

2022

Interface®

# Interface Impact Report

Environmental, Social, & Governance Initiatives





# At Interface, Our Mission is Clear

**We aim to be the most sustainable company in the world. As one of the world's leading commercial flooring providers, we believe our sustainability journey extends beyond environmental to include design, social, and economic factors.**

From an environmental standpoint, that means actively using renewable energy sources, minimizing waste, and strategically selecting suppliers who prioritize sustainability and are aggressively working toward their own carbon footprint reduction objectives.

Design is an important part of our DNA, as well. We have reimaged and redesigned industrial manufacturing over the past 50 years and continue to drive innovation throughout our business. We make incredible products that serve their intended function, have a neutral or negative carbon footprint, are built to last, stay ahead of design trends, and deliver cutting-edge aesthetics.

Our accomplishments are possible because of our people. Treating our employees and stakeholders fairly and ethically and contributing positively to our communities is crucial in realizing our sustainability goals. Bringing more attention to social sustainability and social justice continues to be a key focus.

As a publicly traded company, we believe strongly in underpinning our business practices with financial responsibility that promotes both profit and purpose.

By focusing on these four holistic areas in our sustainability journey, we remain confident that Interface can positively impact the world and support a sustainable future.



## Leading

provider of commercial flooring: carpet tile, rubber, LVT, and vinyl sheet



## Global

manufacturing capabilities with a focus on local market needs



## Established

brand with a history of innovation and a commitment to the pursuit of sustainability



## Engaged

customer-centric and purpose-driven culture with deep design and innovation roots



## Dedicated

to performance and improving the built environment, industry, and the world





# Table of Contents

5 A Message from Our CEO, Laurel Hurd

## 6 About Interface

10 ESG at Interface

11 2022 Highlights & Achievements

12 Awards & Recognition

13 ESG Disclosures

14 Commitment to United Nations Sustainable Development Goals

## 15 Environmental

16 Our Climate Goals

17 Our Sustainability Journey

18 Top Achievements in 2022

19 Quantifying Our Climate Impact

20 Our Operational Footprint

23 Circular Economy

25 Prioritizing Product Transparency

27 Employee Commuter Survey

28 Supply Chain & Suppliers

29 We Love Carbon

31 Leading Industry to Love the World

## 32 Social

33 An Empowered Culture

34 Our Values

35 A People-Focused Approach

36 2022 Social Highlights

37 Our Commitment to Diversity, Equity & Inclusion (DEI)

38 Activating Our Global DEI Strategy

39 Promoting Equity at Interface

40 2022 Employee Data

41 Supporting Our People

44 Embracing Safety Excellence

45 Learning & Development

47 Community Engagement

## 49 Governance

50 Corporate Governance

53 ESG Oversight

54 Responsible Business

55 Policies & Ethics

58 Commitment to Human Rights

59 Enterprise Risk Management

60 Data Privacy & Cybersecurity

62 Climate Governance

## 63 Appendix

64 Cautionary Statements

65 2022 Key Metrics

70 2022 GRI Index

84 2022 SASB Index

87 2022 TCFD Index

89 UN SDGs Alignment





# 2022 Reflections From Our CEO, Laurel Hurd

Interface is a remarkable company. Our reputation, exceptional team, and purpose-driven culture enable us to uphold our commitment to reducing environmental impacts, cultivating social responsibility, and maintaining robust governance practices.

I embarked on my journey with Interface in April 2022. It was an exciting year for our business as we continued to live up to our reputation as a design and sustainability leader. Our customers tell us that they love working with Interface. It's because of our commitment to quality, amazing product designs, the consistent performance of our flooring, and because of our people – from our sellers out in the field to the back-office team to the talented individuals whose hands help to make our products around the world. I'm honored to lead this company and advance our mission to be the most sustainable company in the world.

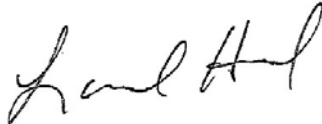
From an environmental perspective, reducing our climate impact has long been a part of who we are at Interface, and we're continuing to innovate and invest in new strategies to make progress toward our climate goals. However, our commitment to sustainable business goes far beyond our environmental stewardship. With our mission, we also commit to furthering our design leadership, creating iconic, beautiful products that stand the test of time. From a social perspective, we're keenly focused on making Interface a place where our people can build their whole careers – we believe that's what a sustainable company looks like.

Finally, in terms of economic aspects, our goal is to deliver profitable growth, so we're here for another 50 years.

Our 2022 Impact Report reflects our mission. We're building on our strengths with a global team that remains at the heart of everything we do. Last year, we laid the groundwork for making progress toward our climate goals; continuing to advance our DEI strategy; building on our world-class talent development and learning program; and prioritizing transparency, accountability, and ethical conduct.

Within this report, we also celebrate our 50th anniversary. Fifty years ago, Ray Anderson founded Interface, challenging the norms of a traditional flooring company with his desire to push the limit of what was possible. As we commemorate our history today, we also look forward to the next 50 years and how we can continue to design a better way and advance our mission. I am deeply grateful to be a part of a team that continually builds upon our history as leaders in design, sustainability, and innovation, preserving the enduring legacy of our founder.

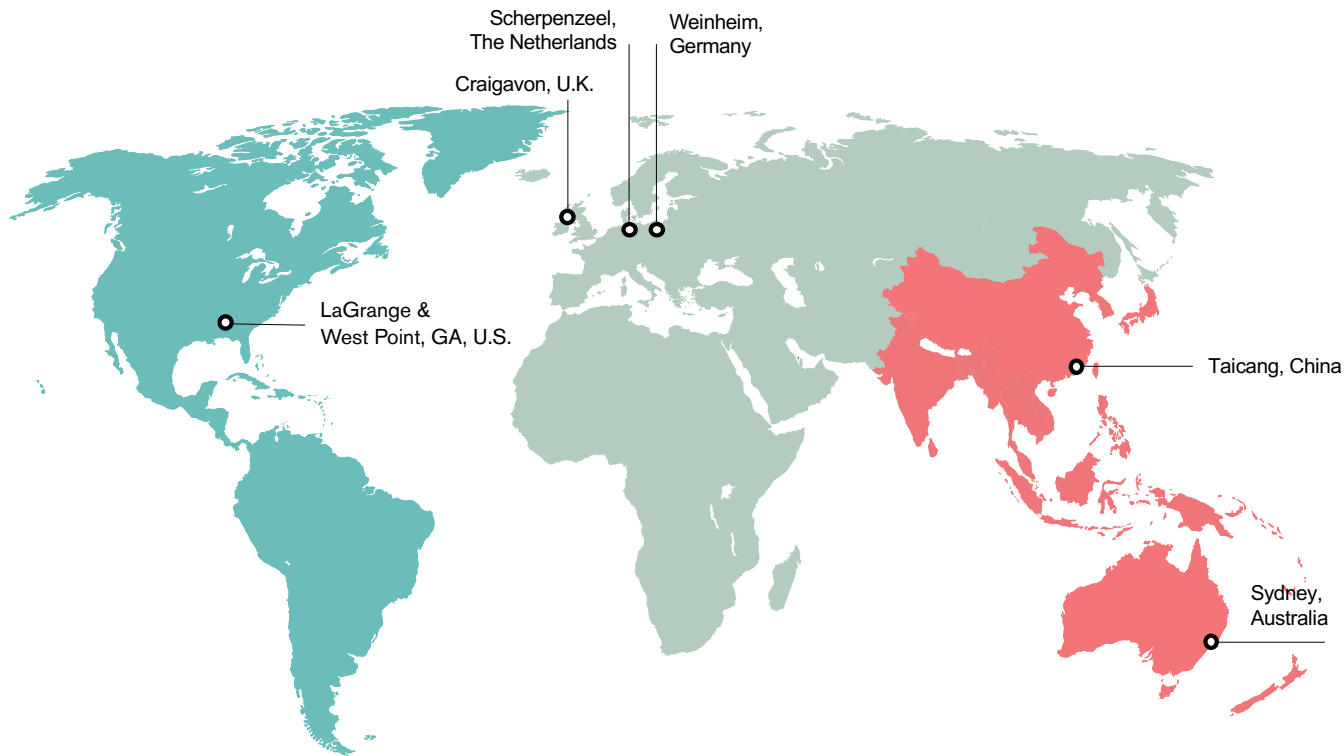
Sincerely,



**Laurel Hurd, CEO**







- Headquartered in **Atlanta, GA**
- **\$1.3 billion** in net sales in FY2022
- **6** manufacturing locations on **4** continents
- **3,600** global employees
- Sales and Marketing offices in over **45** locations across **20** countries
- **50** years of innovation
- First cradle-to-gate **Carbon Negative** commercial carpet tile and residential area rug
- **Signatory** to the United Nations Global Compact



Interface is a global flooring solutions enterprise with an integrated portfolio of carpet tile and resilient flooring products. With our design approach to flooring systems, we help our customers create high-performance interior spaces that have a positive impact on people's lives and the planet. Our range includes Interface® carpet tile and LVT, nora® by Interface rubber flooring, and FLOR® premium area rugs for commercial and residential spaces.

## Our Mission

To be the most sustainable company in the world across environmental, design, social, and economic aspects.

## Our Vision

- Better Products
- Happier People
- Healthier Planet

## Our Values

- Design a Better Way
- Be Genuine & Generous
- Inspire Others
- Connect the Whole
- Embrace Tomorrow, Today

## Our Purpose

To lead industry to love the world.





# Celebrating 50 Years of Looking Forward

In 2023, Interface celebrates its 50th anniversary, marking a significant milestone for our team to reflect on the last five decades and how far we've come since our founding.

As we commemorate our achievements, we must also imagine what we can do in the next 50 years to build a more beautiful, livable future for everyone. We focus on creating more innovative flooring products and positive spaces. And we are continuing our history of design leadership and launching high-performing solutions.

Over the next 50 years, we will work with our customers and partners to drive innovation in the built space, transforming the spaces and the world around us. Our story is one of collaboration, innovation, and a willingness to challenge the status quo, something we will continue to embody as we move into the future.

Interface is embracing its next wave by advancing our mission and continuing to create beautiful flooring solutions our customers love.

**Here's to the next 50 years – we're just getting started.**





# 1970s

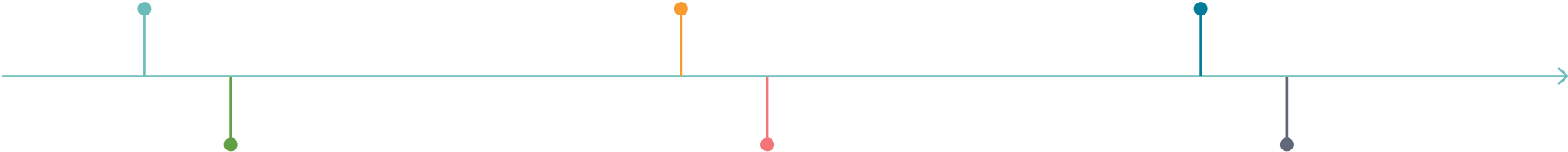
- Founded Carpets International in 1973 after Ray Anderson saw carpet tile in Europe, bringing the concept to the U.S.

# 1990s

- Kicked off our sustainability journey after Anderson's "spear in the chest" moment
- Began our journey to Mission Zero® and committed to becoming the world's first environmentally sustainable and restorative company
- Continued to globalize through strategic acquisitions, including Firth Carpets (U.K.), Bentley Mills (U.S.), and Prince Street (U.S.)

# 2010s

- Launched Climate Take Back™ in 2016, our ambition to reverse global warming; included our commitment to become carbon negative by 2040
- Entered the resilient product category with our first LVT product launch in 2017
- Acquired nora® in 2018, expanding our resilient portfolio to include rubber



# 1980s

- Changed name to Interface, Inc. in 1982
- Went public in 1983, raising \$14.4 million in our initial offering
- Acquired Heuga in 1988, which became Interface Europe

# 2000s

- Introduced Entropy®, our first biomimicry-inspired carpet tile product, and i2™, our revolutionary design approach that results in less costs and waste
- Launched FLOR® in 2003, offering modular area rugs to consumer residential customers across North America
- Unveiled TacTiles®, our glue-free modular flooring installation method

# 2020s

- Developed and commercialized the world's first cradle-to-gate carbon negative commercial carpet tile
- Set and verified targets through the international Science-Based Targets initiative to halve absolute emissions by 2030
- Became third-party certified as a Carbon Neutral Enterprise in 2022

In 1994, inspired by our customers and led by the fundamental mindset shift of our founder, Ray Anderson, Interface began a radical business transformation that would lead us to create a positive impact on the world and become the purpose-driven company we are today.

