternative and renewable energy sources when possible, and designing and operating our facilities and manufacturing processes in accordance with widely recognized sustainability and safety standards such as ISO 9001, ISO 14001, and OHSAS 18001.

Shaw manufactures many of our own products and ingredient materials, and we source products and materials from strategic partners in the U.S. and internationally around the world, to offer a broad portfolio to meet diverse customer preferences. In doing so, we set high standards for ourselves and our suppliers, and we take numerous steps to verify that our products – regardless of where or by whom they are manufactured – meet our customers' high expectations.

Market

We confirm that our products adhere to any sustainable product labeling that appears on the product (such as those for Cradle to Cradle Certified, GREENGUARD, CRI Green Label, FloorScore, NSF 140, and numerous others). This is part of our commitment to ethical marketing and communications practices.



Product testing, Plant WM, Dalton, Ga.

G4-DMA CUSTOMER HEALTH & SAFETY
G4-14, G4-PR1



Shaw offers clear information in accordance with local laws and the numerous voluntary programs in which we participate. We also work to educate homeowners, flooring retailers, builders, building owners, designers, architects, product specifiers, facility managers, and others involved in selecting flooring for homes or businesses about the benefits of choosing sustainable products. Beyond our direct marketing and training efforts, we participate in numerous events and trade shows such as the Greenbuild International Conference and Expo, NeoCon, NAHB International Builders' Show, and Dwell on Design to communicate the beauty and performance of our sustainable flooring.

Deliver

We deliver our products to residential and commercial customers worldwide – making 4,500 customer deliveries a day using the most efficient mode of transportation feasible while meeting customer deadlines. We use our expansive tractor-trailer fleet, third-party carriers, as well as rail to transport our products and our ingredient materials between our more than 50 manufacturing and 40 distribution facilities.

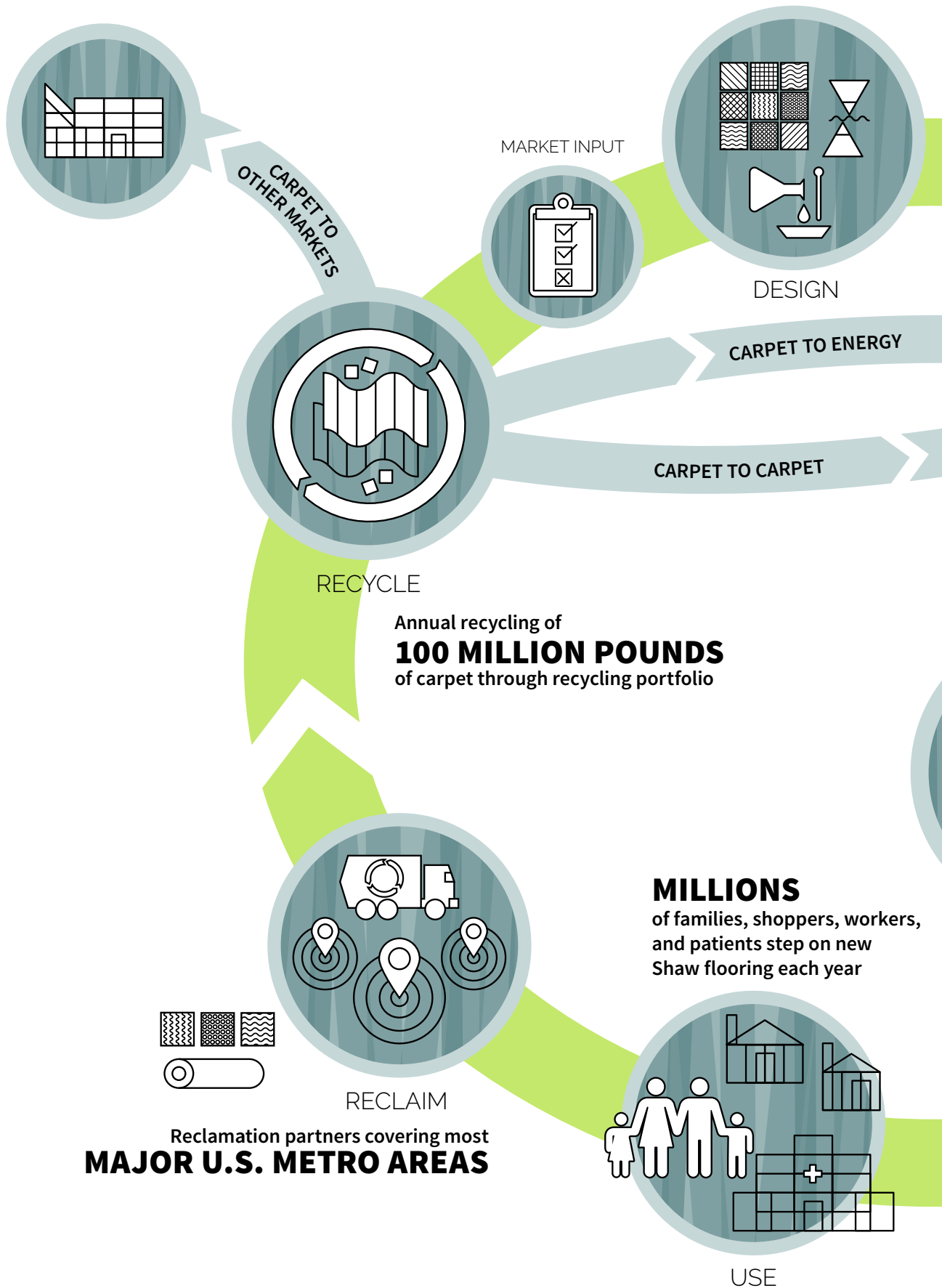
Use

Each year, millions of families, workers, patients, students, and others step foot on new Shaw flooring. Our commitment to creating quality products ensures that what is underfoot is beautiful, durable, safe, and healthy – creating the foundation for any indoor environment.

Reclaim/Recycle

Once our carpet products have reached the end of their useful life on our customers' floors, they can be converted back into carpet, into products for other industries, or into energy to power our manufacturing operations. Since 2006, Shaw has reclaimed and recycled more than 800 million pounds of post-consumer carpet – regardless of manufacturer. Our portfolio of recycling solutions allows us to employ the best possible use for the materials we reclaim.

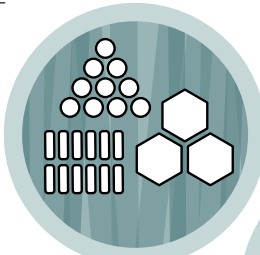
THE SHAW PRODUCT CYCLE



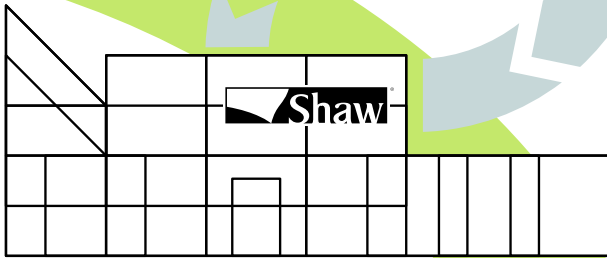
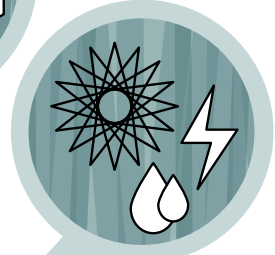
POST-CONSUMER &
POST-INDUSTRIAL
RECYCLED CONTENT



VIRGIN
RAW MATERIALS



ENERGY & WATER



MANUFACTURE

54 MANUFACTURING FACILITIES

Producing polymer, fiber, yarn, carpet
& hard surface

66% OF THE SALES

of Shaw manufactured products
are Cradle to Cradle Certified™

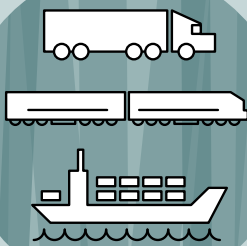


4,500 DAILY

Customer deliveries



BRAND/MARKET



DISTRIBUTE

WHERE WE LEARN MATTERS



*Shaw Contract Group, Cut & Compose, Carpet Tile
(benefitting Center for Green Schools)*

DESIGN – G4-EN27



Designing for a better future guided by cradle to cradle principles, Shaw considers environmentally responsible materials and methods from the outset.

As a leading provider and the world's largest carpet manufacturer, we design products to fit the aesthetics and design sensibilities of homeowners and businesses throughout the world. We garner design inspiration from our global travels and from our own backyard – finding the beauty and intricacies in all that surrounds us.

That beauty is more than skin deep. Our products are as durable and sustainable as they are beautiful – designed to meet varied customer needs and preferences through a diverse portfolio of products offered by our residential and commercial brands.

Innovation can be incremental or disruptive. At Shaw, every step we take – big and small – is instrumental to achieving our vision to create a better future for our customers, our associates, our company and the communities where we live and work.



G4-EN27

In order to deliver on our commitment to continuous improvement, we seek more and better data to inform our choices. We take risks and learn from them. We invest in innovation – engaging our research and development teams, every associate, and industry partners to solve problems and conceive new ideas for how we can do what we do better. And when we identify new approaches or innovative solutions, we flawlessly execute them.

All of this is with a keen eye on the market and customer demand. Shaw engages with the market and other stakeholders to carefully understand their evolving needs and expectations. This market-driven approach reflects our approach to all innovation, including sustainability.

Cradle to Cradle V3

Product Transparency and Optimization

Shaw's commitment to sustainability and transparency evolves alongside changes in the market expectations that continue to raise the bar. Our participation in the Cradle to Cradle certification program helps to inform that evolution as the requirements continue to evolve. The Cradle to Cradle Certified Product Program is a rigorous, third-party evaluation of a product's performance in five categories:

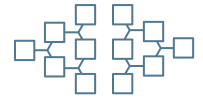
- Material health
- Material re-utilization
- Renewable energy
- Water stewardship
- Social fairness

Products must be re-certified every two years, and manufacturers must show significant improvement in at least one category in order to retain the certification.

Cradle to Cradle version 3, which went into effect in 2013, provides even more stringent standards, including an expanded list of banned chemicals, and increased thresholds for renewable energy use and water stewardship in the manufacturing process.

We continue to optimize our products and processes to meet these increasingly rigorous parameters, and our own high standards for sustainability and product quality. An ever-growing number of the products we sell are Cradle to Cradle Certified Silver. As recertification deadlines approach for each of our previously certified products, we are anticipating the version 3 standards.

To date, our commercial broadloom and carpet tile backings have already achieved these new, higher thresholds – maintaining their silver certification level. This includes EcoWorx® carpet tile backing and StaLok®, Ultraloc® Pattern, ClassicBac® and Unitary broadloom backings available from Patcraft, Philadelphia Commercial, Shaw Contract Group, and Shaw Hospitality Group.



SUPPLIERS – G4-EC9

Shaw manufactures many of its own products and ingredient materials, and we also rely upon strategic supplier partnerships to ensure we can offer our customers an expansive portfolio of products. We work with trusted partners to fulfill a variety of business operations from temporary staffing to machine parts. These 1,500-plus suppliers are critical to our operations and serve as an extension of our sustainability strategy.

In 2014, we focused on ensuring that our already robust supplier selection and management process even more effectively and systematically incorporates sustainability factors into our selection process. In doing so, we created a more formal link between the supplier management and sustainability teams to advance our efforts.

As a result of this new approach, Shaw has taken steps to further formalize our supplier guidelines. We are

Shaw verifies that our products, regardless of where or by whom they are manufactured, meet stringent guidelines and our customers' expectations.

We expect these suppliers to maintain the same high standards that we set for ourselves. Shaw verifies that our products, regardless of where or by whom they are manufactured, meet stringent guidelines and our customers' expectations.

Testing is conducted before Shaw enters into an agreement with a supplier of finished products, and it continues periodically and randomly throughout a supplier relationship. In addition to our own testing, we engage third-party organizations and laboratories, such as Cradle to Cradle Certified™ Products Program and Underwriter's Laboratories, to evaluate finished products produced by Shaw and our partners. This commitment to extensive voluntary assessment offers our customers further confidence in the products we sell.

enhancing our supplier selection and validation processes by more systematically ensuring that suppliers are aligned with the company's high standards as well as our sustainability principles and goals.

Shaw aims to partner with local and diverse suppliers whenever possible. In 2014, 75 percent of what we spent with suppliers occurred in the 14 states where 95 percent of our associates are located.





Shaw carefully considers individual components that go into our wide portfolio of flooring products. We use technology to track material inputs for our products and waste in order to consistently direct resources efficiently, to reuse and recycle whenever possible, and to avoid waste.

Shaw rigorously manages material inputs and quality outputs. In 2014, Shaw used 2.4 billion pounds of non-renewable materials and 831 million pounds of renewable materials in the production of its primary products, including carpet, hardwood, laminate, resilient, tile, and stone – using recycled materials where possible, including 160 million pounds of recycled plastic bottles that go into our ClearTouch® residential carpet each year.

Material Assessment

Our vigilant perspective on minimizing the impact of the materials used in the manufacturing of our products led us to align our products to the Cradle to Cradle philosophy, which focuses on creating products that are safe, and that can be reused and recycled.

The Cradle to Cradle Certified Products Program, developed by architect William McDonough and chemist Michael Braungart, is among the most rigorous in the world. The Cradle to Cradle philosophy includes a design approach focused on safe materials, continuous reclamation and reuse of materials, renewable energy, clean water and social fairness.

