MOUNT SUSTAINABILITY

Mission Zero™ Milestones

ENERGY USE PER UNIT	RENEWABLE ENERGY	GREENHOUSE GASES	WASTE SENT TO LANDFILLS	WATER USE PER UNIT	RECYCLED / BIOBASED RAW
DOWN	USE	REDUCED	DOWN	DOWN	MATERIALS
43%	30%	44%	77%	77%	36%

In 1994 founder Ray Anderson received a dramatic wake up call – something he describes as "a spear in the chest." He realized there was an urgent need to set a new direction for Interface.

He challenged us to pursue a bold new vision:
"To be the first company that, by its deeds, shows the entire industrial world what sustainability is in all its dimensions: people, process, product, place and profits – and in doing so, become restorative through the power of influence."

From the beginning, we understood that sustainability had to be approached from a systems perspective or a "whole company" approach. Over the years as this commitment to sustainability reached all the parts of our business, it evolved into a shared mission: Mission Zero™.

We're now sixteen years into our journey and a decade away from the date we predicted for achieving our vision – 2020. Company-wide commitment to Mission Zero™ has unleashed innovative thinking and connected us to a higher purpose. We're simultaneously pursuing sustainability along three paths - innovative solutions for reducing our **footprint**, new ways to design and make **products** and an inspired and engaged **culture**.

FOOTPRINT

We have made great strides in reducing our footprint – those impacts that our company operations have on the planet.

- Installed solar PV arrays in the Netherlands, California and Georgia
- Using landfill gas in our Georgia plant
- Eight of nine manufacturing facilities operate with 100% renewable electricity
- Reduced building footprints by adopting best in class green building standards, with six LEED certified facilities around the world, including the first LEED CI Platinum space
- All global manufacturing facilities conform to ISO 14001
- Waste elimination programs achieved 42% reduction in waste cost since 1995
- Achieved $433 million in avoided waste cost since 1995
- Designed innovative systems, like TacTiles, to reduce the impact of installing our products

PRODUCTS

Mission Zero™ changed how we envision, design and make products – away from a linear, take-make-waste industrial model toward a cyclical model based on nature.

- Biomimicry inspired us to create more sustainable and better performing products
- Developed Fairworks™ product line which considers social as well as environmental impacts
- Pioneered Life Cycle Assessment (LCA) to understand impacts of new materials and processes
- Launched first Environmental Product Declarations (EPDs) in our industry globally, providing transparency to our customers on product impacts
- Using recycled and biobased materials to move us closer to our end goal of closed loop products
- Pioneered the process of creating post consumer recycled nylon with our suppliers
- Diverted over 100,000 tons of material from landfills through our ReEntry ™program

CULTURE

Commitment to Mission Zero™ has created a culture of inspired thinkers who are finding innovative solutions and changing our business.

- By sharing his vision for sustainable business directly with associates, Ray Anderson inspired our employees and connected them to a higher purpose
- Empowered associates are presenting innovative new ideas – like portable creels that reduce waste and save money
- Our Eco Dream Team of influential environmental thinkers brings fresh perspective and learning to our business
- Our changed culture is part of why we are consistently acknowledged as a global leader in the sustainable business movement – as evidenced by rankings in The Sustainability Survey from Globescan
- Our associates are taking Mission Zero™ into their local communities through volunteering and philanthropy

CHALLENGES

We see a path to our 2020 goals, but there are significant challenges for us to overcome to achieve success. Our challenges range from a lack of technology solutions to high implementation costs to a need to inspire and invigorate our associates. We've been successful in responding to previous challenges through innovative thinking and collaboration, and we're optimistic about our next leg of the climb to 2020.

CHALLENGE: Sourcing recycled raw materials to make sustainable, closed loop products.

Replacing our virgin, petrochemically derived fibers with recycled fibers is one of the biggest challenges we are facing to achieve our Mission Zero™ goals. The transition to recycled fibers is complex, access to post consumer recycled nylon is limited and costly. We need to change our materials, which means we need to change our supply chain. We're working closely with our nylon suppliers, and are pioneering a recycling system for old carpet to produce new materials. Our recycling program, ReEntry, proves the power of this partnership. In the last two years we've greatly expanded our access to recycled nylon, and if we are successful here, all of the nylon we use will be postconsumer recycled nylon.

CHALLENGE: Sustaining an engaged culture that keeps our people connected to Mission Zero™ and feeling empowered to effect change.

We have made a marked change in the Interface culture because of Mission Zero™, but building an engaged culture is an ongoing process. We need to inspire both newcomers and current associates. Early in our journey, founder Ray Anderson challenged us with a new vision, coupled with consistent communication and aided by the outside perspective of environmental thinkers, Interface changed dramatically. By creating forums for idea-sharing, stimulating dialogue, and celebrating successes, we believe new thinking, and new ideas will continue. If we are successful here, we will see continued innovation driven by our people as they embrace new ideas, feel permission to fail, and change the way we do business from the inside.

CHALLENGE: Achieving aggressive "zero" footprint goals on waste, energy use, and emissions.

What can be a bigger challenge than "zero"? When we set the goal to eliminate all of our negative impacts on the environment, we knew it was aspirational. Our people have embraced this vision, and we've achieved progress beyond our imagined success. However, we do not have all the answers - some solutions are still being imagined, and others are complicated to implement or financially arduous. If we are successful here, we will be a sustainable company with zero impacts on the planet.

GET INVOLVED WITH THE MISSION

WE CAN'T DO IT ALONE.

We've made amazing progress on our Mission Zero™ journey, but we did not do it alone. As we tackle obstacles on our way to 2020, we recognize the power of partnerships to achieve and accelerate progress. Get involved with Mission Zero™.

Become a courageous customer.

Use your purchasing power to make change. Your influence can create demand for sustainable products and increase their prevalence in the marketplace. Ask powerful questions of companies when you make purchasing decisions – ask about recycling programs, their commitment to sustainability, whether they are using Environmental Product Declarations (EPDs), and where they are investing to become more sustainable. Choose to do business with companies that are making a difference.

Become an engaged educator.

Sustainability needs more advocates in the world. We hear from educators about the power of sustainability to excite students and tap into their passions. Become part of this movement and introduce your students or colleagues to sustainability. Read, learn and link into your community. Check out our Speakers Bureau for resources.

Become an enlightened sustainable business.

Establish your own Mission Zero for your company. Many companies understand the business case for sustainability and its benefits. Lead by example – set bold goals and report your progress and challenges. Follow our progress on our website and share inspiration. InterfaceRAISE can help.

Help Us On Our Mission

Have an idea to share? A question to ask? Or an innovation that might solve one of our challenges? Contact us at www.interfaceglobal.com/sustainability.aspx