Our 2022 Impact Report highlights our commitment to ESG and to operating in an ethical and sustainable manner that benefits all stakeholders – employees, customers, shareholders, and the environment. Our journey to more sustainable business practices is ongoing, guided by a purpose-driven culture and an emphasis on transparency.

With this report, we detail our continued efforts toward reducing our carbon footprint, making Interface a great place to work, and doing business ethically and responsibly. We continue to set aggressive targets in line with the level of action needed for sound corporate citizenship and environmental responsibility, which are critical to our long-term success.



## Environmental Stewardship

Supporting a Climate Fit for Life through Environmental Stewardship.



## Social & Community Impact

Creating an Inclusive Community, Internally and Externally.



## Governance, Compliance, & Ethics

Fostering Ethical Compliance and Transparency within our Organization.



## Environmental

- Became the first flooring manufacturer to be **third-party certified as a Carbon Neutral Enterprise** across our entire business.
- **Expanded our carbon negative carpet tile offering to FLOR®**, our specialty design brand, helping residential customers create beautiful and environmentally conscious homes.
- Transitioned 100% of our carpet tile product manufactured in Europe to **our carbon negative CQuest™ backing**.
- **Conducted our first Global Employee Commuting Survey**, measuring employee commuting data with information directly from employees.

## Social

- **Completed the global rollout of Workday®** for improved visibility into our people demographics; expanded the platform with launch of **Workday Learning and Workday Talent & Performance**.
- Continued to activate our global DEI strategy, introducing a **mandatory Unconscious Bias Training course** in the Americas and the **launch of our first Inclusion Network, Women@Interface**.
- **Introduced expanded benefits program** for U.S.-based employees that support mental and physical well-being.
- Launched The Home Project as part of our Reconciliation Action Plan to **connect with, learn from, and collaborate with the First Nations people of Australia**.

## Governance

- **Adopted our Commitment to Human Rights**, a global statement that outlines how we support human rights for all people.
- Updated our Security Incident Response Plan and **deployed new technology to support enhanced data privacy and cybersecurity approach**.
- Commenced search to appoint at least one **new female director to the Board in 2024**.
- **Updated our Code of Conduct**, creating one source of guidance and policies for our employees to follow.

- 2022 RE100 Leadership Award Winner
- OnBoard Excellence Award Recipient: CEO Laurel Hurd
- 2022 Fast Company Innovation by Design Award Finalist
- 15-Year Milestone as EPA Green Power Partner
- 2022 Edie Sustainability Leaders Award Winner
- 2022 Purpose Awards from Buildings and Interiors + Sources Winner
- 2022 Treehugger Best Eco-Friendly Rugs Honoree

GlobeScan-SustainAbility Survey

# Sustainability Leaders

2022

## Global Sustainability Leadership

**Ranked #6 in the 2022 GlobeScan-SustainAbility Leaders Survey. Interface is the only company to continue to be recognized each year since the report's inception in 1997.**



This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards and highlights relevant ESG actions and progress between January 1, 2022 – December 31, 2022. Information included about the Interface Board of Directors is current as of August 2023.

- Our Scope 1, 2, and 3 emissions data were verified by WAP Sustainability.
- Other frameworks referenced include Sustainability Accounting Standards Board (SASB), Task Force on Climate-Related Financial Disclosures (TCFD), and the United Nations Global Compact Principles and Sustainable Development Goals (SDGs).
- An appendix with full indices for each framework, disclosures, and links to relevant governance materials is included on [page 63 of this report](#).



# Commitment to United Nations Sustainable Development Goals (SDGs)

Interface is supportive of and committed to the United Nations SDGs as a pathway to bring about sustainable development that addresses shared global challenges. We have aligned ourselves with the ambition of SDGs since their inception through our aspirational sustainable business approach established in 1994.

Our actions to reduce our company footprint, reduce the impact of our products and supply chain, create safe and fair working environments, and promote a more circular economy support many of the SDGs. Our efforts in these areas contribute to reduced impacts of our business and supply chain. They also impact others in our industry and extended supply chain by bringing solutions to the rest of the industry.



## SDG 3

Interface is committed to creating fair and safe working conditions. This commitment is reflected in our workplaces and employee programs as well as our requirements of our suppliers.



## SDG 5

Interface is committed to creating a more inclusive business with a focus on our Diversity, Equity & Inclusion efforts. We encourage our suppliers to join us in this commitment.



## SDG 8

As a purpose-driven organization, Interface focuses on safety and wellness in our workplaces; creating an inclusive and diverse company; and healthier materials and reduced environmental impacts in our factories—as outlined in our Human Rights Commitment and Global Safety Vision.



## SDG 11

Interface is focused on making safe, low-carbon footprint products and leading the industry to adopt more sustainable practices by sharing lessons learned and best practices.



## SDG 12

Interface is committed to developing a circular economy through our use of recycled and biobased materials, and our ReEntry™ Recycling and Reclamation program.



## SDG 13

Interface continues to reduce its GHGs and has set goals to halve its emissions by 2030 and become carbon negative by 2040.



# Environmental Stewardship



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## 2030 Science-Based Targets

In 2021, Interface became the first flooring manufacturer to have a third-party validated target from the SBTi. Our emission reduction targets are in line with the ambitious goals of the Paris Agreement, ensuring Interface is helping to keep the planet at a safe global temperature.

We aim to achieve the following by 2030 from a 2019 base year:

- **Reduce Scope 1 and 2 emissions 50% on an absolute basis.**
- **Reduce absolute Scope 3 emissions from purchased goods and services 50%.**
- **Reduce absolute business travel and employee commuting emissions 30%.**

## 2040 Carbon Negative Goal

Climate Take Back™ is our ambition to overcome the biggest challenge facing humanity and reverse global warming. We want to restore our planet and leave a positive impact by becoming carbon negative and, ultimately, restorative by 2040.

The science-based targets represent an important halfway milestone toward our 2040 goal. We will continue to drive innovation across our products, factories, and supply chains to reach these goals.



**“For nearly three decades we’ve focused on transforming our business to become restorative. This has challenged us to think differently about environmental sustainability and business operations, establishing global processes and initiatives that support a climate fit for life. We’ve made great strides since we started this journey in 1994 and are well-positioned to continue our long history of leadership as we look to reduce the carbon footprint of our operations even further.”**

– Nigel Stansfield, Chief Innovation and Sustainability Officer



# Our Sustainability Journey

Our journey to more sustainable business practices began in 1994 with founder Ray Anderson’s “spear in the chest” moment that changed his perspective on business and sustainability. Now, almost 30 years later, we’ve established ourselves as a leader across the flooring industry in the areas of design, innovation, and sustainability. Interface has worked tirelessly to address our carbon impacts across every aspect of our business, and we’ve achieved incredible milestones along the way, but we’re not done yet. We will continue to transform our factories, products, and supply chain as we work to reverse global warming.





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## Certified as Only Carbon Neutral Enterprise in Flooring

Interface announced in September 2022 that it is third-party certified as a Carbon Neutral Enterprise by PAS 2060 – the leading globally recognized standard for carbon neutrality. This means we are neutral across our entire business, including all operations and our full value chain.

The Carbon Neutral Enterprise certification is an important achievement for our organization and demonstrates our voluntary and ambitious commitment to climate action. As of 2022, we are the first flooring manufacturer to achieve this milestone and remain committed to reducing our carbon footprint even further through innovation.

## Continued to Innovate Across Product Lines

**CQuest™ Backings:** We transitioned 100% of our carpet tile production in EMEA to our carbon negative CQuest™ backing and we are continuing to increase production in the Americas.

**FLOR® Carbon Negative Area Rugs:** Reinforcing our reputation as a member of the “carbontech vanguard,” we expanded our cradle-to-gate carbon negative carpet tile offerings to FLOR®, our specialty design brand, in 2022. These styles are inspired by nature, bringing together durability, beautiful design, and a negative carbon footprint. The carbon negative area rug innovation was featured as a finalist in the 2022 Innovation by Design Awards by Fast Company.



# Quantifying Our Climate Impact

To prioritize transparency, we report annually on our global GHG emissions across the enterprise, accounting for all the carbon we are responsible for releasing into the atmosphere across our full business and value chain.

**“Knowledge is a catalyst for change. At Interface, we’ve been collecting data on our environmental impact for decades, empowering us to identify areas to focus on and guiding us toward innovative solutions that reduce our carbon and environmental footprints. Data empowers us and our stakeholders to make informed decisions, drive innovation, and create sustainable solutions, paving the way to a more sustainable future.”**

Liz Minné, Director of Global Sustainability



## 462,809 metric tonnes

of CO<sub>2</sub>e total company emissions resulting from **Scopes 1, 2, & 3.**

## 11,206 metric tonnes

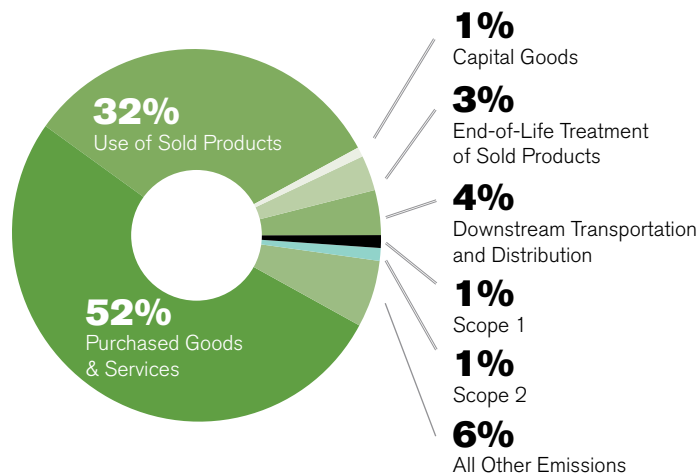
of CO<sub>2</sub>e total company emissions resulting from Scope 1 (net of certifications) & Scope 2 (market-based).

## 451,603 metric tonnes

of CO<sub>2</sub>e total company emissions resulting from Scope 3 (including biogenic carbon).

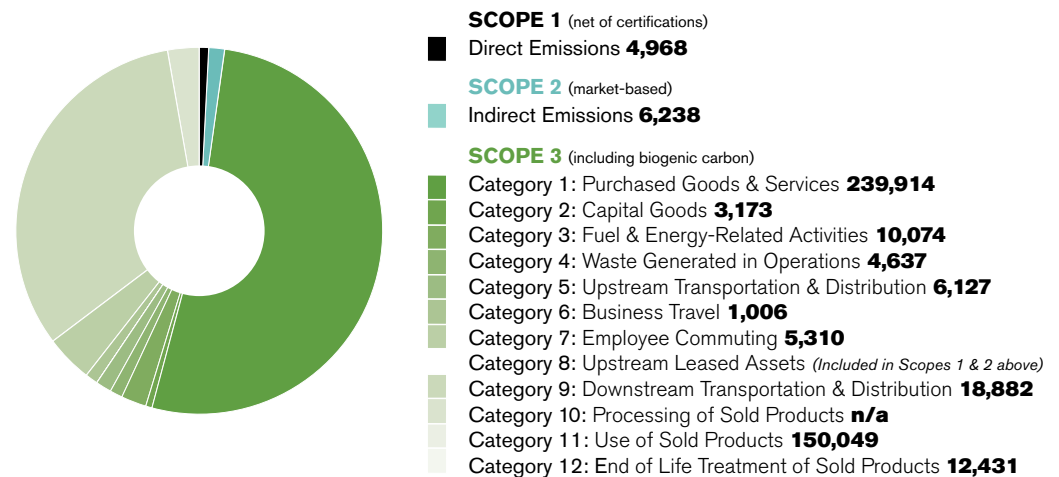
### 2022 Carbon Impact

462,809 metric tonnes



### 2022 Global GHG Emissions

462,809 metric tonnes



# Our Operational Footprint

We remain focused on reducing our operational footprint across the following areas: water, waste, energy, and greenhouse gas emissions.