Cradle to Cradle Certified products are verified by the Cradle to Cradle Products Innovation Institute to include only chemicals and components that are safe for human contact, and that can be recycled or reused. In 2014, 66 percent of the sales of Shaw manufactured product were Cradle to Cradle Certified as we make progress towards our 2030 sustainability goal to design 100 percent of our products to this standard.

The Cradle to Cradle Certified Products Program is just one of the ways Shaw demonstrates our commitment to transparency and our efforts to inventory, screen, assess, and optimize the environmental and material health impacts of our products.

Additional voluntary programs in which we participate include:

Declare is an ingredients label for building products that is part of the Living Building Challenge from the International Living Future Institute. The label requires manufacturers to disclose product ingredients to ensure that they are free of Red List chemicals and materials, which are known to pose serious risks to human health and the greater ecosystem. EcoWorx Carpet Tile with Eco Solution Q® fiber are registered through the Declare program.

Environmental Product Declarations (EPDs) are verified reports that include environmental data from a life cycle assessment (LCA) perspective. Shaw has completed EPDs for all EcoWorx carpet tile products.

GREENGUARD Certification, conducted by UL Environment, verifies that products meet some of the world's most rigorous and comprehensive standards for low emissions of volatile organic compounds (VOCs) into indoor air. All of Shaw's hardwood and laminate flooring is Greenguard certified.

Green Label Plus is an independent testing program of the Carpet and Rug Institute that verifies low volatile organic compound (VOC) emissions for carpet, adhesive and cushion products. All Shaw's products meet this standard.

Health Product Declarations (HPDs) are a standard report format for the transparent disclosure of product content and associated health information for building products and materials. Shaw's HPDs cover all EcoWorx carpet tile products as well as Shaw Commercial Broadloom, Classicbac, and UltralocMPC.

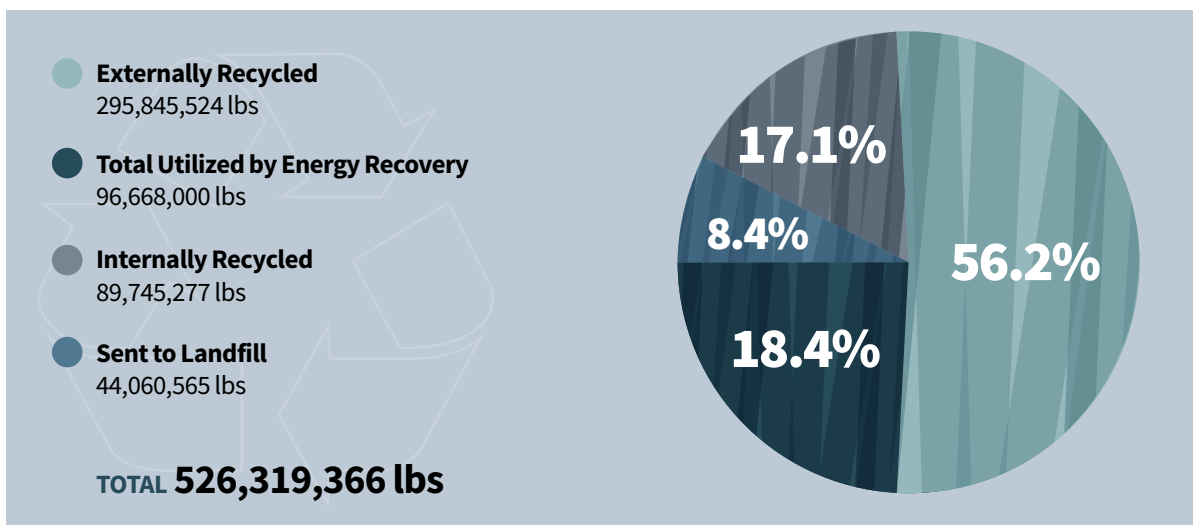
NSF/ANSI 140 is a sustainability assessment for carpet that focuses on quantifiable metrics covering public health and environment; energy and energy efficiency; biobased, recycled, and environmentally preferable content materials; manufacturing, reclamation, and end-of-life management and innovation. All EcoWorx products along with Teklok and Ultraloc Pattern products are NSF 140 certified.

Waste Reduction

As we focus on our 2030 goal of reducing total waste to landfills by 100 percent as well as reducing hazardous waste by 100 percent, we have successfully shifted several traditional sources of waste into resources. In some cases, materials can be repurposed in some way within our own manufacturing processes while others can be used within other industries.

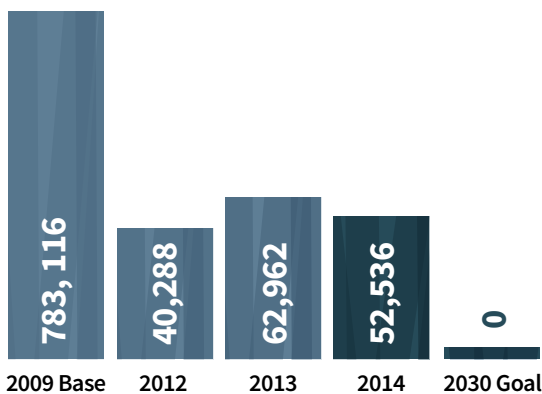
Our sophisticated Material Resource Management (MRM) system helps us consistently categorize, measure, and channel waste toward the best possible use, whether that is recycling or reuse, and whether that is within Shaw or through another industry. The MRM system provides detailed insight that helps identify opportunities for improvement. As a result, we reduced our total waste by nearly three million pounds in 2014.

TOTAL WASTE BY TYPE AND DISPOSAL METHOD - G4-EN23



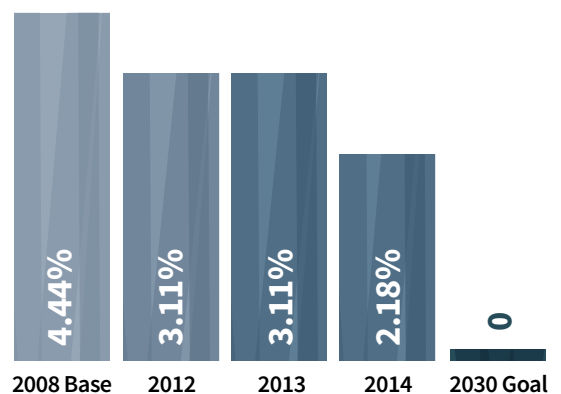
HAZARDOUS CHEMICAL WASTE DISPOSAL

units represented in lbs.



WASTE INTENSITY

percent lbs. landfill waste per lb. finished product



NOTE: Hazardous waste for years 2012 and 2013 has been revised to align with the 2014 boundary. 2014 boundary excludes Plant 8Z where hazardous waste management and reporting is outsourced to a third party.



Kellie Ballev, Product Sustainability Manager



KELLIE BALLEW

Combining a Love of Science and Nature

Kellie Ballew brings her love of science and nature to work every day. Kellie was pursuing a science, technology, engineering, and math career well before the term STEM became popular. Her curiosity and determination to figure out how things work led her to the Georgia Institute of Technology, where she earned a degree in engineering.

In addition to her math and science aptitude, Kellie has a deep appreciation for animals and the natural world. So when she joined Shaw after graduating from Georgia Tech, Kellie was thrilled

a process to recover the individual component materials for reuse, she installed pilot equipment necessary to demonstrate the technical viability of her invention.

When Shaw's sustainability team expanded to include the technical product focus she had been working on with EcoWorx, Kellie jumped at the opportunity to use her expertise to help expand that approach across additional product lines and throughout the company.

Kellie has a true respect for the value of Earth's

As an expert in the EcoWorx® backing chemistry, Kellie was uniquely suited to design the process capable of recovering the component raw materials that Shaw could reuse in future generations of products.

to combine her expertise with her personal passion as part of a team at Shaw that was focusing on green chemistry, minimizing raw materials, and designing for reuse.

A career in manufacturing has proven to be both exciting and rewarding for Ballew. Kellie was part of the hands-on effort to build Shaw's carpet tile reclamation efforts from the ground up. She was instrumental in the design, technology specification, purchase, installation, start-up, and commissioning of the recycling processes that Shaw Industries operates today.

As an expert in the EcoWorx® backing chemistry, Kellie was uniquely suited to design the process capable of recovering the component raw materials that Shaw could reuse in future generations of products. In a sister product, EcoWorx® Broadloom, Kellie not only invented and patented

plentiful resources. It is important to her and to Shaw's long-term success that we care for and protect those resources. Kellie was recently honored by the Manufacturing Institute with the coveted STEP Award, recognizing women in manufacturing.



Continuously improving efficiency is a hallmark of successful manufacturing companies. Over the years, Shaw has made significant progress in efficiency that also minimizes the amount of energy and associated emissions involved in making our flooring products. Shaw carefully measures energy and emissions, seeking opportunities for improvement in existing operations and in new facilities as we expand and adjust to market growth and changing customer demand.

In 2014, both our energy and our emissions intensity were up slightly. The energy intensity was impacted by volume fluctuation, along with a slight emissions increase due to the fuel mix required in a particularly cold winter.

Since 2011, Shaw has invested nearly \$25 million in new equipment and systems that help to reduce our energy and greenhouse gas impacts – including more than \$2.5 million in 2014. Recent investments in efficiency improvements range from installing more efficient compressors, updating manufacturing equipment and upgrading lighting. Although overall emissions intensity was up, these projects reduced greenhouse gas (GHG) emissions by 9,313 metric tons*.

Our energy intensity in 2014 was 5,920 BTUs per pound of finished product. We continue to focus on achieving our 2030 goal of 4,071 BTUs per pound of finished product, which is a 35 percent decrease in fossil fuel from our 2007 base.

ENERGY IMPROVEMENT INVESTMENT AND SAVINGS – G4-EN19

TOTAL CAPITAL INVESTMENT IN ENERGY REDUCTION: **\$2,670,492**



1 car = 100 vehicles

Source: epa.gov

Emissions reduction equivalent to
4,593
passenger vehicles annually

CDP SCORES

	Disclosure Score	Performance Band
Shaw Industries	85	B
Industry Group Average	54	D
Overall Average	53	C



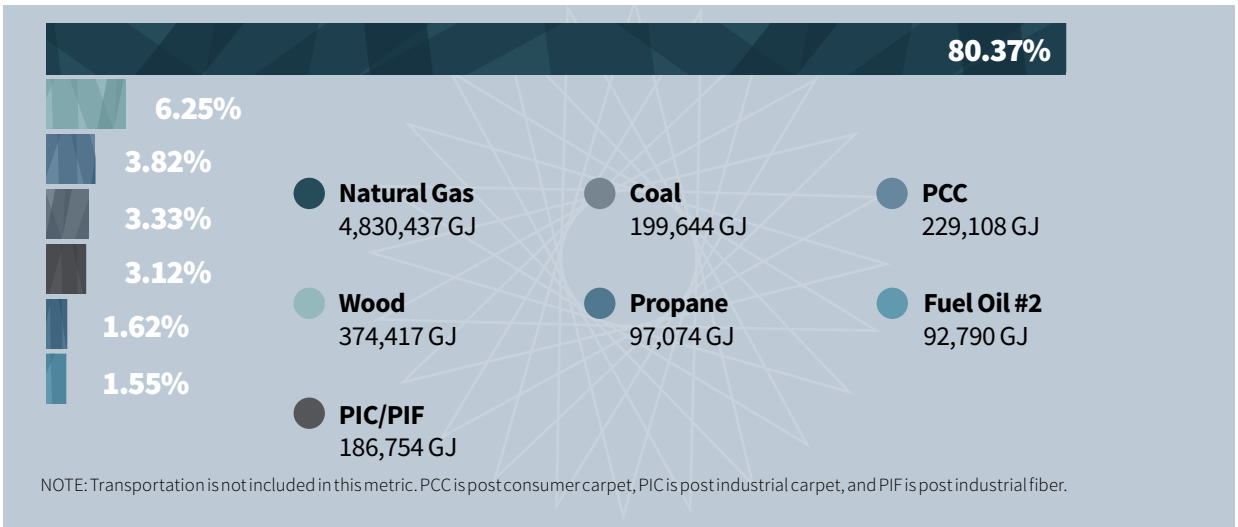
*This reduction was calculated using the Climate Registry General Reporting Protocol v2.0. It includes CO2, NH4, and N2O in scopes one and two on a 2007 baseline.



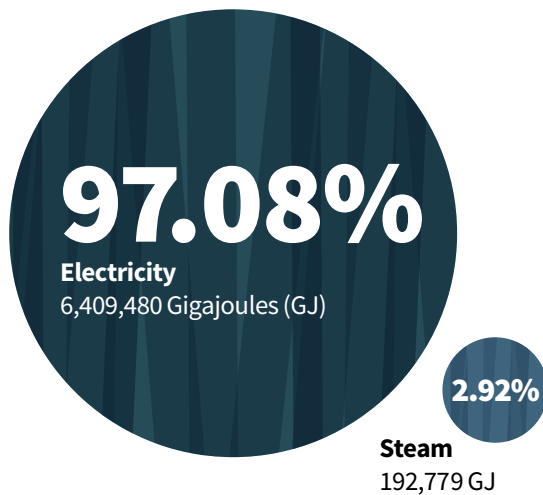
G4-EN3, G4-EN5, G4-EN15, G4, EN16, G4-EN18, G4-EN21

Solar Energy Monitoring Station, Plant 15, Cartersville, Ga.