## 2022 Operational Metrics

The following metrics represent our operational footprint for 2022:



### Energy

**523,928 GJ**  
of energy consumed from all manufacturing sites.



### Renewable Energy

**79%**  
of energy used at manufacturing sites is from renewable sources.

**100%** of electricity use is renewable and **61%** of thermal energy is renewable.



### Water

**57.7 million liters**  
of water intake for all manufacturing sites.



### Waste


**9,350 tonnes**  
of waste discarded from all manufacturing sites.





# Carpet Manufacturing Impacts

We began measuring our operational footprint at our carpet manufacturing facilities in 1996, since then, we've made significant progress in reducing our environmental impacts at our global carpet manufacturing sites:



### Energy

**37%** improvement in energy efficiency at carpet manufacturing sites.



### Waste

**67%** decline in waste sent to landfills from carpet manufacturing sites.



### Water

**85%** reduction in water intake at carpet manufacturing sites.



## RE100 Awards for 100% Renewable Electricity

Interface joined the RE100 in 2016 when 94% of the 48,000 MWh/yr we used at manufacturing sites were renewable. Our operational footprint has grown with the acquisition of nora systems and our move into rubber flooring manufacturing. Despite the increase to 66,500 MWh/yr in 2022, we have met and maintained our goal of 100% renewable electricity.

In 2022, we were recognized as a RE100 Leadership Award winner in the Beyond 100% category, celebrating members who have reached 100% renewable electricity and are looking to further their energy goals. Renewable power is important to our mission and our efforts to become carbon negative by 2040.

## Water Usage and Water Conservation Efforts

Water is a precious natural resource, and we are committed to responsible management of our water usage. We commit to measuring, optimizing, and reducing water use at our global manufacturing sites while positively contributing to restoration efforts.

At Interface, our water usage is extremely low compared to other manufacturers in the industry because we do not use water-based yarn dyeing processes.

- **Total Water Per Square Meter Used in Carpet Manufacturing: 1.28 liters**
- **Total Water Per Square Meter Used in Rubber Manufacturing: 2.87 liters**





Interface is committed to helping develop a circular economy. By using recycled and biobased materials and creating the ReEntry™ Reclamation & Recycling program (available in select markets) to take back products for repurposing and recycling, we are taking actionable steps to facilitate a circular economy for flooring products.

We have collected and recycled post-consumer carpet tile for more than 20 years. Today, all our CQuest™ backed carpet tiles and Sound Choice™ backed LVT (in North America) are third-party certified as recyclable by GreenCircle Certified. Based on the material's condition and composition, returned products are diverted to their most sustainable option – reuse, recycle, or energy recovery.

## ReEntry Metrics

### 2022 Results:

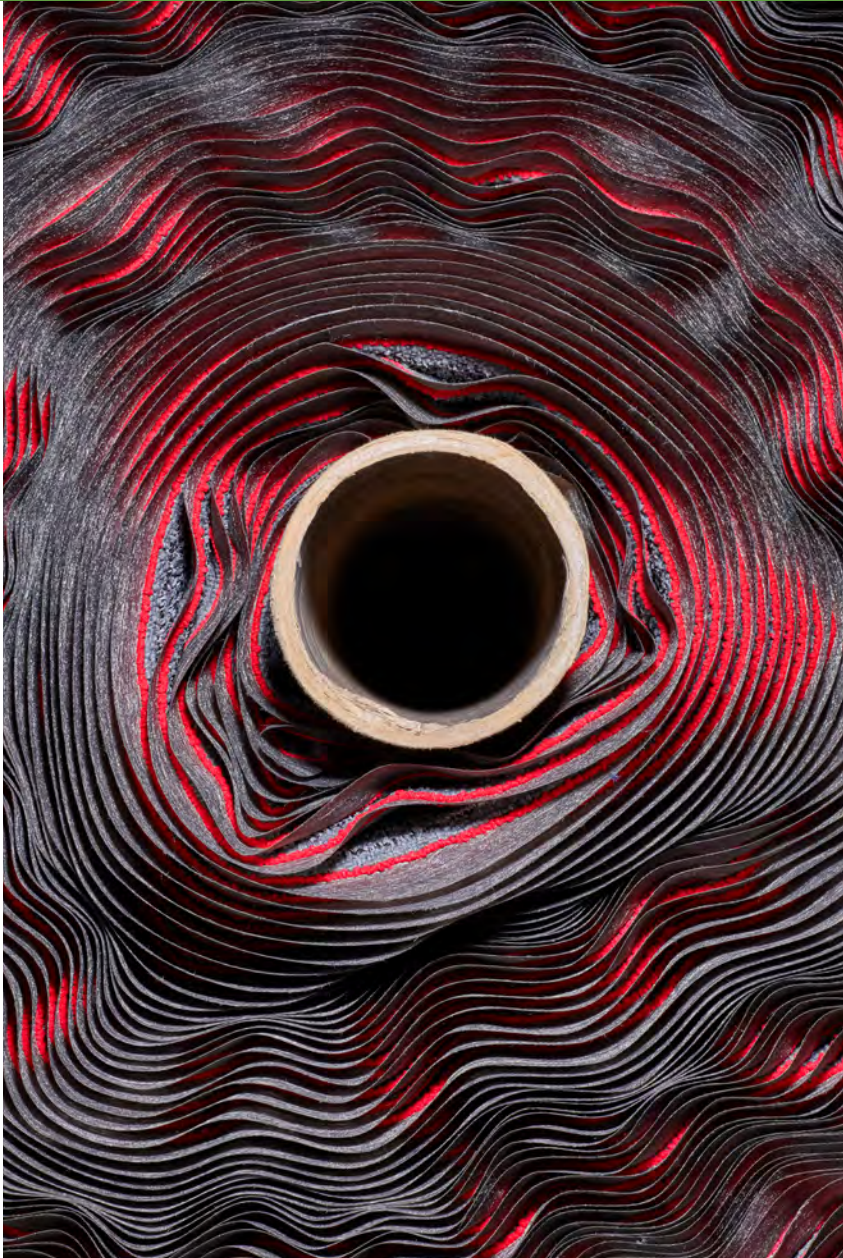
Collected **6.0 million pounds** of post-consumer carpet through ReEntry.

**4.3 million pounds** recycled, **1.1 million pounds** reused, **0.5 million pounds** waste-to-energy.

### Results Since 2016:

Collected **70 million pounds** of post-consumer carpet.

From that total, **51.4 million pounds (74%)** were given a second life through reprocessing internally or reused/recycled through one of our ReEntry partners.



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## Recycled and Biobased Materials

Interface uses recycled and biobased materials in many parts of our carpet tile, resilient, and rubber products. To enhance our ability to recycle our products from customers at the end of their life, we have actively worked on eliminating materials that should not be recycled, such as phthalates, formaldehyde, and fluorocarbons.

Additionally, we can keep previously absorbed carbon from re-entering the atmosphere by including biobased content in products, specifically renewable plant-based materials. By doing so, we also significantly reduce the carbon footprint of those products.

The following breaks down the recycled materials we use to make the products we sell:

$$48\% \text{ recycled materials} + 4\% \text{ biobased materials} = 52\% \text{ materials from recycled or biobased sources}^*$$

*\*Based on all Interface product lines across our global business.*

# 66%

of all of the materials used to make our **carpet tiles** are from **recycled** or **biobased sources**.

# 39%

of all the materials used to make **LVT and other resilient flooring** are from **recycled** or **biobased sources**, with the use of recycled fillers. This is the **highest amount** of recycled content in this category within the industry.

# 9%

of all the materials used to make our **rubber flooring** are from **recycled** or **biobased sources**, with natural rubber and recycled fillers contributing the most.

# Prioritizing Product Transparency

Interface is committed to product transparency and voluntary disclosure related to the materials and chemicals used in our manufacturing processes.

Interface has led the way in transparency, disclosing product ingredients through Environmental Product Declarations (EPDs), technical documents that detail the environmental impact of a product across its lifecycle.

Interface was the first flooring company in North America to pilot and publish EPDs for our products, and today, all of our standard flooring products, have a product-specific EPD.

We also provide additional ingredient details through other product certification programs and disclosure tools, including Health Product Declarations (HPDs), and Cradle to Cradle® product certifications.

## CARPET

4.2kg\* CO2e/m2

down

**79%**

since its baseline year of **1996**

## RUBBER

8.9kg\* CO2e/m2

down

**17%**

since its baseline year of **2019**

## LVT & OTHER RESILIENT

9.1kg\* CO2e/m2

down

**24%**

since its baseline year of **2018**

\* Global sales-weighted averages, cradle-to-gate



## Responsible Sourcing

We've established a strategy for select biobased materials in an effort to use materials that do not cause environmental or social harm. This includes:



**Avoiding unsustainable agricultural practices regarding land management and fertilizer, pesticide, and water use, whenever reasonably possible.**



**Preventing deforestation and loss of rainforest and biodiversity, non-native plant use.**



**Prohibiting displacement of indigenous or at-risk communities by agricultural development.**



**Ensuring local food security.**

## Eliminating Materials of Concern

In 1996, we began eliminating materials of concern across our supply chain as part of our journey toward environmental sustainability. Eliminating harmful emissions starts with eliminating harmful materials at our factories. In addition to factory emissions, we actively avoid using hazardous materials in our products due to their potential to impact human health.

Today, we have a global program identifying and targeting the elimination of “materials of concern.” We continue to increase the scrutiny of our materials as new information becomes available, and our approach includes a comprehensive review of data, including scientific literature and hazard lists, with particular attention to potential impacts to human health.



© Dominik Lehman

## PEFC Certification Across nora® Natural Rubber

Our nora® rubber flooring manufacturing team works closely with our natural rubber supplier in Southeast Asia to source natural rubber from sustainably managed forests. We recently went a step further and became the first rubber flooring manufacturer to be awarded the Program for the Endorsement of Forest Certification (PEFC) Chain of Custody Certification. This certification provides independent verified assurance that the natural rubber we source originates from forests that are managed in line with challenging environmental, social, and economic requirements.

# Employee Commuter Survey

By 2030, we aim to reduce our absolute employee commuting emissions by 30%. Prior to 2022, we estimated our employee commuting emissions based on the total number of employees. While this is standard practice for most organizations based on widely used employee commuting estimation methods, we knew we needed more granular data specific to Interface to fully understand how our people are getting to work and to inform future programs to encourage changes in commuting practices.

In 2022, we conducted our first Global Employee Commuting Survey. Interface employees across the globe were asked to report how they commute to work, as well as to reflect on past commuting habits prior to the global pandemic. By issuing this survey, we are one of a small number of companies who have measured their employee commuting data with information directly from employees. We are also able to engage with employees and educate them about their carbon footprint and steps they can take to reduce it.

What we learned:

# 15%

reduction in calculated employee commuting impacts by using data specific to Interface.

# 26%

of total employees use something other than a personal car to get to work.

This data improved reporting of our GHG emissions and allowed us to better understand how to reach our emission reduction targets. We plan to conduct the Employee Commuting Survey every few years to keep a finger on the pulse of our employees' commuting habits and implement programs to encourage changes in commuting methods or habits that will help us reach our goal.