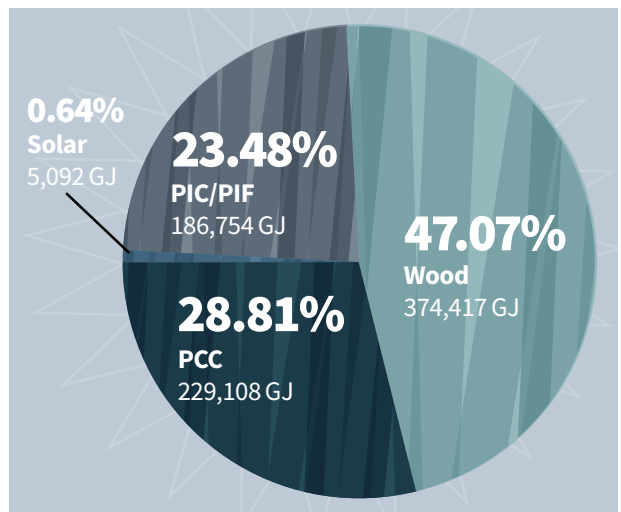
DIRECT ENERGY CONSUMPTION BY SOURCE - G4-EN3, G4-EN5, G4-EN15, G4, EN16, G4-EN18, G4-EN19, G4-EN21, G4-EN27



INDIRECT ENERGY USE - G4-EN3



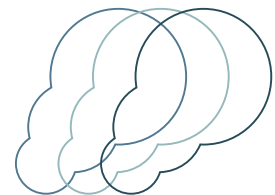
ALT ENERGY CONSUMPTION BY SOURCE



*We define alternative energy as energy derived from non-fossil fuel sources.

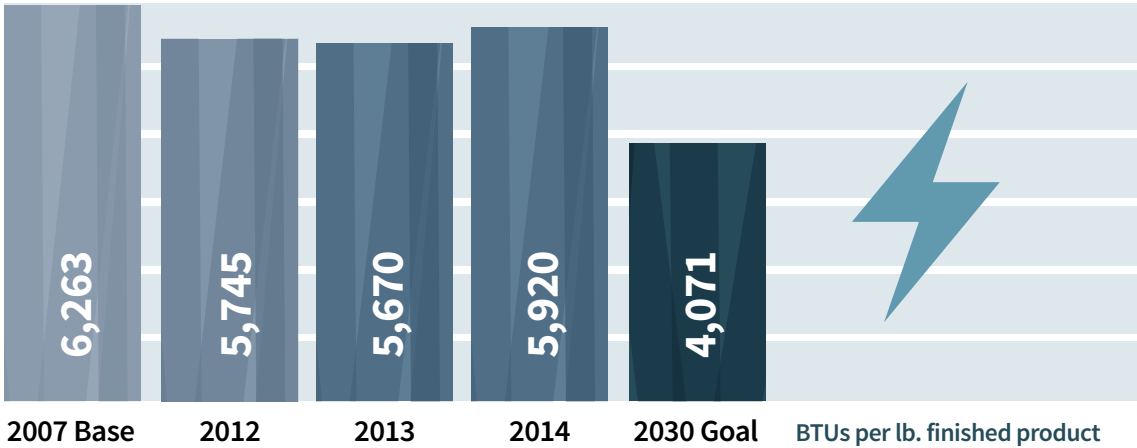
CRITERIA AIR POLLUTANT EMISSIONS - G4-EN21

In Metric tons



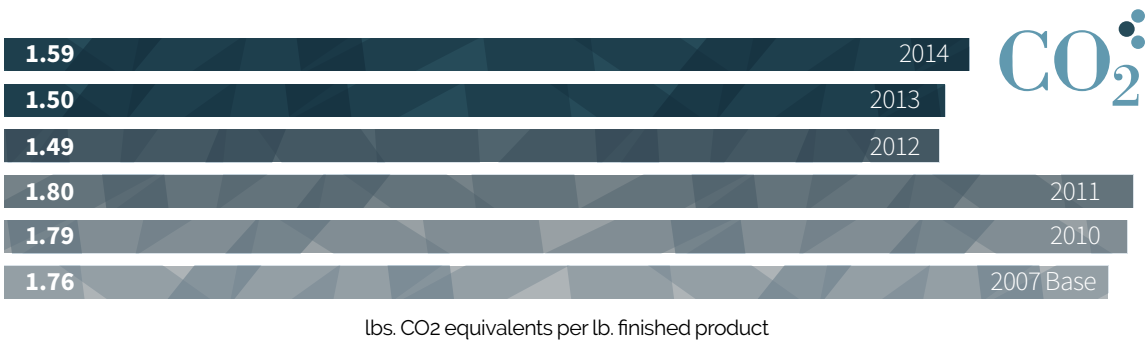
NOTE: Emissions of selected criteria air pollutants from fossil fuel combustion in Shaw operations by weight. Does not include emissions from transportation-related energy use.

ENERGY INTENSITY - G4-EN3, G4-EN5, G4-EN15, G4, EN16, G4-EN18, G4-EN19, G4-EN21, G4-EN27



NOTE: We choose to report our energy performance using BTUs in order to provide a consistent and accurate reflection of the functional units by which we measure efficiency, manage our operations, and set performance goals. Does not include transportation-related energy use.

GREENHOUSE GAS EMISSIONS INTENSITY - G4-EN18



DIRECT & INDIRECT GHG EMISSIONS BY SCOPE & WEIGHT - G4-EN15, G4-EN16

GHG in millions of metric tons of CO₂ equivalents



NOTE: This indicator was calculated using the Climate Registry General Reporting Protocol v2.0 and emissions factors from The Climate Registry 2014 and eGRID 2010 for CO₂, NH₄, and N₂O based on operational control.



WATER

- G4-EN8, G4-EN10, G4-EN27

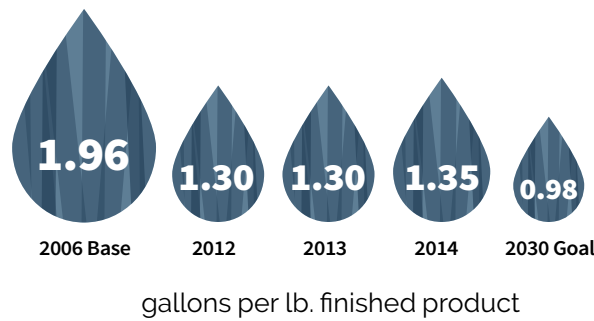
Water is a limited global resource that is essential to life. It is also a necessary part of Shaw's manufacturing processes. Many of our facilities, in particular those in North Georgia and Southern California, operate where local water scarcity is a particularly important issue. As a result, Shaw is acutely focused on using water responsibly by minimizing the use of water overall and reusing water whenever possible.

We focus on identifying new technology and creative solutions to reduce water use within our operations. Shaw has set a goal to reduce our water impact, by 50 percent by 2030. We measure this in gallons of water used per pound of finished product. With a 2006 baseline of 1.96 gallons per pound, we intend to decrease to 0.98 gallons per pound by 2030. In 2014, we used 1.35 gallons of water per pound, up slightly from 1.3 in 2013.

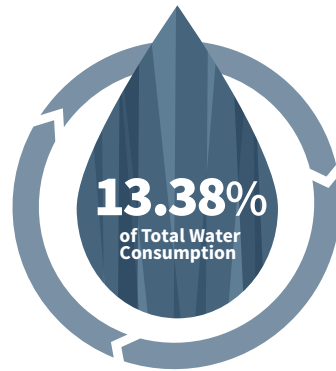
We proactively seek innovative ways to limit our water impact, including increasing water reuse wherever possible. Our Tuftex manufacturing facility, located in Southern California, has made significant strides in increasing the amount of reused water in the operations. In 2014, Tuftex continued to increase the use of recycled water to 76.3 percent, up from 25.9 percent in 2012.

Of its total water consumption in 2014, Shaw recycled or reused 13.4 percent of the water it brought in.

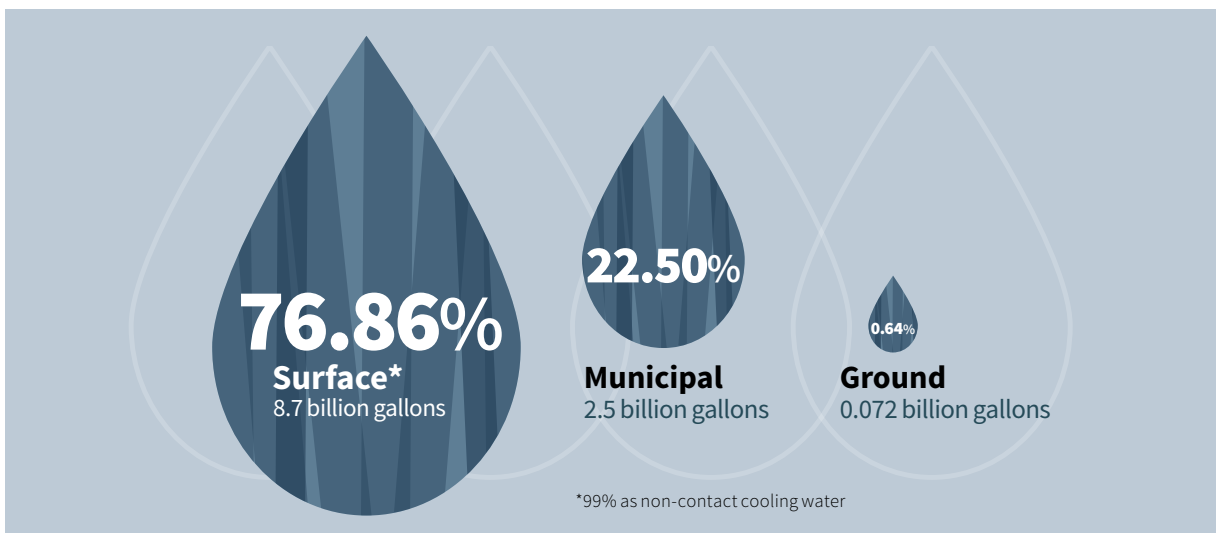
WATER INTENSITY



% OF RECYCLED & REUSED WATER - G4-EN10



WATER WITHDRAWAL BY SOURCE - G4-EN8







DISTRIBUTE



Shaw transports carpet, hardwood, resilient, laminate, tile, stone, and turf products to customers throughout the world, and we transfer raw materials and inputs between our facilities and key distribution centers as part of our manufacturing processes. As a result, in addition to relying upon third-party carriers, Shaw operates one of the nation's largest private transportation fleets. These vehicles are part of the sophisticated distribution network that is vital to the company's operations and a critical component of the company's sustainability strategy.

Shaw operates more than 800 tractors, utilizing 3,000 trailers to support 40 local and regional distribution facilities. We manage this complex network with a focus on improving efficiency and decreasing environmental impact while meeting customer deadlines. Because empty trucks are inefficient trucks, we partner with other logistics companies to maximize the use of our vehicle miles and help ensure that our trailers are full on return trips – even if they are not full with Shaw products. In 2014, Shaw continued to replace our heavy-duty tractor fleet with more efficient vehicles, helping maintain the overall fleet miles per gallon (MPG) at 6.4.

We recognize the benefit of collaborating with other companies involved in freight transportation. Shaw has been a U.S. Environmental Protection Agency (EPA) Smartway® Transportation Partner for the last four years. Through this program, we work to improve industry-wide monitoring, fuel consumption, and emissions for our fleet.

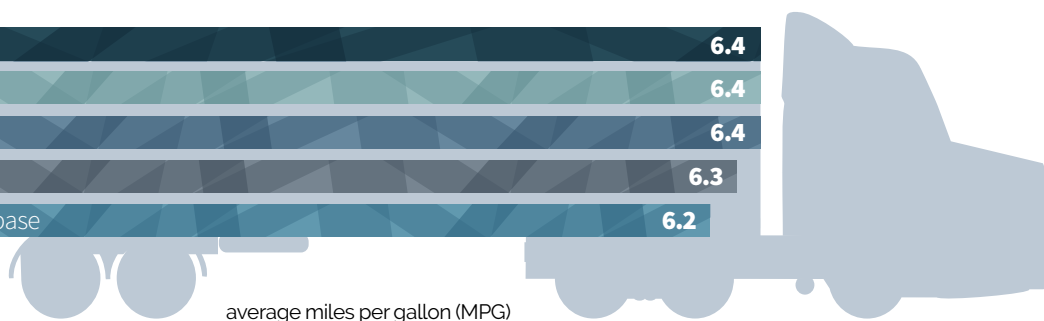


Albino Izaguirre, Distribution Center, Dalton, Ga.

In 2014, we continued to streamline our distribution network, advancing efforts to add 535,000 square feet of warehouse space and consolidating shipping points. This multi-million dollar investment, announced in 2013, will be finished in 2015. Upon completion, we will have a more efficient distribution system with the increased capacity to accommodate projected business growth in the coming years.

TRANSPORTATION FUEL EFFICIENCY

2014	6.4
2013	6.4
2012	6.4
2011	6.3
2007 base	6.2



average miles per gallon (MPG)



HGTV Smart Home 2014, HGTV Home Flooring by Shaw, Hardwood



At Shaw, we live our values of honesty, integrity, and passion, every day.

Shaw is committed to communicating openly and effectively with stakeholder groups, and to living up to our brand promise consistently and transparently. Illustrating our recognition of the importance of our actions and reputation, branding was the most highly

Promote Shaw's diverse portfolio of sustainable products.

We aim to educate decision makers, influencers, customers, and consumers about the value, ease, and importance of making sustainable choices. Our marketing highlights the many responsible options available across Shaw's portfolio, from carpet tile to hardwood to porcelain. For example, in 2014, Shaw

Shaw is committed to communicating openly and effectively with stakeholder groups, and to living up to our brand promise consistently and transparently.

rated item in importance by Shaw's internal stakeholders in our recent materiality review.

While our individual business units have their own brand strategies and identities, each of the Shaw brands are committed to conducting business fairly and ethically. As such, we aim to:

Ethically label and market all of our products.

We communicate information on construction, care and sustainability factors on all relevant products via labeling, sales materials and online information. In addition to a thorough internal review process for our marketing and communications materials, we're committed to upholding the United States Federal Trade Commission's Green Guides for communicating our environmental initiatives and the sustainability of our products. Shaw participates in a number of voluntary sustainability certification programs, such as Cradle to Cradle and GREENGUARD, among others (for more information about these certification programs and more, see page 28). Products that are included in these certification programs are labeled and marketed as such. When these labels are placed on our products, regardless of where that product is manufactured or by whom, our customers can be assured of the quality and safety of these products.

provided sustainable products as part of marketing partnership with both Greenbuild LivingHome and the HGTV SmartHome.

Develop cause-marketing efforts that reinforce our values.

Shaw has partnered with strategic non-profit organizations to engage our stakeholders in support of environmental and social causes. For example, our partnership with Greenbuild LivingHome, mentioned above, benefitted our long-term partner, Make It Right, which provides Cradle to Cradle inspired homes for communities in need. For more information on this partnership, see page 70.



Guided by Cradle to Cradle principles, Shaw has led the establishment of a national infrastructure to reclaim and recycle as much end-of-life carpet as possible. Shaw has reclaimed and recycled more than 800 million pounds of post-consumer carpet since 2006. Over that time, Shaw has introduced a portfolio of products and processes to support our customers' sustainability priorities.

Reclamation

Our Environmental Guarantee tells our customers that when our commercial EcoWorx backed carpet tile reaches the end of its current use, we want it back. Every EcoWorx tile product is printed with a toll-free number on the back to facilitate the return of the product at no cost to the customer. That product can come back to Shaw and can be turned into more EcoWorx backed carpet tile.

In addition to this commercial take-back program, Shaw has formed partnerships with collection facilities throughout the U.S. in an extensive network to collect carpet for recycling.

We are also active participants in the Carpet America Recovery Effort (CARE), which was formed in 2002 to advance market-based solutions that increase landfill diversion and recycling of post-consumer carpet and encourage design for recyclability.

In December 2014, the Carpet and Rug Institute (CRI) and CARE announced a voluntary product stewardship (VPS) program to assist collectors of post-consumer carpet diverted from the nation's landfills. This market-based program provides financial assistance to qualified U.S. collectors to provide a bridge as new technologies and applications are developed to increase market-driven demand for all post-consumer carpet. Voluntary participants, including Shaw and other manufacturers, have committed \$4.5 million for the program in 2015.

Recycling

In April 2014, Shaw announced and began working toward the next significant investment in our industry-leading recycling effort – the development of Evergreen Ringgold, a state-of-the-art carpet recycling facility that processes both nylon and polyester carpet.

With the rise in demand for polyester carpet, new processes were paramount to our ability to find viable solutions for carpet that has reached the end of its useful life. Evergreen Ringgold expands our portfolio of recycling solutions allowing us to employ the best possible use for the materials we reclaim.

Construction and equipment installation was completed at Evergreen Ringgold in May 2015, and at the time of this report's publication, the carpet recycling facility was expected to have completed its commissioning process and begin normal operation in fall of 2015.

The more than \$20 million investment in Evergreen Ringgold illustrates our continued commitment to converting what has historically been seen as waste into a resource – diverting large volumes of material from the landfill.

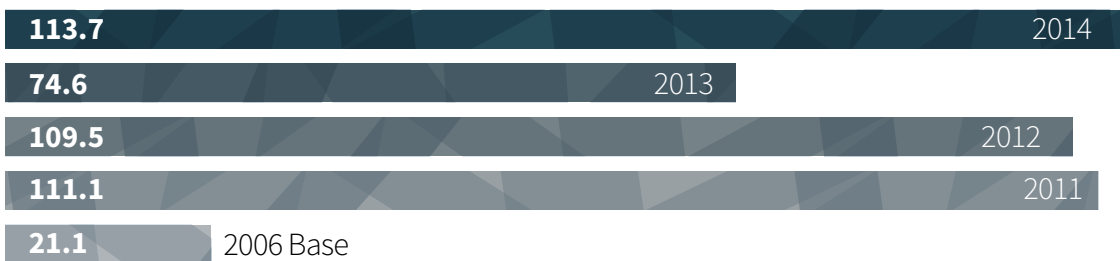
This cutting-edge process represents a more reliable, scalable, and flexible solution to better meet current and future market needs. With this advanced process in place, Shaw will retire its Evergreen Augusta facility in September 2015. Evergreen Augusta served Shaw well over the past decade. It provided a unique approach to carpet recycling, putting Shaw at the forefront of the industry's reclamation and recycling efforts, and contributing to our knowledge of reclamation, materials, and product design.

We will continue to invest in new sustainability innovations to support our robust reclamation and recycling program. This includes maintaining our steadfast focus on designing with the end in mind and finding the best possible solutions for carpet already in the marketplace.



EcoWorx Recycling, Plant 15, Cartersville, Ga.

TOTAL VOLUME OF CARPET RECLAIMED & RECYCLED - G4-EN28

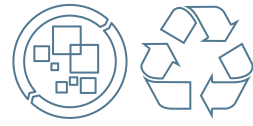


volume of carpet in millions of lbs.



Robert Davidson, Plant Manager, Evergreen Ringgold

ROBERT DAVIDSON



Advancing Sustainability Through Innovation

Like many engineers, Robert Davidson thrives on solving problems and creating better processes. The sense of achievement that comes from turning something from an idea into a working machine has always been very rewarding to him.

Since joining Shaw in 2006, Robert has played an instrumental role in improving processes and company operations, and in that time, his role has evolved to put his critical thinking skills to work driving sustainability through innovation.

Robert was a critical part of the team that led the installation of solar panels at Shaw's carpet tile

role in moving this innovation from concept and testing to market reality.

Always open to new opportunities, Robert enjoys the close collaboration, ingenuity, and pioneer thinking that comes with establishing and running this first of its kind facility – including hiring and cultivating the team that will bring the vision for Evergreen Ringgold to life, and fostering their continued success and innovation. Having already proven their willingness to step outside their comfort zone into uncharted territory, the team has exhibited their passionate commitment to making a

The team has exhibited their passionate commitment to making a difference every day.

manufacturing facility in Cartersville, Ga. in 2013. The roof-mounted system features 3,696 panels and produces 1.4 million kilowatt hours of power annually. The environmental benefits of the system equate to removing 198 passenger vehicles from the road each year. Technically, that means removing 949.7 tonnes CO₂e/year and 4.7 tonnes NO_x/year.

The intricacies of that project prepared Robert well for his next endeavor at Shaw – serving as plant manager for a state-of-the-art carpet recycling facility in Ringgold, Ga. that is slated to open in 2015. In this capacity, the Georgia Tech grad has a critical

difference every day. It's all part of Shaw's drive to create a better future and as Robert sees it, a legacy that will help define Shaw well into the future.



PEOPLE





Fernando Morales, Plant WM, Dalton, Ga.

THE SHAW COMMUNITY



Associates and communities at the heart of Shaw

“Doing good holds the power to transform us on the inside, and then ripple out in ever-expanding circles that positively impact the world at large.”

– Shari Arison, business woman and author

At Shaw, we realize that every choice we make inside our organization has a ripple effect that impacts far beyond our own operations. As a result, we take great care to make decisions at each step along the way that focus on creating a better future for our associates, our customers, our communities – and the world. Our culture supports this approach in a way that permeates across all areas and levels of the company.

In 2014, we began developing new programs for leadership development and talent strategy. We established affinity groups for women and veterans. And we remained vigilant supporters of associate safety and wellbeing.

Our associates join the company in creating a second ripple not only with the financial and healthcare benefits earned for their families, but as active members within our communities. Shaw associates participate in many significant ways in their neighborhoods, schools, and places of worship, community-based organizations and local governments. Shaw also provides support directly to our communities in the form of financial and in-kind

Our success, our associate's success, and the success of these various communities are inextricably linked.

Many of our business decisions focus on providing customers with design-forward, high-quality, environmentally responsible flooring products. We believe, however, that our most important decisions are based on how we treat people and those decisions ripple out to the world in a varied and impactful way.

Our associates are the very center of our business – the first ripple. Attracting and retaining talented, diverse and dedicated associates is a critical component of our long-term success. In the same way that we adapt to changing customer expectations, we are focused on adapting the programs, and processes and even culture in order to address changing workforce expectations.

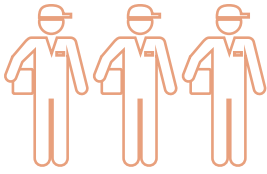
donations as well as cause marketing programs – all focused on meeting community needs whether in our own backyard, across the country, or around the world.

The final ripple extends out to the people who come in contact with our associates, our products, or the philanthropic organizations we support. Our company success, our associates' success, and the success of our various communities all help create a better world.



Keasha Brown, Plant 15, Cartersville, Ga.

COMMUNITY CONNECTIONS



Top 50 Companies to Sell For

Training Top 125



Forbes Best Places to Work
2015

WIN

ShawVET



Shaw Family Health Center



Wages and Benefits



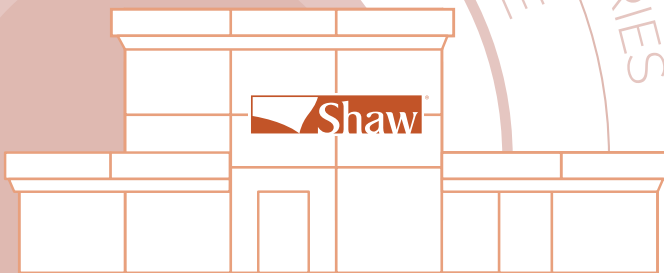
45.5
training hours
per associate



ELearning!100



SHAW INDUSTRIES
CULTURE



FOR ASSOCIATES

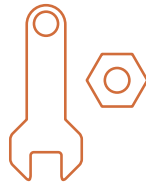


Associate Volunteer Time

77,202
total hours



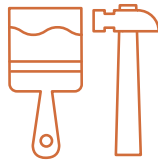
Community training investments from kindergarten through college



\$4M
Community Giving

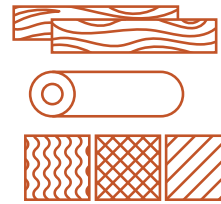
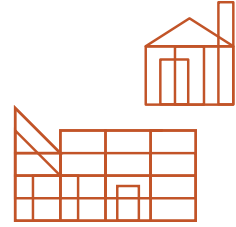


United Way & other community partnerships



FOR COMMUNITY

FOR THE WORLD



Beautiful, durable, socially responsible flooring in homes and businesses around the world



The people of Shaw Industries work together – to build a successful business, to develop our skills, to support, our families and to have a positive impact on our communities and the world.



Shaw associates are the lifeblood of the company. Attracting and retaining the right team is critical. That is why talent management was among the most important material issues for Shaw. In order to continue to further the success of our company, we must remain focused on the changing needs of our people to respond to the changing needs of our business.

Our talent management strategy focuses on engaging associates by consistently sharing and demonstrating Shaw culture as we communicate across the organization. We also focus on cultivating opportunities for connection and growth. Strong associate engagement drives the

engagement by aligning the business strategy with leadership imperatives required for long-term success.

Associate engagement begins the first day an associate starts with the company. Our orientation process immerses new hires in Shaw culture and provides education on the enterprise systems and processes needed to perform their jobs. From the start, associates are welcomed into the Shaw community, and introduced to the tools and resources available to support their long-term success.

Senior leadership maintains constant dialogue with associates via town hall meetings and informal lunches

We're proud to have been named #8 on the Forbes America's Best Employers 2015 list.

success of recruiting, training, development, and retention. Effective communication including careful listening is critical to ensuring our valued associates are engaged with the organization.

To measure the success of Shaw talent management efforts, we conduct an annual associate engagement survey. Feedback from hourly and salaried associates informs Shaw's programs and initiatives. In the 2014 survey, 85 percent of those surveyed would recommend Shaw as a good place to work. We're proud to have been named #8 on the Forbes America's Best Employers 2015 list -- the highest-rated company in the engineering/manufacturing category and the only floor covering provider in the list of 500 companies.

Shaw conducted comprehensive research in 2014 to better understand the existing culture and needs of our associates. We supplemented the annual survey with 600 additional interviews and surveys, and a culture audit. Our approach is aimed at fostering even greater

and gatherings. These events allow for the exchange of valuable insights, feedback, and ideas. They keep associates informed, engaged, and in sync with business goals.

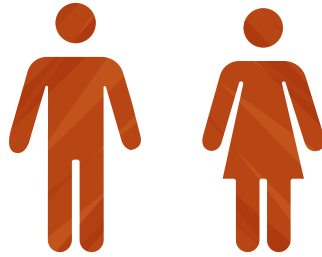
In addition to performance management systems that facilitate feedback on growth opportunities, Shaw offers a wide range of education and training to sustain ongoing associate development (*see page 63 for more information on training and education at Shaw*).