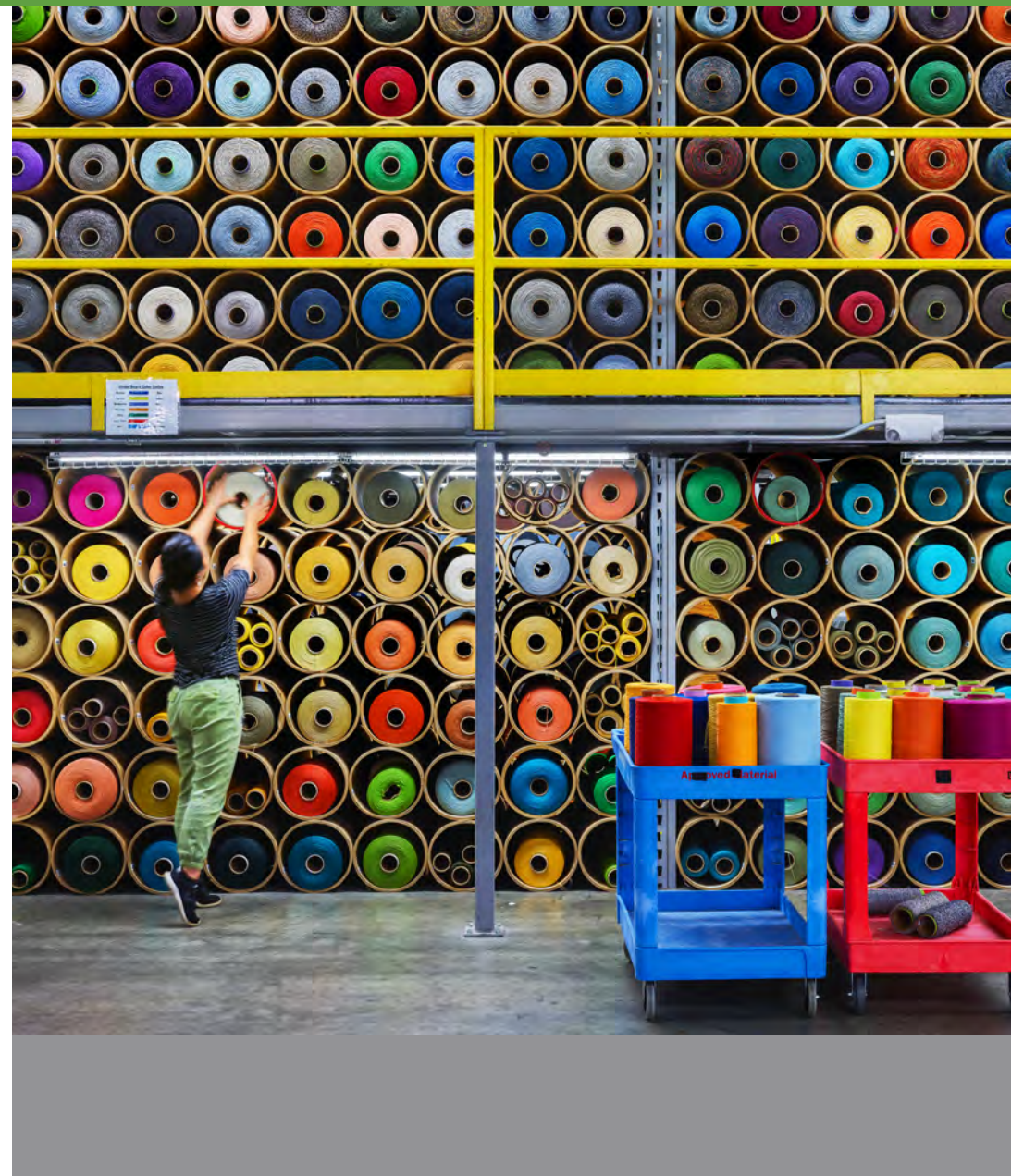
At Interface, we are constantly exploring and investing in ways to minimize our environmental impact, and we ask the same of our suppliers. Our Supplier Code of Conduct requires, among other things, that our suppliers comply with environmental laws, rules, and regulations while remaining committed to continuous improvement of environmental performance.

Our Scope 3 emissions carry the bulk of our overall carbon footprint, and the most significant source of our enterprise's emissions is our purchased raw materials, making up 46%. Educating and engaging our global suppliers to understand and reduce the carbon footprint of their operations and materials is a critical step in reducing the environmental impacts of our supply chain.

To do this, Interface has identified the most significant suppliers from a carbon perspective and prioritized educating suppliers on life cycle assessments (LCA) and capturing more detailed LCA data for their materials to better understand the carbon impacts of their raw materials. We have identified 24 suppliers as priority candidates and secured specific product LCA data from eight of them. These LCAs form a baseline from which our supply chain team can reduce carbon emissions in the supply chain.

## Suppliers to Negative

Through Interface's Suppliers to Negative program, Interface's supply chain team is also working to engage our suppliers through education and partnership. We have partnered with Manufacture 2030, a platform that provides tools to suppliers to identify projects to reduce operational impacts, enter those projects, track progress, and estimate the carbon reductions of those projects.



© Christopher Payne /Esto



The building and construction industry is responsible for 40% of all carbon emissions in the world. Many of these emissions are already in the atmosphere as soon as a building is built. We can refer to these emissions as embodied carbon, or the carbon footprint of a product from raw material creation through manufacturing until it's packaged and ready to be shipped — also referred to as cradle-to-gate. Embodied carbon presents a huge challenge to the industry, but also an opportunity. Reductions made by the built environment have the potential to contribute significantly to tackling global warming and restoring the health of our planet.

At Interface, we are focused on reducing our carbon emissions to reach sustainability goals. We also support our customers along their sustainability journeys by investing in innovation and offering low-carbon products. We also recognize the importance of carbon education across the industry and the world.

As a company, we have spearheaded multiple internal and external initiatives focused on driving awareness of embodied carbon and climate action.



## Carbon Love and Learn Series

To increase embodied carbon education throughout the industry, as well as internally at Interface, our sustainability team recently spearheaded our unique Carbon Love and Learn series.

Attendees, largely from the architect & design community, participate in five one-hour sessions held over one week, led by Interface and industry sustainability professionals, offering information on embodied carbon and actionable solutions to make a positive impact on the built environment.

In 2022, Interface partnered with **124 attendees** to expand their knowledge through the Carbon Love and Learn series. Since 2020, more than **400 people** have completed the series.

In addition to the Carbon Love and Learn series, which is focused on our largest business in the Americas, Interface staff delivered more than **166 third-party** accredited hour-long climate education courses to over **1,500 individuals** globally from our customer organizations in 2022.

## Carbon Neutral Enterprise Certification

In 2022, Interface became a third-party certified Carbon Neutral Enterprise, certified by PAS 2060, the leading internationally recognized Carbon Neutral Standard, created by BSI. We neutralized our carbon impact across our entire business, including all operations and our full value chain. To achieve this, we transformed our factories, products, and supply chain – including using innovative new carbon storing raw materials – to dramatically reduce our carbon emissions.

This establishes Interface as the first and only carbon neutral flooring manufacturer across all business scopes. Any greenhouse gas (GHG) emissions we cannot eliminate through manufacturing and carbon sequestration innovation – carbon capture and long-term storage – are offset through third-party verified emissions credits.

45,000 metric tonnes of verified emission reduction credits were retired to account for Interface's whole carbon impact, beyond what was covered by Carbon Neutral Floors™ program, making Interface carbon neutral as an organization across all operations.

While verified emissions credits are necessary today to balance emissions that we have not yet been able to reduce, we intend to balance our carbon impact without them. We must store more carbon than we emit without the use of offsets to become carbon negative by 2040.

## Carbon Neutral Floors™ Program

In 2003, Interface pioneered the creation of carbon neutral flooring products. Today, all flooring products that Interface sells globally are carbon neutral over their full product life cycle through the third-party verified Carbon Neutral Floors Program™.



In 2022, Interface sold **42 million square meters** of carbon neutral flooring product and retired **418,000 metric tonnes** of verified emission reduction credits.

Since 2003, Interface has sold more than **502 million square meters** of carbon neutral flooring product and retired **6.5 million metric tonnes** of verified emission reduction credits.

# Leading Industry to Love the World

Sharing our company's progress along our sustainability journey with like-minded organizations and pioneering industry-leading initiatives to inspire others is rooted in our identity.

Since 1994, we have helped create, standardize, and/or popularize many of the most common sustainability measurement and reporting tools. This includes the following initiatives/organizations over our history as a company:

- **Life Cycle Assessment**
- **Environmental Product Declarations (EPDs)**
- **GHG Protocol**
- **Global Reporting Initiative (GRI)**
- **EPA SmartWay (Freight)**
- **Health Product Declarations (HPDs)**
- **Leadership in Energy and Environmental Design (LEED)**
- **Positive Performance Methodology (Regenerative Buildings)**
- **Social Equity Assessment Method (SEAM, utilizing real estate projects as catalysts for positive social impact)**
- **Embodied Carbon in Construction Calculator (EC3)**
- **materialsCAN**



**“There is immense power in partnerships and collaboration. Restoring the health of our planet is a massive undertaking that Interface prefers to tackle with others by our side. We prioritize environmental transparency across our operations to show our peers that if we can do it, everyone can.”**

– Lisa Conway, Vice President of Sustainability



In partnership with NextWave Plastics (NextWave), Interface is working closely with fellow industry leaders to redefine ocean-bound plastic (OBP) as a valuable raw material for the circular economy. We're on a mission to collectively divert 25,000 tonnes of OBP by 2025.



In 2022, Interface took a significant step towards fostering a culture of efficiency and sustainability by launching a pilot program in collaboration with EarthUP. This initiative educates employees on sustainability principles, empowers them to reduce energy, water, and waste at home and uncover opportunities for Interface to continuously improve its environmental metrics.

Looking ahead to 2023, Interface plans to utilize EarthUP to help drive progress toward further reduction activities, first in the U.S., in pursuit of our science based targets.



# Social & Community Impact



# An Empowered Culture



Our leadership team and people are committed to making Interface a great place to work for all and ensuring everyone feels supported, valued, and safe. We are focused on developing amazing colleagues around the world who are empowered to do their best work, take risks and innovate, learn, and grow together – all working as one team.

Interface accomplishes this by living our core values every day. Our values represent who we are, how we see the world, how we treat each other – including our external customers and stakeholders – and how we approach our work. With our values as our foundation, we create a supportive, positive, and inclusive workplace culture.

We continue our commitment to conduct business ethically and responsibly and make ambitious public assurances to advance human rights, diversity, equity, and inclusion.



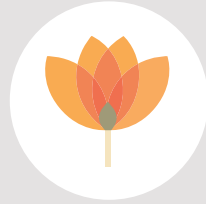
## Design a Better Way

Courageous  
Driven  
Pioneering  
Curious  
Inventive  
Disruptive  
Daring



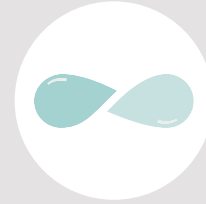
## Be Genuine & Generous

Authentic  
Engaging  
Caring  
Transparent  
Supportive  
Serving  
Giving



## Inspire Others

Energized  
Influential  
Guiding  
Leading  
Teaching  
Sharing  
Igniting



## Connect the Whole

Collaborative  
Adaptable  
Inviting  
Joining  
Inclusive  
Co-creative  
Uniting



## Embrace Tomorrow, Today

Visionary  
Imaginative  
Believing  
Committed  
Optimistic  
Active  
Creating



**“We’ve shown that there’s a way to the summit that is good and green and profitable and right and smart. If we’ve been able to do all that, then, by definition, it must be possible. And, given the kind of company we are, if we can do it, anyone can.”**

– Ray Anderson, Founder, *May 2009*



## A People-Focused Approach

Interface aims to be a great place to work, and we are focused on creating a world-class experience for our people. In order to foster an environment of full engagement, we seek feedback from all employees, globally, at all levels, and in all roles.

In 2021, to gather employee feedback on DEI and belonging at Interface, we implemented our Global Culture & DEI Survey in partnership with Great Place to Work®. We leveraged the survey and employee response to assess our global organization culture, evaluate our DEI maturity and better understand our overall employee experience.

In 2022, we invested in programs and initiatives that provide immediate and meaningful benefits to as many employees as possible. Many of our 2022 Social accomplishments stemmed from the findings of our 2021 survey, including new benefits for U.S. employees and an expanded Learning & Development program.