Opportunities for connection are made possible through employee resource groups, volunteer opportunities, and the community events that Shaw supports. A robust intranet provides a virtual connection for the more than 22,000 diverse associates that make up Shaw's global workforce.

ASSOCIATES BY EMPLOYMENT TYPE, CONTRACT TYPE, & GENDER - G4-DMA EMPLOYMENT G4-10, G4-LA1, G4-LA10

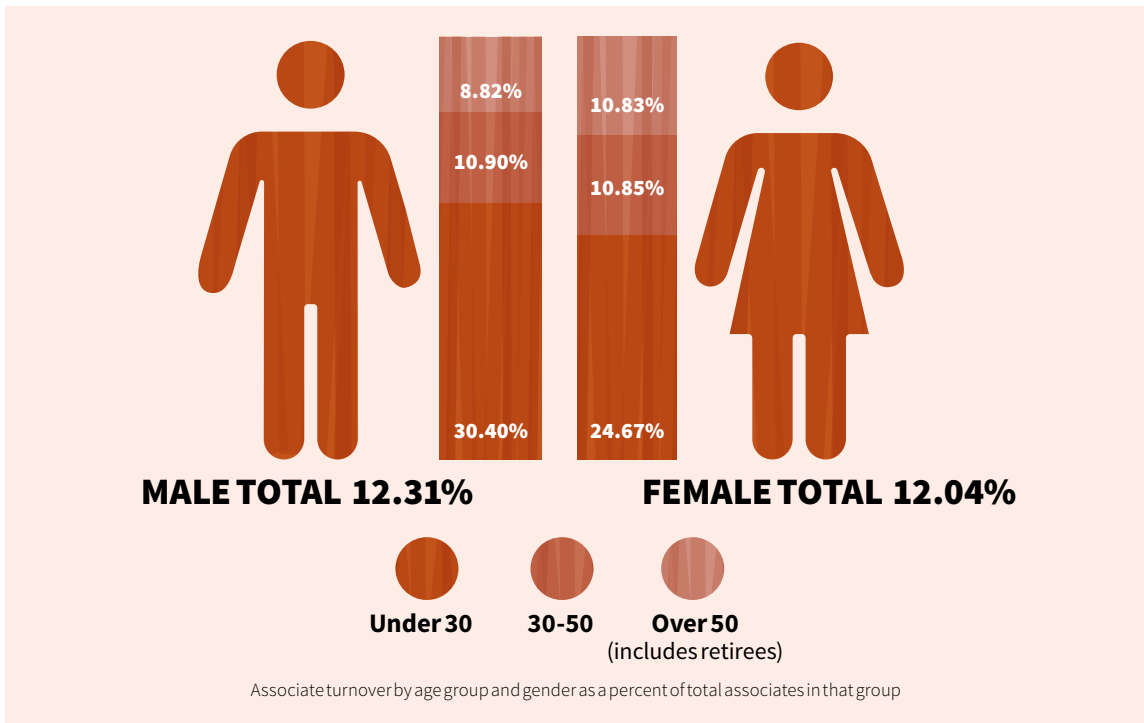
	U.S.		ASIA/PACIFIC		CANADA		U.K.		AUSTRALIA		S. AMERICA		TOTAL	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE		
FULL-TIME	13,900	7,926	63	84	58	11	1	7	8	13	0	1	22,074	FIXED
	21	6	0	0	0	0	0	0	0	0	0	0	27	TEMPORARY
PART-TIME	57	23	0	0	0	0	0	0	0	0	0	0	80	FIXED
	0	0	0	0	0	0	0	0	0	0	0	0	0	TEMPORARY

TOTAL ASSOCIATES: 22,181



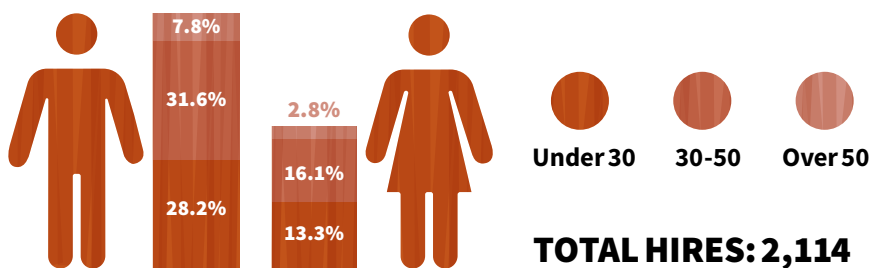
64% Male 36% Female

ASSOCIATE TURNOVER BY AGE & GENDER (U.S. ASSOCIATES) - G4-LA1



Associate turnover by age group and gender as a percent of total associates in that group

ASSOCIATE HIRE RATES (U.S. ASSOCIATES) - G4-LA1



Hire rate calculated as a percentage of Total Hires for Region.

Education and training is paramount to the personal and professional advancement of the people who are at the heart of Shaw's continued success.

Our business is growing with U.S. expansions that will add thousands of new jobs in the coming years. In addition, we'll add 150 associates in our China plant as we reach full capacity there. Shaw's ability to respond to rapidly shifting customer demands and product preferences depends on continuous investments and advancement in our technology and equipment.

The recent economic rebound and market shifts are fueling a battle for talent among manufacturing companies drawing from the same talent pool. Combine that with a growing skills gap in the U.S. manufacturing market and a rapid change in worker demographics, and it is clear that our learning and development efforts are more critical than ever.

This environment requires nimble, strategic training programs that can adapt quickly to the market and business landscape. Shaw Learning Academy (SLA) has risen to the challenge. Since 2005, we have ranked in the Training Top 125. In 2014, Shaw ranked fourth in Elearning! magazine's Learning! 100—marking the company's fourth consecutive year on the list, which recognizes high performance, organizational culture, innovation, and collaboration.

Each day we strive to build upon that legacy of leadership, true to our focus on continuous improvement. In 2014, Shaw delivered more than one million training hours to associates, customers, and the community – our future workforce.

Associates

Our more than 22,000 associates are engaged in a wide variety of roles including manufacturing, R&D, product design, engineering, sales, distribution, transportation, sustainability, IT, HR, marketing, and communications and management. Shaw's education and training programs are customized to ensure each of our associates delivers on our commitment to superior customer service and high-quality products. We offer

skills training and professional development across all Shaw divisions and job functions at every stage of an associate's career to help them improve at work and at home.

Shaw invests significantly in education and training for our associates, providing an average of 45.5 hours of training per associate in 2014. More than 1,200 frontline supervisors and managers within our operations actively participated in Shaw's Supervisor Leadership Academy in that timeframe.

Customers

Our education and training efforts extend to our customers with innovative programs to help their businesses thrive. Shaw's residential products are sold via a network of 22,000 retailers. The success of these retailers and our business are inextricably linked. In addition to great products and promotions, Shaw provides retailers with extensive business training to help ensure their company achieves its full potential. Customized training plans based on needs assessments may include consumer financing options; presenting to consumers; differentiating from competition; job description mapping; and marketing/advertising plan development.

The most recent flooring specialty retail survey (ReCo Market Intelligence Report) illustrates the collective success of these efforts. Shaw swept the top spots across all key attributes – including quality, service, merchandising support, and training – for carpet, laminate, and wood.

Additionally, Shaw offers educational programs to its residential builder and commercial customers. The programs provide architects, designers, facility managers, building owners, and others with information regarding sustainability certifications, standards, and trends; design trends and inspiration; and other topics of interest to support their businesses.

Community/Future Workforce

Taking a lifelong approach to learning, Shaw Learning Academy has created community educational partner-



ships from reading to robotics, early education through higher education. These partnerships are supporting our development of the workforce of tomorrow, while helping foster economic development in the communities in which we operate.

Almost every job at Shaw — from designers and data scientists to machinists and managers — requires a higher skill level today than in years past. As a result, Shaw collaborates in developing an array of external education programs to ensure the company and the community have the highly skilled workforce necessary to meet business demands. A few ongoing efforts include:

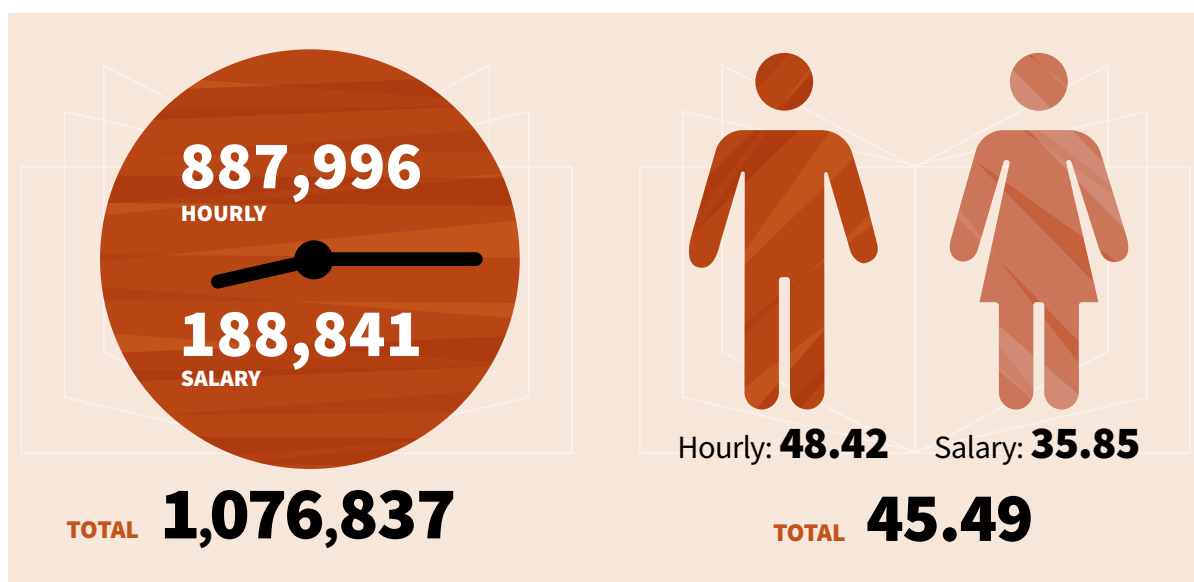
Early Education: Shaw is an active supporter of Readers 2 Leaders (R2L), a community-wide initiative to prepare young residents for the workforce through literacy.

Middle School: Shaw helped develop and implement a free, week-long, STEM-focused summer camp for middle school students. Educating students about career opportunities in manufacturing, the camp offers experience with rapid prototyping, electronics, laser integrated design, robotics, energy, and carpet design. Hosting 29 students in its first year, the program has grown to accommodate 80 students in 2014.

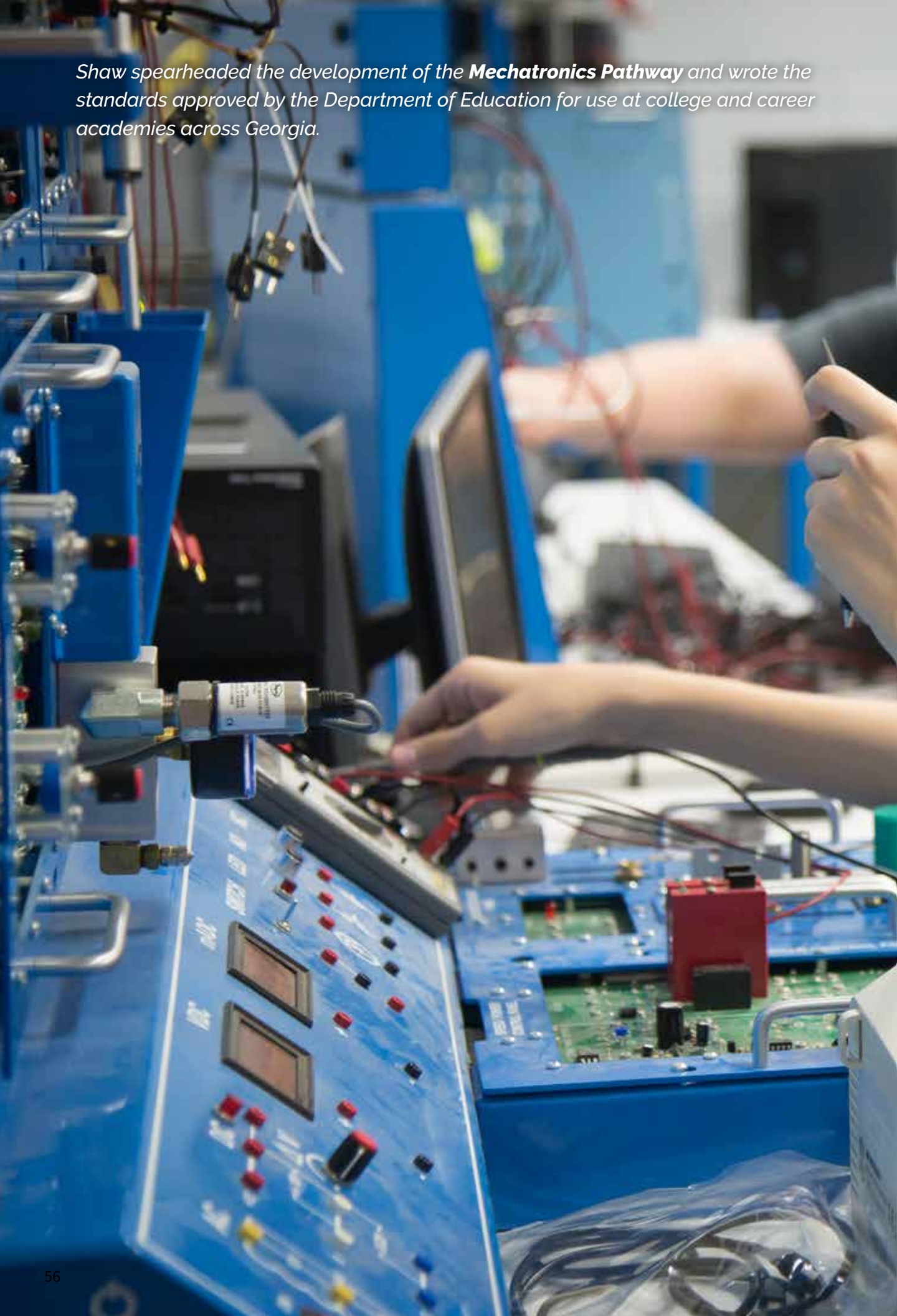
High School: Shaw spearheaded the development of the Mechatronics Pathway and wrote the standards approved by the Department of Education for use at college and career academies across Georgia. We continue to support College and Career Academies in northwest Georgia, providing guest speakers, and funding laboratories and projects – among other efforts to help ensure that our next generation has the necessary skills to compete in the 21st Century global economy.