**“A huge priority and ongoing commitment for us is to make Interface a great place to work for all employees. There’s never been a better time to be a part of our team, especially as we rally around our mission to be the most sustainable company in the world. We look at this from a wide lens, embracing social aspects as well, such as how we positively impact and support our people and our communities. We truly care about creating a culture of engaged and satisfied employees who can bring their whole selves to our company. We are passionate about providing meaningful career and development opportunities and creating an inclusive workplace where every employee can thrive.”** – Greg Minano, Chief Human Resources Officer

## Activated DEI Strategy

In 2022, we continued to implement our DEI strategy. We invested in training and internal feedback sessions to better understand the needs of employees and achieved significant milestones, including the adoption of our [Commitment to Human Rights](#).

## Launched Workday Globally

Interface completed the global rollout of Workday®, the human capital management system, in 2022, representing our single largest investment in technology to support our people. With Workday, we can now view data and insights about our global population, which will help drive future decisions, track trends, and identify gaps and opportunities. We continued to expand and optimize the platform throughout the year, specifically with the global launch of Workday Learning and Workday Talent, which help our people meet their personal and professional goals. We are harnessing the full value of Workday to create more transparency, intentionality, and structure around career growth.

## Invested in Our People

We took intentional steps to enhance our learning and development offerings in 2022. In addition to launching Workday Learning and Workday Talent, we licensed new platforms to provide employees on-demand learning and professional coaching. Most importantly, we defined a people-centric strategy to create a culture of continuous learning and development globally at Interface.

## Expanded Benefits Program

Continuing our commitment to providing the best care possible for our people, we made several investments as part of our benefits program based on employee feedback. We introduced new benefits in 2022 for U.S.-based employees that support mental and physical well-being, including a new preventative mental health care platform, paid-time-off program and parental leave policy.





# Our Commitment to Diversity, Equity & Inclusion (DEI)

**When we embrace the diversity of our community** and commit to an equitable, inclusive culture, we are living our Interface values.

**We are engaging and collaborative,** seeking input from our employees to make sure underrepresented voices are heard and solutions reflect a broad set of perspectives.

**We are curious and inventive,** genuinely caring, and use data and research to help drive our people-oriented strategy and decisions.

**Through sharing, teaching, and leading,** we energize others to help us all make meaningful progress – internally at Interface and with our customers, suppliers, and partners.

We want all employees and stakeholders to feel they belong with Interface and to have the **opportunity to thrive.**



In 2022, Interface focused on developing and implementing our global DEI strategy while continuing to gather employee feedback on our efforts.

## Strategy Development

- Conducted a series of focus groups at U.S.-based manufacturing facilities representing a significant portion of our frontline employee population. Using an outside moderator gave employees the opportunity to candidly share feedback about their overall employee experience. This feedback informed new benefits offerings and other site-based initiatives that are currently underway or planned for the future.
- Invested in new training modules to help people leaders continue to grow and develop in their roles, which are being launched formally in 2023.



## Implementation

- Continued to leverage results from 2021 Global Culture & DEI Survey to prioritize and develop people-focused programs that ensure all employees feel supported, valued, and safe. We will launch the survey again in 2023 to understand our progress and gather additional employee insights.
- Adopted our global Human Rights Commitment that aligns to best practice frameworks, including the UN Guiding Principles on Business and Human Rights.
- Launched our first Inclusion Network, Women@Interface, where women and allies can share, learn, and grow together. At the 2023 Americas Sales Meeting, this group met in person for the first time with a strong turnout. The team is developing an ongoing program with support from our CEO as executive sponsor.
- Advanced the Reconciliation Action Plan (RAP) for our Australian business, which supports our connection to our home in Australia and outlines our efforts to develop strong, open, and meaningful relationships with Aboriginal and Torres Strait Islander peoples. In 2022, as a result of our RAP efforts, we were inspired to create the Upon Common Ground collection, developed with guidance from Aboriginal educators, children, and community knowledge holders.
- Partnered with peer organizations to support internal DEI efforts and drive progress regionally and in our industry, including the Just Business Roundtable and Diversity In Design.
- Launched a mandatory Unconscious Bias Training course for digitally-enabled employees in the Americas.

# Promoting Equity at Interface

Interface is an equal opportunity employer. It is our responsibility to create an environment that embraces diversity, is free from discrimination and harassment, and is grounded in respect. We focus on achieving equality through our hiring practices, providing unconscious bias training, and actively promoting awareness and dialogue to support our people.

In 2022, we completed the launch of Workday, the global human capital management system, which provides us access to data regarding the demographic profile of our workforce, available based on local privacy regulations. By leveraging this data, we can publish a global benchmark, track trends, and identify gaps and opportunities.



## Gender Pay Equity

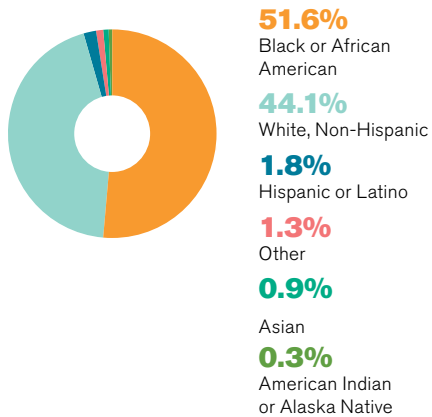
Our people are at the center of everything we do at Interface. We celebrate the diversity of thought, experience, and skill of our global workforce. Interface remains focused on helping team members fulfill their potential internally and ensuring talent acquisition is open to all. We track pay equity across our global enterprise to ensure employees are paid fairly regardless of gender.

In 2022, we achieved 98% pay equity, meaning our female employees are paid 98% of what males are paid, based on median average compensation by gender for all employees globally.

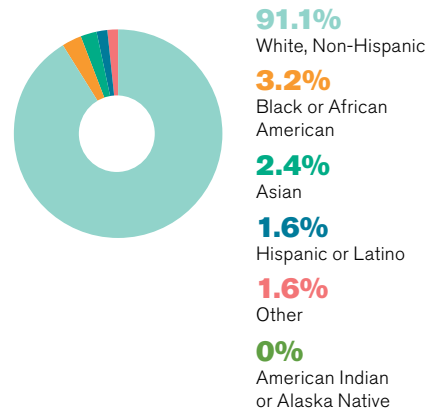
## U.S. Ethnicity Data

The following charts reflect representation as of December 31, 2022. The U.S. Ethnicity Data is for U.S. employees only, as reported in equal employment opportunity (EEO) data. Manager level and above represents Executives, Senior Official & Managers, and First/Mid Officials and Managers, which is aligned with EEO classifications.

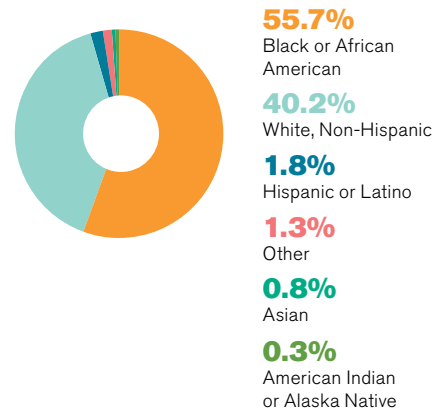
### Total



### Manager & Above

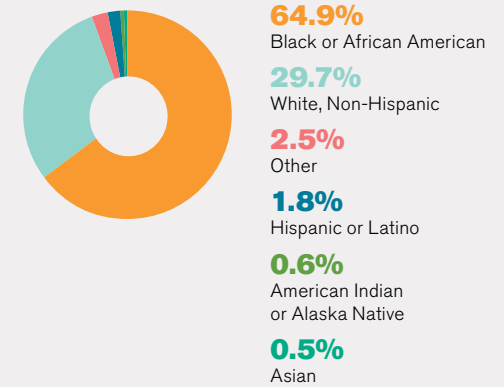


### Non-Management

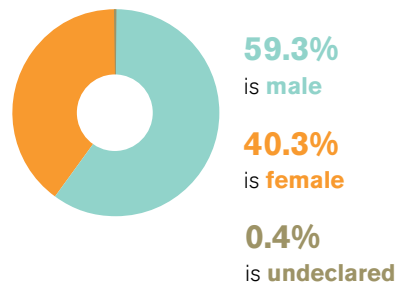


## Inclusive Hiring Data

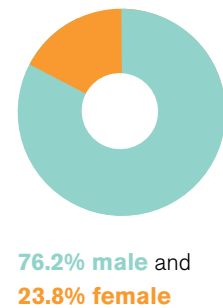
### U.S. New Hire Ethnicity Data



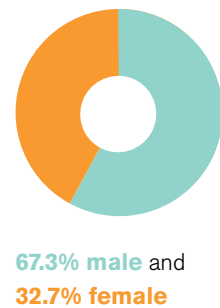
## Global Gender Breakdown



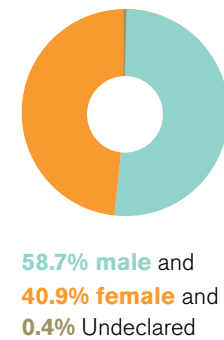
### VP & Above



### Manager & Above

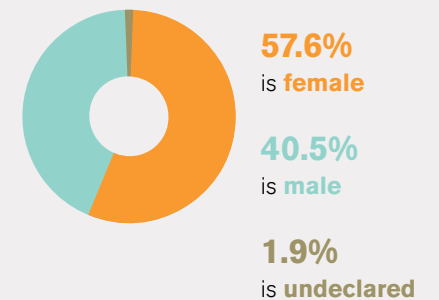


### Non-Management



## Inclusive Hiring Data

### New Hire Gender Breakdown





## Benefits

We strive to provide our employees with quality benefits that help them and their families live a healthy, fulfilling life, inside and outside the workplace.

We also aim to offer benefits that enable our people to make the right decisions that set them on the path to personal and financial health. To help employees with this process, we continue expanding our resources and training that support informed decision-making.

### Our comprehensive benefits include:



Medical Insurance



Life Insurance and/or Retirement Plans



Disability Insurance



Parental Leave

+ Additional value-added benefits, like telehealth services, wellness offers, emergency medical assistance, and more

Interface also offers regional employee benefits, including various policies surrounding flexible working, telecommuting, and mental health resources and counseling benefits. In some regions, we also offer additional days off based on tenure and for volunteer work, healthcare flexible spending accounts, commuter spending accounts, and tuition reimbursement.



# New Offerings for U.S.-based Employees

After reviewing feedback from the 2021 Global Culture and DEI Survey, we introduced new benefits in 2022 for U.S.-based team members, which represents approximately 45% of our total employee base. This included:



### **New Paid Time Off Program**

We implemented a new flexible, paid time off (PTO) program for all U.S. employees – hourly and salaried – that resulted in more vacation days, with the largest increases for manufacturing employees. We now offer consistency in our time off program, supporting our frontline manufacturing with the same amount of PTO as our office and field-based staff. All full-time U.S. employees receive the same PTO increases at various service anniversary milestones, as well.



### **Enhanced Mental Health Benefits**

Understanding that mental wellness is part of employee wellbeing, we introduced Modern Health to our benefits program in 2022. Modern Health, a personalized preventative mental health care platform, is available to all full-time, U.S.-based employees and their immediate families. This program is part of our overall strategy to invest in our people's mental, physical, and professional wellbeing.



### **Paid Parental Leave Program**

Available for all full-time, U.S.-based employees, the paid parental leave program supports family bonding time for any employee with a new child. This includes parents who have birthed, adopted, and fostered a child, and those who have received legal guardianship of a child placed in a new home.



### **Expanded Travel Coverage Reimbursement Benefit**

We support the right of our employees to seek out medically necessary treatments and want to reduce the burden if those services that are not readily available locally due to changing regulations in various states. To do this, we expanded our travel coverage reimbursement benefit associated with certain health services deemed medically necessary by medical and insurance providers but not locally available, including those related to specified congenital heart conditions, bariatric surgery, abortion, infertility, and gender affirmation care.

## People-Focused Offices

We have achieved WELL Gold Certification at sites in the U.S., Europe, Asia, and Australia, including our global headquarters (Base Camp) in Atlanta, Georgia, supporting our focus on workplace safety and wellness.

Interface adopted and maintains a hybrid work policy for digitally-enabled team members to support their needs and different working styles.

In addition to the programs offered through our benefits package, we also provide the opportunity for employees to prioritize their health and wellness at office buildings globally. Examples include accessibility to exercise equipment for use during the day while at our workspaces, and mother's rooms to help facilitate the post-maternity leave transition.

## Social Equity Assessment Method (SEAM) Founding Sponsor

In 2022, Interface became a founding sponsor and pilot project partner of SEAM, a nonprofit organization that provides the world's first social impact certification, accreditation, and membership program. SEAM Certification™ will provide a roadmap for property developers, owners, and occupiers to maximize opportunities for positive social impact through the built environment.

Interface plans to pilot the certification at our global headquarters in Atlanta, helping us further inform our social impact framework and that of our customers.

## Collective Bargaining

We recognize our employees' lawful right to freedom of association and rights under applicable law to choose a collective bargaining representative, if desired. Approximately 35% of our employees are represented by a works council or other enterprise bargaining units (EBU). Interface promotes productive relationships with those groups through our company leadership teams for the benefit of our employees.





# Embracing Safety Excellence

Interface is committed to providing our people with a safe experience when working at our facilities. This commitment to employee safety extends beyond the walls of our facilities as well.

Our Global Safety Vision includes all employees and asks us to commit to caring for one another and embracing safety excellence. Safety is everyone's responsibility, and we must work together to keep ourselves, our fellow colleagues, and all who spend time at Interface safe. We aspire to set an example by having a workplace with zero safety incidents and where we leave work every day just as healthy as when we arrived.

TRIR			
2019:	2020:	2021:	2022:
1.0	0.7	1.0	0.7

\*Total Reportable Injury Rate (TRIR) = (Total Reportable Injuries (TRI) \* 200,000) / Total Hours Worked

### Our Safety Program

Our industry-leading Safety Connections, Safety Corrections and Critical Risk Survey programs apply to manufacturing employees and seek to ensure that our workforce is continuously conscious of health and safety risks, fully engaged in minimizing risk of injuries, and trained on proper, up-to-date safety procedures.

These programs require monthly reporting on demonstrable metrics as we work toward our goal of zero safety incidents. We also hold monthly Safety Meetings with our manufacturing operations leaders and safety staff to share and learn from incidents and discuss safety improvements.

A global safety report is delivered to senior leaders detailing incidents and providing an update on our total reportable incident rate, or TRIR, a best-in-class measurement metric globally. This allows us to benchmark our performance against other similarly organized companies worldwide.



© Elmar Witt

### Safe & Healthy Factories

The health and safety management systems at our flooring manufacturing operations in Europe, Australia, and China are certified to ISO 45001, the global occupational health and safety standard. We're constantly working to improve the quality of our products and lessen the impact they have on human health and the environment. With this focus, we take action to eliminate the risk of employees' exposure to materials and/or chemicals of concern in our products or materials. Interface and our supply chain aim to have zero chemicals of concern in our products, which we accomplish through processes to manage and assess potential risks and through design improvements to our products or processes.

At Interface, we are always striving to Design a Better Way. We are committed to helping our people set, make progress toward, and achieve their evolving personal and professional goals. In 2022, we expanded our learning and development offering as a continuation of this commitment. We understand the value of learning and development in driving a culture of continuous improvement.

### Key 2022 Achievements:



Launched Workday Learning, a learning management system (LMS), that allows our people to learn and operate together on one global, fully integrated platform. The platform delivers training content right in the flow of work, providing employees with streamlined access to required and supplemental courses.



Launched Workday Talent and Performance, empowering our people to take charge of their careers and transforming our performance management process to drive a culture of accountability through goal clarity and performance planning. It also helps us better understand, support, engage, and develop our employees and their skillset.



Introduced the Talent Accelerator Program (TAP), a differential investment in our talent that provides participants with six months of unlimited professional coaching and personalized development plans. The program was hugely successful and is being continued in 2023 with increased participation from specific groups of our employee population.



Partnered with Hogan Assessments to certify internal assessors and get data-based personality insights to support talent acquisition, talent development, and maximize organizational success.



Committed to launching LinkedIn Learning in 2023, an online educational platform that empowers digitally-enabled employees to discover and develop business, technology, leadership, and creative skills through expert-led video courses.



We provided employee training for improved organizational effectiveness across a range of topics such as:

- Sales and Marketing
- Product and Design
- Sustainability
- Health and Safety
- Culture and Teamwork
- General Business Expertise
- Unconscious Bias
- Compliance and Legal
- Anti-bribery and Anti-corruption
- Information and Cybersecurity

## In 2022, our people completed:



**8,600+**  
hours of training



**200+**  
training courses

Our people are the heart of our business and what makes Interface so great. We will continue to scale our learning and development offerings with intention so that we attract and retain top talent that activates our ambitious mission while living our core values.

In 2023, we will expand our Workday Talent module, with a focus on adopting an updated, globally aligned performance management process driven by goal clarity and performance planning.

## Unconscious Bias Training

Interface is committed to cultivating an inclusive culture built around trust, openness, representation, and belonging. As part of this commitment, we are actively working to provide targeted training to drive awareness and understanding around important DEI themes. In 2022, we launched Unconscious Bias Training as the first assigned mandatory course on Workday Learning. The training was tailored for digitally-enabled managers and non-managers based in the Americas. It focused on identifying unconscious bias and how it can impact our decisions, actions, and behavior by using a variety of scenarios.





# Community Engagement

At Interface, we challenge ourselves to do the right thing, act authentically, and be generous to people and the planet we call home. Collectively, we are passionate about doing the greatest good possible. This is why our commitment to people goes beyond our employees and includes the communities where we live and work.

Our community engagement efforts focus on regional activities that positively impact communities, from annual legacy projects and philanthropy activities to product donations, installations, and food drives. A few examples of activities in 2022 include:

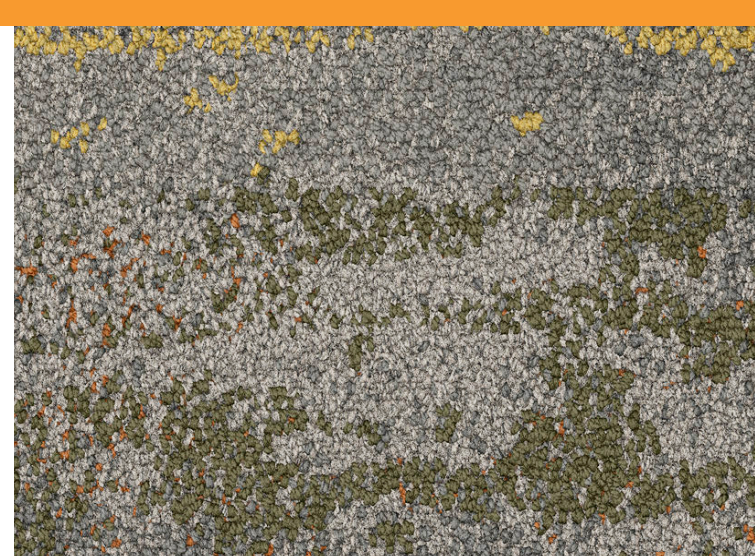
- Donated to local nonprofit organizations within the areas we live and work in the Americas to strengthen and sustain our local communities.
- Organized a half-day for employees to volunteer throughout the community in Scherpenzeel, Netherlands.
- Contributed to Rest-Cent Initiative in Germany, which lets employees donate part of their salary to local nonprofits.
- Donated product to various charities and those in need in the Americas, Australia, and Germany.

## Girls' Day at Weinheim

For the last few years, our team in Weinheim, Germany, has participated in Girls' Day, a nationwide event that aims to empower girls to explore technical professions and increase awareness of gender mainstreaming in companies and schools. In 2022, a group of girls spent a day with our local team to experience working in our nora rubber manufacturing facility. We participate in Girls' Day to show that craft professions are for everyone by giving girls the opportunity to gain first-hand insight into industrial mechanics, warehouse logistics, and more.



Craigavon employees sponsored a 24-hour cycling fundraiser to raise money for PIPS Hope and Support, a nonprofit focused on suicide prevention.



## Reconciliation Action Plan Progress

In 2021, we published our second [Reconciliation Action Plan](#) (RAP). We actively focus on taking meaningful action toward reconciliation with Aboriginal and Torres Strait Islander peoples.

Our vision for reconciliation is for all Australians to value, celebrate, and learn from the history and cultural significance of the land and the Traditional Custodians of it. Our RAP documents our Relationships, Respect, Opportunities, and Governance, guides our continuous application of reconciliation across our business, and supports our connection to our home. We are in the second stage of the four-step Reconciliation process, the 'Innovate' stage, and have mapped out a three year-plan to complete it.

### The Home Project

Our [Home Project](#) is a continuation of our efforts to challenge ourselves to listen, think differently, and develop new ways that we can positively impact people's lives and the environment. It is a collaboration, experience, immersion, and connection project where we are continually learning and encouraged to do more, stepping outside of the known and into a space of appreciation, curiosity, and empathy.

In spending time with Aboriginal educators, first nations students, and people from the community, our colleagues were granted a first-hand view of the depth of connection to Country for Indigenous Australians. Our team learned that, for Aboriginal people, Country does not just mean the creeks, rock outcrops, hills, and waterholes. Country includes all living things. It incorporates people, plants, and animals. It embraces the seasons, stories, and creation spirits. Country is both a place of belonging and a way of believing.

As part of the Home Project, with the guidance of Aboriginal educators, children, and community knowledge holders, Interface was inspired to create the Upon Common Ground collection. The collection explores the deep connection and love for Country. The design celebrates patterns, forms, and textures that trigger positive feelings of connectedness to the outdoors. In doing this, the team drew on our experience designing with biophilic design principles, recognizing that humans have an innate connection to natural patterns, forms, materials, and light.



# Governance, Compliance, & Ethics

Interface®





# Corporate Governance

At Interface, we understand our responsibilities and are dedicated to conducting business with unwavering ethics and sustainability at the forefront of all decision-making, anchored by our company values. Our robust corporate governance framework is the cornerstone that benefits all stakeholders – our employees, customers, shareholders, and the environment. It strengthens the accountability of our Board of Directors and management, fostering a culture of trust and responsibility while building confidence in our company.

*Note: Specific details in this section incorporate data from 2023.*

All Interface corporate governance materials and documents can be found on the Corporate Governance page of our investor website at [investors.interface.com](https://investors.interface.com), including:

- [Leadership Team](#)
- [Board of Directors](#)
- [Committee Composition](#)
- [Governance Documents](#)
- [Contact Information](#)

Additional materials relevant to investors can be found on our investor site, including our [Annual Reports and Proxy Statements](#), and our [SEC Filings](#).



**“Corporate governance plays a pivotal role in fostering responsibility within our organization. Through corporate governance, we establish and implement robust processes and policies prioritizing transparency, accountability, and ethical conduct among all employees, partners, and suppliers.”**

– David Foshee, Vice President, General Counsel & Secretary



# Board of Directors

(As of August 2023)

Interface benefits from the collective guidance and expertise of a highly accomplished and diverse Board of Directors elected to oversee our activities. These directors bring experience, unique skill sets, and diverse backgrounds. To ensure effective governance, our Board has embraced [Corporate Governance Guidelines](#) that serve as a comprehensive framework for our decision-making processes. Moreover, it oversees our Environmental, Social, and Governance (ESG) strategy, ensuring its alignment with our mission and values.

Directors serving on the Interface Board as of August 2023 are:

- John P. Burke
- Dwight Gibson
- Daniel T. Hendrix
- Laurel Hurd
- Christopher G. Kennedy
- Joseph Keough
- Catherine M. Kilbane
- K. David Kohler
- Robert T. O'Brien

Over the past three years, our Board of Directors has evolved. To replace prior female directors, the Board plans to appoint at least one new female director within the year following the Annual Meeting held in Q1 2024. The Nominating & Governance Committee has already commenced a search for candidates with the assistance of two third-party search firms.





## 2022 Board Skills Matrix

The Board Skills Matrix summarizes the experience, skills, and attributes that enable the effective oversight of our Company and execution of our business strategy by the Board of Directors.