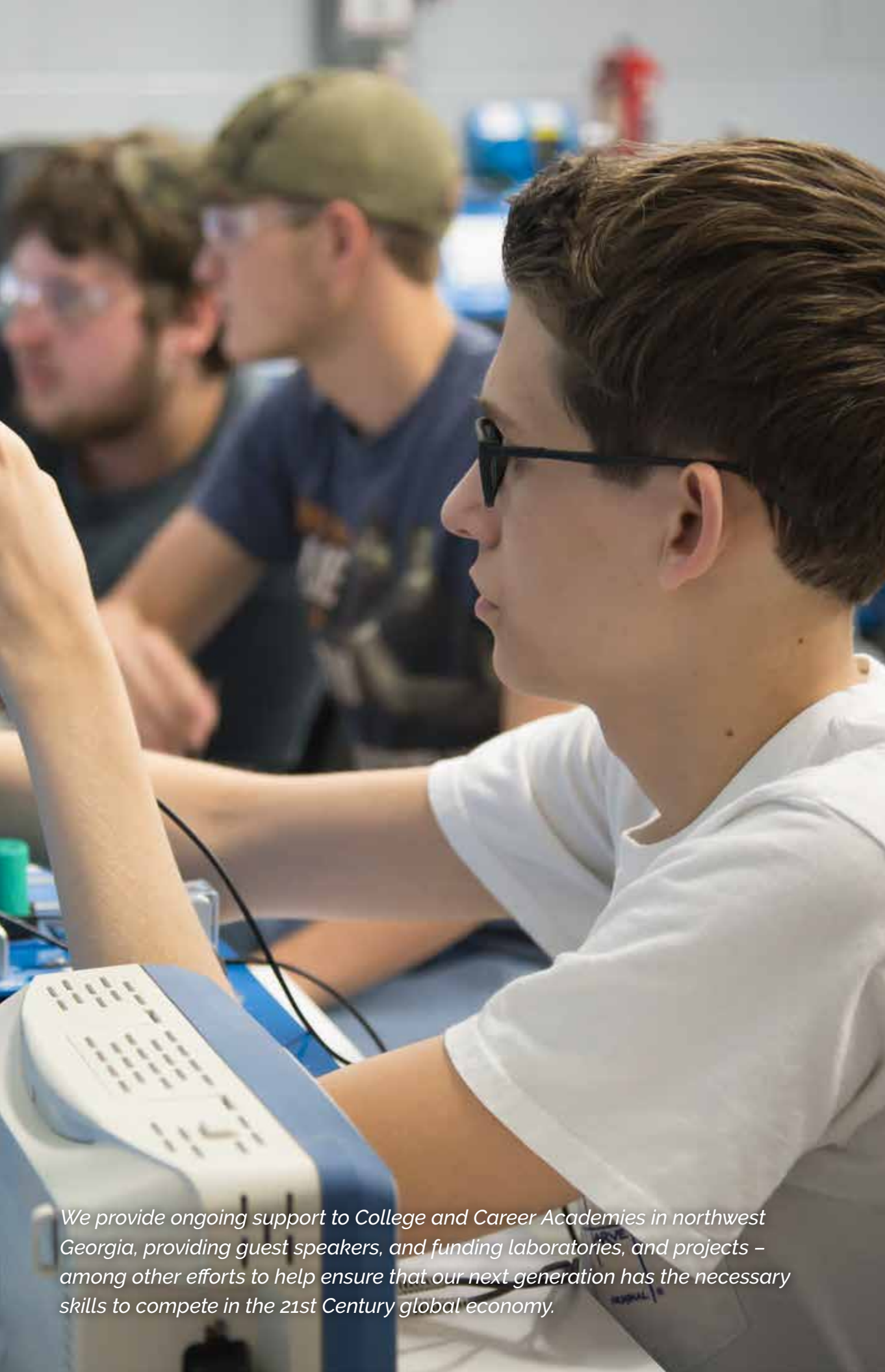
Technical College: In 2013, the Georgia Governor's Office of Workforce Development in partnership with Shaw and others launched the Fast Track Innovation Program. Shaw selected qualified associates for the 10-week training, preparing them to fill entry-level industrial maintenance jobs. Through classroom teaching, computer-based learning, and lab instruction at Georgia Northwestern Technical College, participants were equipped with mechanical, electrical, and maintenance skills. The program was so successful that a third class was started in 2014.

ASSOCIATES TRAINING HOURS & TRAINING HOURS PER ASSOCIATE - G4-LA9

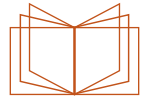


Shaw spearheaded the development of the **Mechatronics Pathway** and wrote the standards approved by the Department of Education for use at college and career academies across Georgia.





We provide ongoing support to College and Career Academies in northwest Georgia, providing guest speakers, and funding laboratories, and projects – among other efforts to help ensure that our next generation has the necessary skills to compete in the 21st Century global economy.



Teaching Coding Skills to Local Elementary Students

What began as a parent volunteer's desire to bring computer science to Westwood Elementary School students and teachers turned into a grassroots campaign to bring awareness of the importance of computer science to the Dalton, Ga. community.

According to Code.org, a non-profit organization striving to make computer programming more accessible to schools, 30 percent of jobs will be in the computer science field by 2020. David Snyder, a lead systems engineer in the information systems department at Shaw Industries, partnered with Westwood teacher Martha Thomason and Media Specialist Rachel Bray to put programming in student hands.

It is a lesson that has continued after Snyder's most recent volunteer stint at the school concluded.

In addition to offering coding during students' media center time, Bray is now working with teachers at Westwood to incorporate it during regular class time. Coding activities have proven valuable beyond teaching technical thinking and skills. For example, providing K-2 teachers with work stations during literacy has students using coding exercises to increase reading comprehension and the ability to follow directions.

With the popularity of coding taking off in the elementary schools, Dalton Middle School is creating a Computer Programming/Coding Connection class with plans to

At school and at home, the students were begging to practice coding.

With one child in the school system and another one starting next year, Snyder found a natural opportunity to marry his interest in computers with an opportunity to expose not only his children but others in the community to programming.

Snyder introduced Thomason and Bray to an app called Hopscotch that allows students to write computer code on tablets, phones, and computers. He volunteered at Westwood every Monday for nine weeks to teach students how to use the app.

During Snyder's volunteering, Bray and Thomason attended sessions on the Hour of Code, a global movement sponsored by Code.org that introduces students to computer programming. Westwood participated in two weeks of coding in December during which each student had the opportunity to write code. Snyder gathered a group of Shaw IT employees to volunteer and help the teachers and students with the curriculum. Many other schools in the district held their own Hour of Code events. The participating students were hooked. At school and at home, they were begging to practice coding.

launch in the fall of 2015. A district-wide coding committee is being formed to connect the schools and the community in an effort to increase awareness about the computer science movement. A goal of the committee would be to have every student in the district participate in the Hour of Code for the 2015-2016 school year.

The Hour of Code has served as a springboard for discussion for Dalton Public Schools, and has expanded from the elementary level to the entire pre-k through 12th grade continuum. Dalton Public Schools also is forming partnerships with other organizations to offer explorations in robotics, film, 3-D printing, circuitry, coding, entrepreneurship, design, illustration, 3-D animation, motion, and design thinking. Through partnerships with local businesses like Shaw, students in Dalton expand their knowledge and skills, and make real-world connections.

Beyond a volunteer effort and personal passion for Snyder, such activities are one of numerous examples of Shaw and its associates helping to prepare the workforce of the future.



David Snyder, Lead Systems Engineer



DIVERSITY *and* INCLUSION



Innovation and advancement are born from new ways of thinking. Fostering an environment that capitalizes on the breadth of ideas and experiences of our associates is key to maintaining industry leadership

Shaw's Corporate Diversity Council includes a cross-functional team that is responsible for setting strategy, and leading organizational diversity and inclusion initiatives. In 2014, the Council identified the

We know that our long-term success is dependent on our ability to attract and retain a talented team of diverse professionals.

and positioning our company to compete for the talent needed to succeed in the coming decades.

By setting high expectations of inclusive leadership, we expand the definition of diversity beyond representation of race and gender, and reinforce a culture of engagement, respect, and connection. Talent optimization, leadership skills development, and associate, customer, and community engagement are critical components of our diversity and inclusion efforts.

need to provide more ways for associates to connect and support each other, Shaw's business growth and our communities. Shaw began addressing this need in a systematic way by developing affinity groups for women (WiN) and veterans (ShawVET). For more information on WiN see page 64 and on ShawVET see page 68. Shaw is recognized by the United States of America Vietnam War Commemoration as a Commemorative Partner for honoring Vietnam veterans and their



Digital Marketing Team, Shaw Web Studio, Plant 71

families both within the company and in our communities.

Local Diversity Councils operate at several key facilities to engage Shaw associates in activities and events designed to celebrate and enhance diversity. Designated diversity champions also support these efforts.

In addition to internal efforts, the Diversity Council customer relations sub-team focuses on meeting the needs of Shaw's diverse customer base. This year, the team engaged Shaw customer service to pilot a Spanish-speaking option for residential carpet retailers.

Another notable diversity pilot program was management training on unconscious bias. A group of leaders participated in a course that explored the impacts of unconscious bias on talent management and steps for mitigating unconscious bias in the workplace. Through individual exercises and group

interactions, training participants learned how to examine existing processes, identify where bias may exist, and practice making more inclusive talent management decisions. Shaw plans to expand the training next year, empowering the organization to create more inclusive teams and retain diverse talent within the company.

In 2014, Shaw created the position of Inclusion Manager within the Leadership and Development team. In this role, Beverly Davis, a 25-year human resource professional, focuses on talent optimization, leadership skills development, and associate, customer, and community engagement to advance leadership and inclusion.



Driving Innovation Through Diversity and Inclusion

Beverly Davis grew up in a military family, which meant she had the opportunity to travel and experience a wide variety of cultures. Experiencing new places and meeting new people throughout her childhood changed her life and helped her to appreciate and value diversity. She continues to have a curiosity for other cultures today.

And as her own life experience has shown her, bringing together people with diverse perspective and life experiences can result in the sort of innovative thinking

Beverly has had the opportunity to impact and lead diversity efforts from very early in her career. In fact, she was an early champion within her business unit when Shaw established diversity committees nearly a decade ago. In 2014, she accepted the position of Inclusion Manager within the Leadership Development team. This new role focuses on talent optimization, leadership skills development, and associate, customer, and community engagement.

Beverly recognizes the potential for diversity and inclusion to make a difference not only to the people who work at Shaw, but also to the company, which benefits when everyone has the opportunity to reach their full potential.

required to solve today's business challenges and identify fresh opportunities – from internal process improvement to creating the next market-leading products and services.

Growing up in a military family also helped Beverly develop character, strength, perseverance, and a true understanding of sacrifice. This experience – and many others – have contributed to Beverly's world view and the unique perspective she has brought to her human resources career over the past 20 years. She is resolved to create communities that welcome and support everyone's contributions.

In her latest role, Beverly sees an opportunity to use the change-management skills she has honed throughout her life. She relishes the opportunity to increase efficiency and fine-tune processes to make a difference in peoples' lives.

Beverly recognizes the potential for diversity and inclusion to make a difference not only to the people who work at Shaw, but also to the company, which benefits when everyone has the opportunity to reach their full potential. Her passion for creating an inclusive environment that values the diverse perspectives of all people will help move toward driving innovation at Shaw.



Beverly Davis, Inclusion Manager, Leadership & Development



SHAW WiN (*Women's Innovation Network*)



At the start of 2013, a group of 12 Shaw leaders left their day-to-day responsibilities at work and home to attend a five-day Women in Leadership conference. As female executives at Shaw, they all had achieved professional success. But it wasn't until this conference that they had an opportunity to share their own experiences with each other as women in a mostly male workforce. These conversations led them to recognize common themes and more importantly, an opportunity to start a broader ongoing conversation about supporting female leadership at Shaw.

Recognizing the business importance of attracting and retaining talented women, the group returned to Shaw with an entrepreneurial spirit to develop a program to provide resources and opportunities to help

women drive successful careers. The passion and commitment of a few spread, and they established a formal steering committee. This group determined that they would focus on:

- Inspiring and empowering women through education and networking.
- Preparing high potential women through leadership development programs and mentoring.
- Engaging the organization through unconscious bias training and work-life integration programs.
- Recruiting qualified female talent through partnerships



In May 2014, Shaw Industries launched the Women's Innovation Network (WiN). This group presented an opportunity for women to gain critical skills, contribute unique insights on business objectives, and become part of a community that inspires company loyalty. By the end of year, the network grew to include more than 1,000 members.

Much of the success of WiN can be attributed to the support the program has received from company leadership, including executive sponsorship from CEO Vance Bell. While the business case for WiN was clear, its launch also reflected the values and culture of the organization. WiN created an opportunity to recognize and celebrate the significant role of women in our economy, our business, and our company.

Acknowledging the important contributions of women within our industry and workplace, WiN offers a platform to engage, connect, and grow – helping create a better future in the process.

It provides access to educational resources and training focused on career development and core competencies, mentorship, volunteerism, networking, and more. Most importantly, WiN is about women and men working together, and harnessing the innovation and creativity of our total pool of talent.

The leadership position Shaw has taken with the WiN program has elicited positive feedback from our associates, from our customers, and from our communities. WiN is not only having impact within the company, but inspiring others to learn from our efforts.



Leaning In at Shaw

A self-described hard worker, Joanna Cantrell joined Shaw Industries in 2000 shortly after graduating *summa cum laude* with a bachelor's degree in economics. She approached her career with the same drive and tenacity she applied to her education, and even managed to earn her MBA with a 3.91 GPA while working full-time. Like so many other women in similar positions, she kept her nose down and plugged away, ever diligent, certain that her talents would be recognized and rewarded.

By the time Shaw's Women Innovation Network (WiN) launched in May 2014, Joanna had progressed in her career, rising to Senior Credit Manager, but she was not satisfied. She saw WiN as an avenue to open new

With renewed confidence, Joanna began to explore new career opportunities within the company. She reflected on a message delivered at the WiN launch event by Susan Brady, Executive Vice President of Linkage: studies show that women applied for a promotion only when they met 100 percent of the qualifications while men applied when they met 50 percent. Positions she would have never considered in the past, she began to look at in a new light.

Also during this time, Joanna's interactions with WiN led her to read *Lean In* by Sheryl Sandberg. Her most valuable takeaway from the book was the advice to view her career path as a jungle gym, not a corporate ladder.

Positions she would have never considered in the past, she began to look at in new light.

doors and was inspired to push herself further, learning through speaker events, educational resources, and opportunities that were presented through the group.

Seeking a role within WiN that would give her more leadership experience, Joanna was selected to be a community leader, responsible for facilitating small group discussions with local WiN members. The first community session was a discussion of "The Confidence Gap," an article published in *The Atlantic* that suggests women are less self-assured than men—and that to succeed, confidence matters as much as competence. The article resonated deeply with Joanna, as did the subsequent conversation with her community. She resolved to make herself more visible, and she volunteered to participate in a WiN video and share how the program had impacted her professionally.

Joanna realized a move sideways or even a step down might be necessary to get to the place she eventually wanted to be. Before this experience, she would have never considered applying for a position that wasn't a promotion.

The opportunity that Joanna ultimately decided to pursue was a lateral move into a completely different area of the company that was growing. It was a risk, but she knew the position would be interesting, dynamic, and lead to the growth opportunities she desired.

After being selected for the position, Joanna shared her appreciation for Shaw and the launch of the WiN program. This is just one example of how WiN is making an impact throughout the organization. Women are giving themselves permission to have a career, do something different, step out, and be noticed.



Joanna Cantrell, Hard Surfaces Assistant Category Manager

ShawVET is a new affinity group that advocates for military service members, veterans & their families with a mission to serve those who served. – G4-EC1



ShawVET: Serving Those who Served

Serving in the armed forces can teach teamwork, efficiency under pressure, and the persistence needed to overcome obstacles. Recognizing the great value and diverse perspective this military service can bring, Shaw formalized its efforts to serve those who served by creating ShawVET, the company's newest affinity group.

Aimed at supporting those who have served in the military and advocating for service members, veterans, and their families, ShawVET focuses on career development, raising awareness of veterans' skills and contributions within Shaw, and connecting to veterans in our community.

One of the groups' first community projects was to help build a new accessible home for Ringgold, Ga. native Jason Smith, who lost his legs in 2012 as a result of an improvised explosive device (IED) while serving in Afghanistan. ShawVET partnered with non-profit Steps2Hope, which led an 11-day build. Shaw provided flooring for the entire home, and ShawVET coordinated a team of expert volunteers to install it.

Veterans make our country, our community, and our workplace better places. ShawVET offers a platform for Shaw associates to engage, connect, and grow – helping create a better future in the process.



Shaw is caring and passionately committed to giving back to our communities. As an organization and as individuals, we want to be part of building a better future for our families, our customers, our company, and our communities. From civic involvement and philanthropic giving, to volunteerism and cause marketing programs, we aim to address needs in the communities in which we operate.

In 2014, Shaw and our associates donated more than \$4 million to community organizations. This includes more than \$350,000 worth of in-kind donations. We are proud that Shaw associates supported these monetary donations by volunteering 77,202 hours.

Shaw associates volunteered to support a wide array of causes and organizations. We served as coaches, teachers, mentors, drivers, organizers, landscapers, and many other roles in support of our neighbors and friends who needed assistance.

We've developed new products and partnerships that support worthy causes. For example, Shaw Contract Group's Cut & Compose collection supports the Center for Green Schools at the U.S. Green Building Council in its mission to create green schools for everyone within this generation.

In addition, we have developed several strong partnerships to focus our philanthropic efforts to have even more significant impacts. These partners include:

United Way

Shaw has a long-standing and extensive partnership with the United Way, our primary local giving partner. As the largest manufacturing employer in Georgia, with more than half of our associates based in the state, we support the United Way's vision of

"a world where all individuals and families achieve their human potential through education, income stability, and healthy lives." In 2014, Shaw and its associates donated more than \$2.5 million to the United Way.

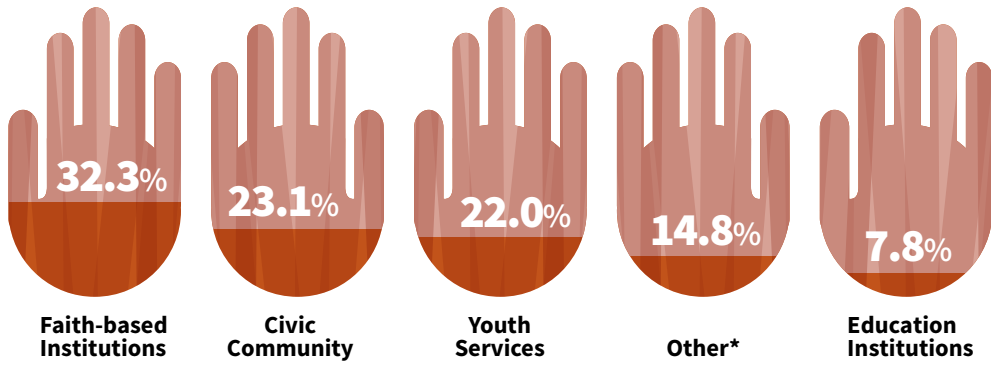
St. Jude

Shaw's support of St. Jude Children's Research Hospital, which totaled more than \$785,000 in 2014, is comprehensive and multifaceted. A hospital and research center that focuses on caring for children facing catastrophic diseases such as cancer, St. Jude treats more than 67,000 patients per year. Families never receive a bill from St. Jude for treatment, travel, housing, and food – because all a family should worry about is helping their child live. Shaw's support of St. Jude, which began in 2011, now includes sponsorship of the St. Jude Dream Home Giveaway; a co-branded carpet cushion; a consumer promotion called the "You Save. We Give." sale; and a co-branded carpet tile collection named the Butterfly Effect. Shaw associates and customers supported St. Jude in myriad other ways including raising funds and running in the annual St. Jude Memphis Marathon.

Make It Right Foundation

Shaw has worked closely with the Make It Right Foundation, which builds safe, Cradle to Cradle inspired homes, buildings, and communities for people in need. Make it Right was founded by actor Brad Pitt in the aftermath of Hurricane Katrina. In 2014, Shaw continued their support of New Orleans by providing flooring for new homes, as well as extended their commitment to Fort Peck, Montana, where 30 new homes will be built in 2015.

VOLUNTEER HOURS - G4-EC1, G4-EC7, G4-EC8



77,202
TOTAL VOLUNTEER HOURS

***Other Categories Include:**

- Arts/Culture
- Disaster/Emergency Relief
- Diversity/Professionalism
- Environmental/Nature/Conservation
- Family/Elderly Services
- Health/Disease/Prevention/Treatment

CORPORATE FINANCIAL CONTRIBUTIONS - G4-EC1, G4-EC7, G4-EC8

in U.S. Dollars



*In-kind donations reflect market value.



St. Jude Children's
Research Hospital
ALSAC • Danny Thomas, Founder
Finding cures. Saving children.



MAKE IT RIGHT





**Special
Olympics**
Georgia



**St. Jude Children's
Research Hospital**
ALERT • FROM PAIN, FEAR AND
DISHOPE TO HOPE AND LIFE



LIVE UNITED
**United
Way**



United Way of Northwest Georgia



APPENDIX





Shaw Floors, Tuftex by Shaw, Broadloom



Assurance

Deloitte & Touche LLP assures this Sustainability Report. Their external assurance statement is on page 82.

Currency

All references to currency are in U.S. dollars.

Data Measurement & Information Integrity

Shaw Industries Group, Inc. and our management are responsible for the preparation and integrity of the information provided in this 2014 corporate sustainability report. Through an internal audit and quality control process that includes reviews by internal subject matter experts, we believe this information accurately represents our environmental, social, and economic impacts in 2014. The disclosures based on the GRI G4 Sustainability Reporting Framework are used as the basis of data measurement and calculation for the performance indicators in this report where applicable. Operational definitions for each indicator are outlined in the report. The Climate Registry General Reporting Protocol, which embodies GHG accounting best practices, is used for the calculation of GHG emissions (see pages 32-35).

Reporting Cycle

Our sustainability reporting follows an annual cycle based on the calendar year. This report covers January 1, 2014 to December 31, 2014. Our most recent sustainability report was published in 2014 for the calendar year 2013. Previous reports can be accessed at shawgreenedge.com/sustainability.

Contact

To request hard copies of this report, please email sustainability@shawinc.com. For questions regarding the contents of this report, please email Susan Farris at susan.farris@shawinc.com.

Sustainability Governance & Management Approach

Shaw's top governance body includes the CEO and president of Shaw Industries Group, Inc., and the CFO of Berkshire Hathaway, Inc. Executive compensation is linked to the company's annual performance.

Shaw's 26-member Growth and Sustainability Council is responsible for oversight of the company's economic, environmental, and social performance. The council includes our CEO, CFO, president, and executive vice president of operations and most senior leadership from all areas of the company. The committee is responsible for establishing goals and developing strategies that incorporate sustainability into Shaw's innovative products and services.

Shaw's sustainability performance is measured and reported against key social, environmental, and economic goals and objectives established by the Growth and Sustainability Council mentioned above. Our progress and performance is shared with all stakeholders through this annual corporate Sustainability Report.

OTHER DISCLOSURES – G4-56

Equal Employment Opportunity

Shaw Industries Group, Inc. is an Equal Opportunity Employer, firmly committed to fostering a workplace free of discrimination, harassment, and retaliation. We recruit, hire, train, and promote our associates throughout the company without regard for race, religion, age, sex, national origin, disability, veteran status, sexual orientation, or any other legally protected status.

Human Rights & Social Responsibility

Shaw Industries Group, Inc. and our subsidiaries comply with all laws and regulations that apply to any of Shaw's activities and operations in all countries where Shaw does business. Shaw officers, directors, and associates are required to comply with the company Code of Conduct, Prohibited Business Practices Policy, and the Berkshire Hathaway, Inc. Code of Ethics. The Shaw team also must abide by all applicable laws and regulations, and take great care not to take or authorize any actions that may create the appearance of impropriety. Personnel who violate these policies are subject to appropriate disciplinary action up to and including termination.

Shaw is committed to conducting business in a responsible and ethical manner. We respect and uphold international human rights principles aimed at protecting human rights and social responsibility, including the United Nations Declaration on Human Rights; the International Covenant on Civil and Political Rights; the International Covenant on Economic, Social and Cultural Rights; and the declaration on the Right to Development. Our Code of Conduct and Prohibited Business Policy are consistent with these international principles.

The Shaw Code of Conduct, which includes guidance on anti-competitive behavior and compliance may be accessed at shawgreenedge.com/pdfs/Code_of_Conduct.pdf, and the Berkshire Hathaway, Inc. Code of Ethics may be accessed at berkshirehathaway.com/govern/ethics.pdf.

Risk Assessment

Shaw's internal audit group annually conducts a risk assessment that covers 100 percent of the company's business areas. This risk assessment includes internal controls, business risk, and targeted questions regarding fraud and corruption. The results of the risk assessment are shared with Senior Management as well as management of Berkshire Hathaway. The risk assessment is used to identify the areas of the company that will be audited each year.