Experience, Skills, & Attributes	Burke	Gibson	Hendrix	Hurd	Kennedy	Keough	Kilbane	Kohler	O'Brien
C-Suite Executive Management	✓	✓	✓	✓	✓	✓	✓	✓	
Industry Knowledge			✓		✓				
Accounting & Finance			✓			✓			✓
International Business	✓	✓	✓	✓			✓	✓	✓
Strategy Development	✓	✓	✓	✓	✓	✓		✓	✓
Mergers & Acquisitions		✓	✓	✓		✓	✓	✓	✓
Sales & Marketing	✓	✓		✓				✓	✓
Environmental Sustainability	✓		✓		✓			✓	
Corporate Governance & Risk Management							✓	✓	✓

Our Board of Directors oversees all areas of ESG at Interface. To ensure effective governance, our Nominating & Governance Committee, led by our Lead Independent Director, is responsible for closely monitoring and advising the company's management on matters pertaining to the environment, social impact, and related governance for our organization. In addition, Interface has adopted an integrated, strategic approach to ensuring effective management of climate strategy and measurement, including oversight and monitoring by our Chairman of the Board.



“At Interface, we want to change the world for the better. Our pioneering journey to sustainability has attracted thousands of fellow travelers. Environmental sustainability is just one element of the societal change we advocate. Our efforts around diversity, equity, and inclusion are as fundamental to our future as are great design and efficient manufacturing. Most importantly, we want to conduct ourselves in a way that makes us all proud. That means not just obeying the laws and regulations but also leading with just and ethical conduct in every part of our company.”

– Chris Kennedy, Lead Independent Director of the Interface Board



# Responsible Business

Interface embraces and supports human rights, labor standards, environmental responsibility, and ethical practices. Our journey to more sustainable business practices is ongoing, guided by a purpose-driven culture and emphasis on transparency.

We have policies and actions in place that demonstrate our commitment to ESG and operating in an ethical and more sustainable manner. These include, but are not limited to:

- [Audit Committee Charter](#)
- [Code of Conduct](#)  
Includes policies on anti-corruption and anti-bribery, conflicts of interest and ethical competition.
- [Compensation Committee Charter](#)
- [Corporate Governance Guidelines](#)
- [Human Rights Commitment](#)
- [Insider Trading Policy](#)
- [Majority Voting Director Resignation Policy](#)
- [Nominating & Governance Committee Charter](#)
- [Supplier Code of Conduct](#)





Interface demonstrates our commitment to responsible business practices, transparency, and ethical conduct by developing and publishing policies and governance materials, which foster trust and accountability among our employees, suppliers, and stakeholders. While we share a few policies below, additional ones can be sourced on our investor website on the Corporate Governance page at [investors.interface.com](https://investors.interface.com).

## Code of Conduct

The [Interface Code of Conduct](#), “Our Purpose at Work,” serves as a guide for making decisions that support Interface and our people. Our organization is accountable for following the Code and living our core values. To meet our legal and ethical responsibilities, we:

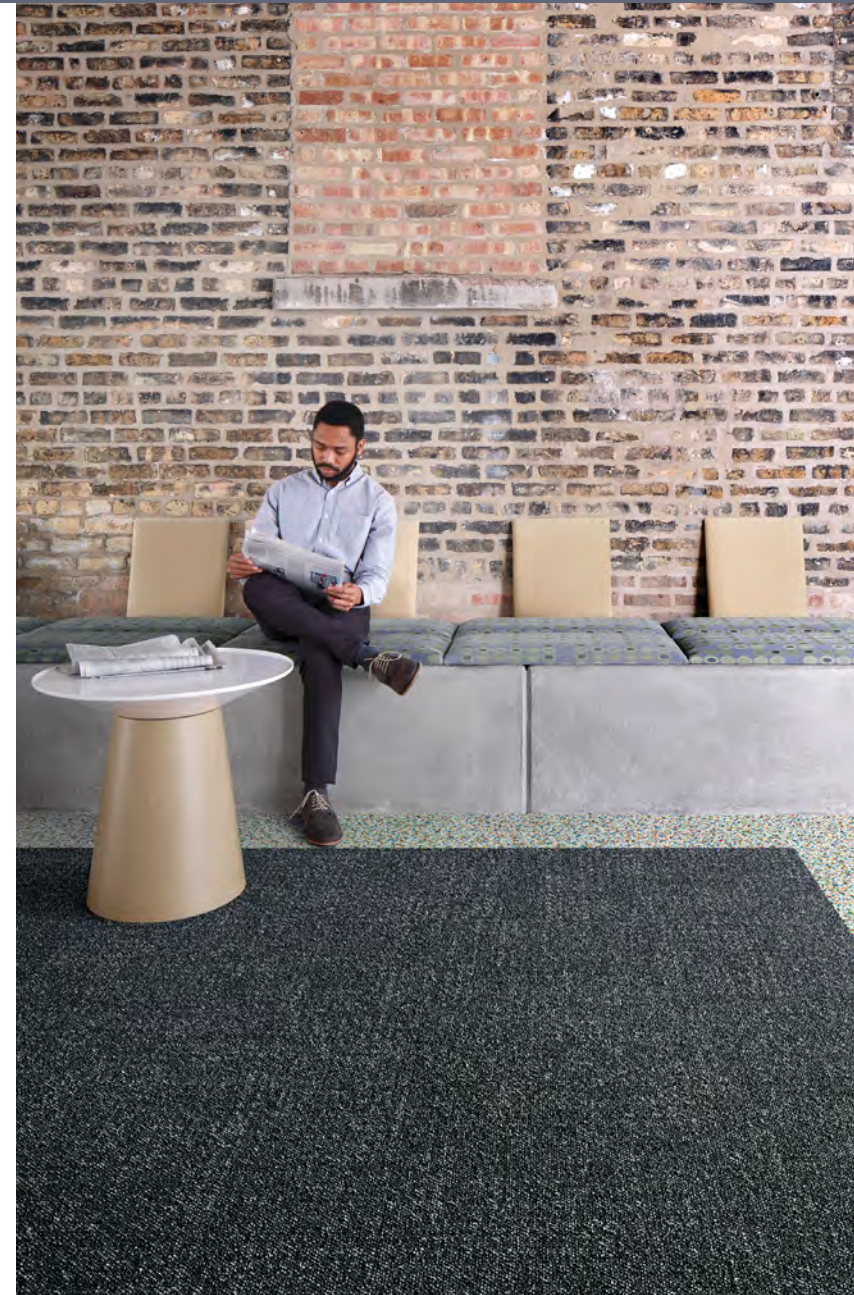
- Commit to living by our values every day at work.
- Act with honesty and integrity, according to our ethical standards.
- Follow all applicable laws, rules, and regulations in the country and location where we work.
- Refer to the Code and speak up when we have questions or concerns.
- Report any possible violations of the Code.

Interface updated the Code of Conduct in 2022 to ensure policies are incorporated into one document so employees can quickly source and follow the rules and guidelines set by the organization. The Code of Conduct, and related training, is part of the onboarding process for all new employees and was a required training for all existing, digitally-enabled employees in the first quarter of 2023.

## Anti-Corruption and Anti-Bribery

Any form of bribe, whether it be a direct or indirect attempt to sway someone into utilizing their authority for the purpose of securing or maintaining business for Interface, is strictly forbidden. All Interface employees globally are bound by the clearly outlined prohibition in the Interface Code of Conduct. Every employee must adhere to this policy, ensuring compliance with its principles.

Interface has also taken action to ensure our global suppliers comply with our positions on corruption and bribery via the Interface Supplier Code of Conduct, which covers issues such as human rights, environmental practices and more.





## Supplier Code of Conduct

The Interface [Supplier Code of Conduct](#) sets forth our expectation that suppliers comply with all relevant environmental regulations and conduct business in an ethical and responsible manner. We expect our suppliers to adhere to the standards defined in the Code regarding environmental practices, health and safety, conflict minerals, ethical employment practices including modern slavery, and conflicts of interest within its operations.

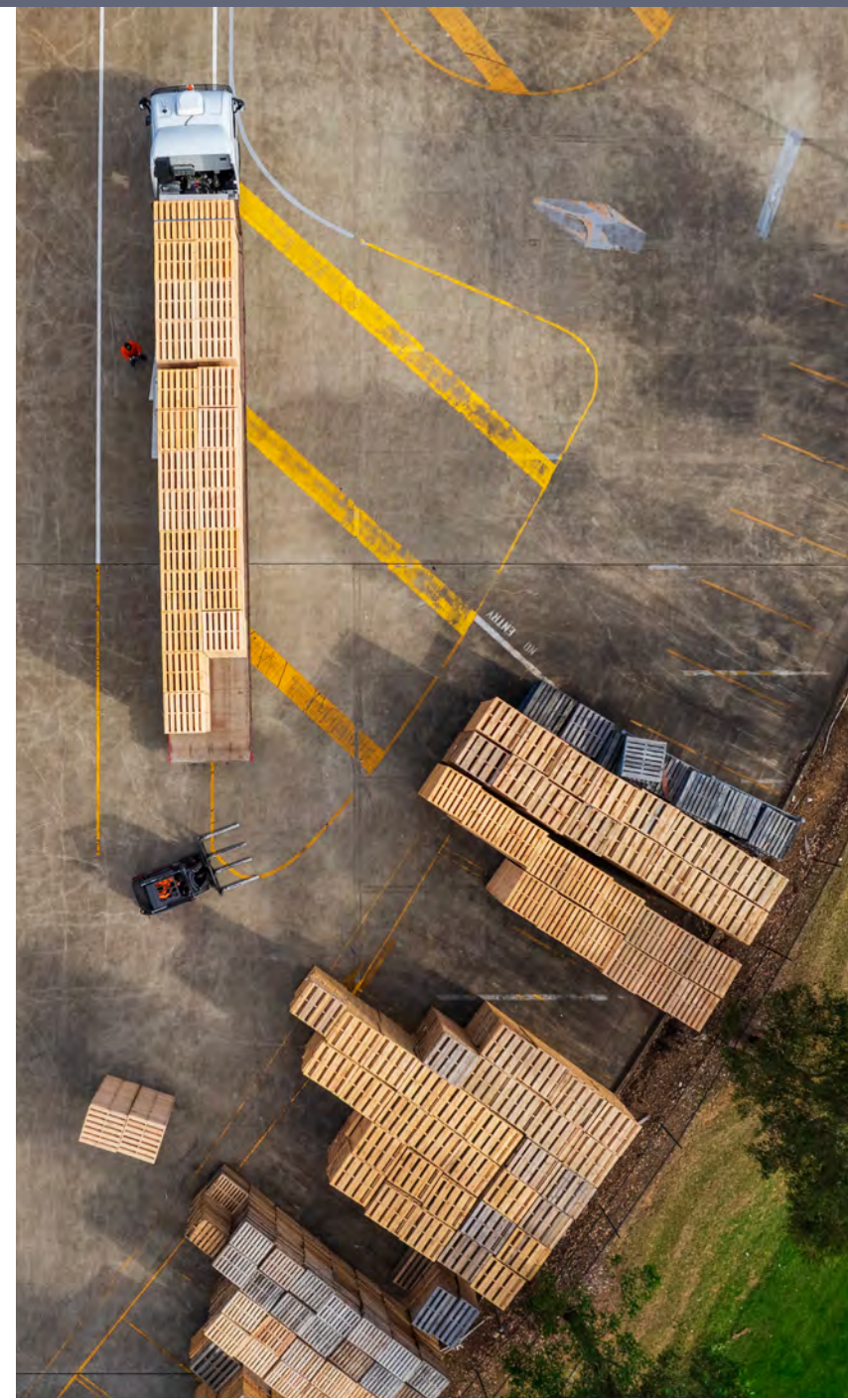
In 2022, we continued efforts to incorporate the Interface Supplier Code of Conduct into contract renewals that do not already integrate the Code, while simultaneously requiring suppliers to abide by the Code in new contracts. We also held two supplier audits, focused on environmental compliance and quality. We aim to conduct seven additional supplier audits in 2023.

For responsible sourcing above and beyond our Supplier Code of Conduct and supplier audit process, we developed a strategy for biobased material sourcing in 2022, which was incorporated into our contract approval process.