Shaw Tile & Stone, Icon, Wall Tile

SHAW 2014 AWARDS – G4-PR5



Corporate

2014 Learning 100 List - *eLearning!*

50 Best Companies to Sell For - *Selling Power*

GreenStep Promotion Award – Honorable Mention for St. Jude partnership - *Floor Covering Weekly*

Award of Excellence: Best overall manufacturer - *Floor Covering News*

Best in Environmental Leadership - *Floor Covering News*

GreenStep Pinnacle Award recognizing Shaw's holistic approach to sustainability - *Floor Covering Weekly*

Performance Study Prism Award - American Payroll Association

2014 Transformer Award: NetSuite

2014 Cool Planet Award – October 2014

International Society of Hospitality Purchasers (ISHP) 2014 Vendor Quality Awards

Product

Top Laminate Brand - *Floor Covering Weekly ReCo Awards*

Top Carpet Brand - *Floor Covering Weekly ReCo Awards*

Top Hardwood Brand - *Floor Covering Weekly ReCo Awards*

3rd among Vinyl Brands - *Floor Covering Weekly ReCo Awards*

Shaw Hardwood/Anderson: 1st in service, 2nd in design and 3rd in quality - *Floor Focus Retailer Survey*

Shaw Carpet: 1st in service, 1st in design, 2nd in quality - *Floor Focus Retailer Survey*

Best of NeoCon
- Gold: Patcraft – Mixed Materials
- Silver: Shaw Contract Group – Design Journey
- Gold: Shaw Contract Group – Collective Time

Shaw Hospitality Group, Design Journey, Cloth & Stone: Best of Category: Flooring – carpet, carpeting systems and rugs, 2014 IIDA / Hospitality Design Product Design Competition



Philadelphia Commercial, Infuse, Carpet Tile

MEMBERSHIPS, PARTNERSHIPS, *and* AFFILIATIONS

- G4-15, G4-16, G4-24

Carpet and Rug Institute™	Make It Right® Foundation
Carpet America Recovery Effort	Masco Environments for Living®
Cleaning Industry Research Institute	Manufacture Alabama
Clean Production Action	McDonough Braungart Design Associates
-BizNGO	National Association of Manufacturers®
-Green Screen for Safer Chemicals	National Safety Council
The Climate Registry®	National Wood Flooring Association®
The Cradle to Cradle Products Innovation Institute	Public Architecture
The Conference Board®	Resilient Floor Covering Institute
EHS Roundtable	Scientific Certification Systems
Floor Covering Industry Foundation	St. Jude Children's Research Hospital
Georgia Association of Manufacturers	South Carolina Manufacturers Association
Georgia Chamber of Commerce	UL Environment
Georgia Clean Air Campaign	United States Department of Energy Better Buildings, Better Plants Program
Green Chemistry Commerce Council	United States Environmental Protection Agency (EPA) SmartWay® Transport Partnership
Hardwood Federation	United States EPA WasteWise
Hardwood Forestry Fund	U.S. Green Building Council®
Hardwood Plywood and Veneer Association	United Way®
HGTV®	World Green Building Council
International Interior Design Association	
International Living Futures Institute	



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INDEPENDENT ACCOUNTANTS' REVIEW REPORT

Board of Directors
Shaw Industries Group, Inc. and Subsidiaries
Dalton, Georgia

We have reviewed the accompanying Corporate Sustainability Report of Shaw Industries Group, Inc. (the "Company") for the year ended December 31, 2014. The Company's management is responsible for the Corporate Sustainability Report.

We conducted our review in accordance with attestation standards established by the American Institute of Certified Public Accountants. A review consists principally of applying analytical procedures, considering management assumptions, methods, and findings, and making inquiries of and evaluating responses from persons responsible for corporate sustainability and operational matters. It is substantially less in scope than an examination, the objective of which is the expression of an opinion on the Corporate Sustainability Report. Accordingly, we do not express such an opinion. A review of the Corporate Sustainability Report is not intended to provide assurance on the entity's compliance with laws or regulations.

The preparation of the Corporate Sustainability Report requires management to interpret the criteria, make determinations as to the relevancy of information to be included, and make estimates and assumptions that affect reported information. The selection of different but acceptable measurement techniques can result in materially different measurements. Different entities may make different but acceptable interpretations and determinations. The Corporate Sustainability Report includes information regarding the Company's corporate sustainability initiatives and targets, the estimated future impact of events that have occurred or are expected to occur, commitments, and uncertainties. Actual results in the future may differ materially from management's present assessment of this information because events and circumstances frequently do not occur as expected.

Based on our review, nothing came to our attention that caused us to believe that the Corporate Sustainability Report does not include, in all material respects, the required elements of the Global Reporting Initiative G4 Sustainability Reporting Framework under its "In Accordance Level Core"; that the 2014, 2013, 2012, and 2011 data included therein have not been accurately derived, in all material respects, from the Company's records, or that the underlying information, determinations, estimates, and assumptions of the Company do not provide a reasonable basis for the disclosures contained therein.

The comparative disclosures for periods prior to 2011 were not reviewed by us and, accordingly, we do not express any form of assurance on them.

July 6, 2015



The Global Reporting Initiative (GRI) produces the world’s most comprehensive sustainability reporting framework to facilitate greater organizational transparency. The framework, including the reporting guidelines, sets out the principles and indicators organizations can use to measure and report their economic, environmental, and social performance. This Report is organized and presented in accordance with the GRI G4 guidelines, using “Core” option. Deloitte & Touche LLP has provided a limited level of assurance on our sustainability report as a whole. See statement of assurance on page 82.

GENERAL STANDARD DISCLOSURES		
GENERAL STANDARD DISCLOSURES	PAGE OR LINK/DIRECT ANSWER	EXTERNAL ASSURANCE
STRATEGY & ANALYSIS		
G4-1	CEO letter	Yes, p. 82
ORGANIZATIONAL PROFILE		
G4-3	Corporate Profile	Yes, p. 82
G4-4	Corporate Profile, Brands	Yes, p. 82
G4-5	Corporate Profile	Yes, p. 82
G4-6	Corporate Profile	Yes, p. 82
G4-7	Corporate Profile	Yes, p. 82
G4-8	Corporate Profile	Yes, p. 82
G4-9	Corporate Profile	Yes, p. 82
G4-10	Corporate Profile, Talent Management	Yes, p. 82
G4-11	Shaw does not have any employees covered by collective bargaining agreements.	Yes, p. 82
G4-12	Product Stewardship, The Shaw Product Cycle, Suppliers; Distribute, Reclaim and Recycle	Yes, p. 82
G4-13	There were no significant changes in size, structure, ownership or supply chain in 2014.	Yes, p. 82
G4-14	Product Stewardship	Yes, p. 82
G4-15	Memberships, partnerships and affiliations	Yes, p. 82
G4-16	Memberships, partnerships and affiliations	Yes, p. 82
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES		
G4-17	Corporate Profile	Yes, p. 82
G4-18	Materiality	Yes, p. 82
G4-19	Materiality	Yes, p. 82
G4-20	Materiality	Yes, p. 82
G4-21	Materiality	Yes, p. 82
G4-22	This 2014 report does not include restatements of information from prior reports.	Yes, p. 82
G4-23	This 2014 report does not include changes in scope and aspect boundaries from prior reports.	Yes, p. 82
STAKEHOLDER ENGAGEMENT		
G4-24	Materiality; Memberships, partnerships and affiliations	Yes, p. 82
G4-25	Materiality	Yes, p. 82
G4-26	Materiality	Yes, p. 82
G4-27	Materiality	Yes, p. 82

GENERAL STANDARD DISCLOSURES			
GENERAL STANDARD DISCLOSURES	PAGE OR LINK/DIRECT ANSWER		EXTERNAL ASSURANCE
REPORT PROFILE			
G4-28	About this report		Yes, p. 82
G4-29	About this report		Yes, p. 82
G4-30	About this report		Yes, p. 82
G4-31	About this report		Yes, p. 82
G4-32	GRI Index		Yes, p. 82
G4-33	Deloitte Letter		Yes, p. 82
GOVERNANCE			
G4-34	Sustainability Governance and Management Approach		Yes, p. 82
G4-36	Sustainability Governance and Management Approach		Yes, p. 82
ETHICS AND INTEGRITY			
G4-56	Other Disclosures		Yes, p. 82
SPECIFIC STANDARD DISCLOSURES			
DMA AND INDICATORS	PAGE OR LINK/DIRECT ANSWER	OMISSIONS	EXTERNAL ASSURANCE
CATEGORY: ENVIRONMENTAL			
ASPECT: MATERIALS			
G4-DMA	Material Use		Yes, p. 82
G4-EN1	Material Use		Yes, p. 82
CATEGORY: SOCIAL			
SUB-CATEGORY: LABOR PRACTICES AND DECENT WORK			
ASPECT: EMPLOYMENT			
G4-DMA	Talent Management		Yes, p. 82
G4-LA1	Talent Management		Yes, p. 82
ASPECT: TRAINING AND EDUCATION			
G4-DMA	Training and Education		Yes, p. 82
G4-LA9	Training and Education	Reporting on this disclosure does not cover breakdown by region or by gender or employee category. This data is currently unavailable. Systems will be in place to collect and report on this data within the next 3-5 years.	Yes, p. 82
G4-LA10	Talent Management, Training and Education		Yes, p. 82
SUB-CATEGORY: PRODUCT RESPONSIBILITY			
ASPECT: CUSTOMER HEALTH AND SAFETY			
G4-DMA	Product Stewardship		Yes, p. 82
G4-PR1	Product Stewardship		Yes, p. 82
G4-PR2	We had no incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of our key products across their lifecycle.		Yes, p. 82
ASPECT: PRODUCT AND SERVICE LABELING			
G4-DMA	Material Use		Yes, p. 82
G4-PR3	Material Use		Yes, p. 82
G4-PR4	In 2014, we had no incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling.		Yes, p. 82
G4-PR5	Materiality, Awards		Yes, p. 82

SPECIFIC STANDARD DISCLOSURES			
DMA AND INDICATORS	PAGE OR LINK/DIRECT ANSWER	OMISSIONS	EXTERNAL ASSURANCE
ASPECT: MARKETING COMMUNICATIONS			
G4-DMA	Brand and Market		Yes, p. 82
G4-PR6	Brand and Market		Yes, p. 82
G4-PR7	In 2014, we had no incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion and sponsorship.		Yes, p. 82

ADDITIONAL NOT MATERIAL ASPECTS			
INDICATORS	PAGE OR LINK/DIRECT ANSWER	OMISSIONS	EXTERNAL ASSURANCE
CATEGORY: ENVIRONMENTAL			
ASPECT: ENERGY			
G4-EN3	Energy and Emissions		Yes, p. 82
G4-EN5	Energy and Emissions		Yes, p. 82
G4-EN6	Energy efficiency projects resulted in savings of 47255 MMBTU from electricity and 1779 MMBTU from fuel combustion.		Yes, p. 82
ASPECT: WATER			
G4-EN8	Water		Yes, p. 82
G4-EN10	Water		Yes, p. 82
ASPECT: EMISSIONS			
G4-EN15	Energy and Emissions		Yes, p. 82
G4-EN16	Energy and Emissions		Yes, p. 82
G4-EN18	Energy and Emissions		Yes, p. 82
G4-EN19	Energy and Emissions		Yes, p. 82
G4-EN21	Energy and Emissions		Yes, p. 82
ASPECT: EFFLUENTS AND WASTE			
G4-EN23	Material Use		Yes, p. 82
G4-EN24	There were zero significant spills in 2014.		Yes, p. 82
G4-EN25	Material Use		Yes, p. 82

ADDITIONAL NOT MATERIAL ASPECTS			
INDICATORS	PAGE OR LINK/DIRECT ANSWER	OMISSIONS	EXTERNAL ASSURANCE
ASPECT: PRODUCTS AND SERVICES			
G4-EN27	Design, Material Use, Energy and Emissions, Water, Reclaim and Recycle		Yes, p. 82
G4-EN28	Reclaim and Recycle		Yes, p. 82
CATEGORY: ECONOMIC			
ASPECT: ECONOMIC PERFORMANCE			
G4-EC1	Corporate Financial Contributions	Economic value distributed is omitted. Not applicable: As a privately held subsidiary, Shaw's economic information is proprietary.	Yes, p. 82
ASPECT: INDIRECT ECONOMIC IMPACTS			
G4-EC7	Community Commitment		Yes, p. 82
G4-EC8	Community Commitment		Yes, p. 82
ASPECT: PROCUREMENT PRACTICES			
G4-EC9	Suppliers		Yes, p. 82
CATEGORY: SOCIAL			
SUB-CATEGORY: LABOR PRACTICES AND DECENT WORK			
ASPECT: OCCUPATIONAL HEALTH & SAFETY			
G4-LA5	88% of the total workforce participates in Shaw's formal Health & Safety Committee.		Yes, p. 82
G4-LA6	Incident Rate - 1.86, Injury Rate - 1.71 Illness Rate - 0.15 (Occupational Disease Rate Frequency Rate - 0.51 (Lost Time Case Rate) DART Rate - 1.17, Fatalities - 0 Severity Rate - 24.39 (Lost Day Rate) Absenteeism Rate - 1.34	Reporting on this disclosure does not include breakdown by region or gender. This data is currently unavailable. Systems will be in place to collect and report on this data within the next 3-5 years.	Yes, p. 82

Cover: Conservation PC100, manufactured by Neenah Papers, is FSC certified, 100% PCF and free of processed chlorine.

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Inks: Printed on an HP Indigo 5000 Digital Press which has a lower carbon footprint, and reduced waste in ink, paper and water most common in the offset printing process.





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