## Compliance Training

Interface conducts comprehensive compliance training programs that address significant risks on both a global and regional scale. Throughout 2022, training encompassed crucial subjects such as anti-harassment, global sanctions compliance, and how to report a suspected conflict or violation. Apart from our widespread compliance training initiatives, we consistently reinforce our values, Code of Conduct, and other relevant policies through regular communications at both local and global levels, ensuring continuous awareness and adherence.

In 2022, employees completed more than 7,300 hours of compliance and legal training.







## Insider Trading Policy

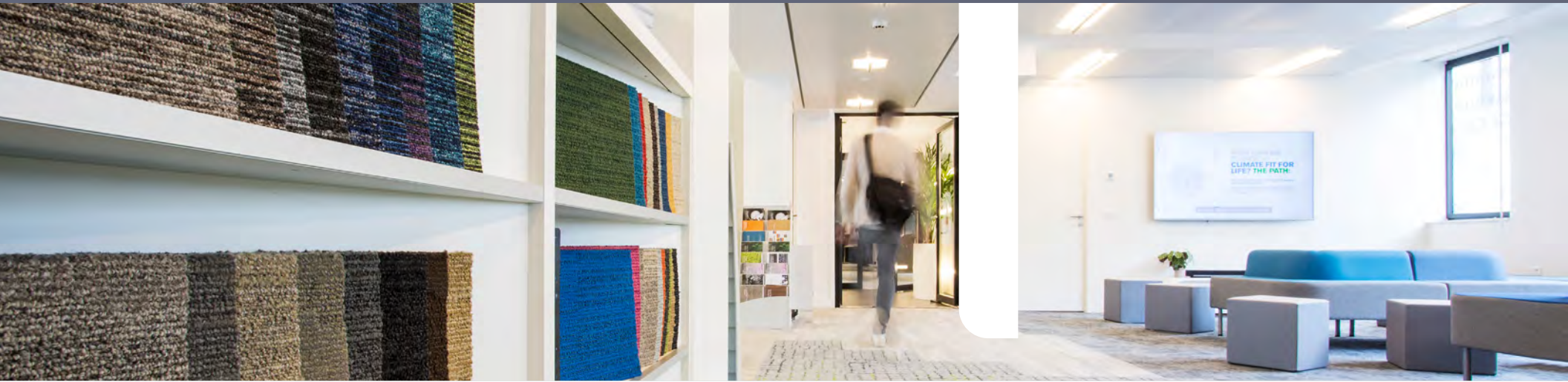
In 2022, Interface updated our [Insider Training Policy](#) prohibiting company insiders from trading (buying or selling) Interface common stock and other securities while aware of material nonpublic information about Interface, also known as “inside information.”

## Speak Up: Interface Ethics Hotline

The [Interface Ethics Hotline](#) – through EthicsPoint – provides a simple way for employees to confidentially and anonymously report actual or suspected unethical behavior or other concerns related to:

- Accounting and Auditing Matters
- Discrimination or Harassment
- Employee Misconduct
- Environmental Protection, Health, or Safety Law
- Financial Misappropriation or Misuse
- Labor Issues
- Retaliation
- Sabotage or Vandalism
- Securities Violations
- Unsafe Working Conditions
- Other

# Commitment to Human Rights



Our Human Rights Commitment is a global statement that captures our beliefs and expectations for supporting the fundamental human rights for all. We strive for our employees and all individuals throughout our supply chain to feel safe, respected, valued, and to be paid a fair wage.

The commitment – developed in partnership with a group of key stakeholders across the organizations – recognizes that each individual has duties to others and to the community to which they belong and that companies are responsible for respecting people's rights. It reflects our commitment to the United Nations SDGs, as well as the United Nations Global Compact (UNGC) and its Ten Principles.

The commitment includes all employees, including all global business units and facilities we operate, and our suppliers and business partners.

It articulates our human rights commitment and expectations across our full value chain, including:

- Environmental Sustainability and Managing Adverse Impacts
- Fair Labor Practices
- Collective Bargaining
- Employee Engagement
- Diversity, Equity, and Inclusion
- Occupational Health and Safety
- Child Labor and Modern Slavery
- Supply Chain
- Raw Materials
- Grievance Mechanisms
- Ethical Business Practices

Interface's CEO and Executive Leadership Team oversee our work in this area, ensuring that every part of our business is clear about our responsibility. Interface will review our human rights risks and initiatives annually to assess progress, and will communicate the results to our Board of Directors and in key stakeholder communications.



# Enterprise Risk Management

The Board believes that evaluating the executive team's management of risks confronting Interface is one of the most important areas of oversight. In alignment with that belief, Interface maintains a formal Enterprise Risk Management (ERM) program designed to identify, assess, address, monitor, and report on our significant business risks, including financial, operational, compliance, and reputational risks. We tailor our ERM program to our specific risk profile and needs based on the Enterprise Risk Management - Integrated Framework defined by the Committee of Sponsoring Organizations of the Treadway Commission (COSO).

As part of that process, the risk committee conducts an annual cross functional survey of our top global leaders and the Board to assess the likelihood, impact, and velocity of potential risks and to help identify emerging risks. For 2023, the key areas of focus include risks associated with:

- Cybersecurity
- Competition and pricing pressure
- Macroeconomic conditions
- Supply chain disruption
- Climate, including its physical risks

The program is managed by a risk committee comprised of executive officers and other senior managers, administered by the Director of Internal Audit. It is overseen by the Audit Committee pursuant to authority delegated by the Board of Directors in the Audit Committee Charter. The management risk committee meets quarterly to monitor the key identified risks and how they are being addressed, which may include, depending on the circumstances, mitigating, sharing, accepting, or avoiding the risk. The management risk committee and Director of Internal Audit report to the Audit Committee quarterly on significant developments and key elements of the program.





Interface adopts a holistic approach to privacy and cybersecurity, employing The National Institute of Standards and Technology (NIST) framework and guidelines to manage and enhance cybersecurity practices. Through the framework, we take responsibility for identifying, protecting, detecting, responding, and recovering in the event of a cybersecurity event.

### NIST Framework



**Identity**  
Develop the organizational understandings to manage cybersecurity risk to systems, assets, data and capabilities.



**Protect**  
Develop and implement appropriate safeguards to ensure protection of the enterprise's assets.



**Detect**  
Develop and implement the appropriate activities to identify the occurrences of a cybersecurity event.



**Respond**  
Develop and implement the appropriate activities to take action regarding a detected cybersecurity event.



**Recover**  
Develop and implement the appropriate activities to maintain plans for resilience and to restore any capabilities or services that were impaired due to a cybersecurity event.

After a 2021 Cybersecurity Assessment, Interface developed a Security Operations Center to alert, notify, and resolve potential cybersecurity breaches.

### Cybersecurity Incident and Response

On November 18, 2022, our Security Operations Center (SOC) alerted Interface of nefarious activity within our corporate network and initiated the incident response processes.

Within 48 hours, we detected the source of the incident and initiated a proactive shutdown of IT assets and services. Per our Security Incident Response Plan, we engaged our cyber insurance carrier and partnered with experts in the field to recover and restore services. Our backup strategy and architecture allowed us to restore our infrastructure efficiently and effectively within days.





## 2022 Learnings

Based on lessons learned during the cybersecurity incident, we updated our Security Incident Response Plan to bolster existing areas and add content to scenarios, including implementing additional password complexity and multi-factor authentication.

We made several technology investments, including implementing a cloud-based solution for endpoint protection, which we deployed to protect and extinguish malware. We furthered our investment in a vulnerability management product to improve visibility into risk and keep the team fully versed on vulnerabilities in the industry. Interface achieved a 40% reduction in average asset risk score since November 2022.

We are planning a tabletop exercise to reinforce the changes to the response plan above. This exercise, which is scheduled to be completed by early 2024, will ensure all parties understand their responsibilities and team expectations are aligned.



**“As we look ahead to 2023, we have set ambitious and achievable goals to strengthen our cybersecurity strategy and implementation. We take pride in our significant improvements and our unwavering dedication to protecting our systems and data. By adopting a proactive approach, leveraging advanced tools, and prioritizing ongoing training and education, we have fortified our defense against threats and continue to prioritize the security of our company.”**

– Jake Elson, VP and Chief Information Officer at Interface

Interface has adopted an integrated, strategic approach to ensure effective climate strategy and measurement management. This approach encompasses several vital components, including:



### Designated individuals

assigned with the responsibility of climate strategy.



### Oversight & approval

of climate strategy and issues by the Executive Leadership Team and Board of Directors.



### Implementation

of a science-based climate action plan.



### Provision

of an annual progress report on climate targets.

As part of our annual strategic planning sessions and again when significant matters arise, we review our sustainability strategy with the Board of Directors, including climate-related issues and goals. Our yearly budget process includes reviewing and approving budgets and capital expenditure plans related to climate-driven strategy and issues.

The Board's Chairman oversees critical strategic matters, including our climate strategy and climate-related issues. The Chairman actively monitors the progress of climate goals and targets, offering guidance to the CEO and Chief Innovation & Sustainability Officer regarding climate strategy.

Directly reporting to the CEO, the Chief Innovation & Sustainability Officer is responsible for developing and leading our climate strategy. Their role encompasses the following:

- Creating a framework for the implementation of our Climate Take Back™ initiative.
- Measuring the success of our climate initiatives.
- Identifying projects and activities to reduce climate emissions in alignment with our company targets.
- Providing both internal and external reports on the progress made.

Additionally, the Chief Innovation & Sustainability Officer leads a global team that offers technical assistance and support to achieve our sustainability goals across all levels of the business.

To monitor our climate impacts from operations, we rely on our global environmental metrics program, EcoMetrics™. Our detailed EcoMetrics data can be found in the [Key Metrics table](#) in the Appendix. Furthermore, our Life Cycle Assessment program ensures that we monitor the climate impacts of our products effectively.





# Appendix



## Cautionary Statements

This report contains forward-looking statements, including, without limitation, statements about Interface's plans, strategies, and prospects. These are based on the Company's current assumptions, expectations, and projections about future events.

Although Interface believes that the expectations reflected in these forward-looking statements are reasonable, the Company can give no assurance that these expectations will prove to be correct or that savings or other benefits anticipated in the forward-looking statements will be achieved. Important factors, some of which may be beyond the Company's control, that could cause actual results to differ materially from management's expectations are the risks and uncertainties associated with economic conditions in the commercial interiors industry as well as the risks and uncertainties discussed under the heading "Risk Factors" included in Item 1A of the Company's Annual Report on Form 10-K for the fiscal year ended January 1, 2023, filed with the SEC, which discussion is hereby incorporated by reference.

Forward-looking statements speak only as of the date made. The Company assumes no responsibility to update or revise forward-looking statements and cautions readers not to place undue reliance on any such statements. Unless another date is indicated, this report is dated as of August 10, 2023, and the information contained herein should not be considered accurate as of any other future date. Interface expressly disclaims any obligation to update the information contained herein. References and links to websites contained herein are for reference purposes only, and the content of such websites is not a part of this report or incorporated by reference herein.





ENVIRONMENTAL	2019	2020	2021	2022
<b>GHG Emissions - Total</b>				
Scope 1 Emissions (MT CO <sub>2</sub> e), net of certifications	6,782	5,383	5,923	4,968
Scope 2 Location-Based Emissions (MT CO <sub>2</sub> e)	39,820	35,310	33,839	32,807
Scope 2 Market-Based Emissions (MT CO <sub>2</sub> e)	8,332	7,673	8,178	6,238
Scope 3 Emissions - all Categories (MT CO <sub>2</sub> e), including biogenic CO <sub>2</sub> e	620,620	485,755	472,760	451,603
<b>Net GHG Emissions (Scope 1 + Scope 2 Market-Based)</b>				
Net GHG Emissions (MT CO <sub>2</sub> e)	15,114	13,056	14,101	11,206
Net GHG Emissions Intensity per \$ Revenue (MT CO <sub>2</sub> e / Net Sales USD)	0.000011	0.000012	0.000012	0.000009
Net GHG Emissions Intensity per Employee (MT CO <sub>2</sub> e / Employee)	3.7	3.5	3.9	3.1
<b>Manufacturing Net GHG Emissions (Scope 1 + Scope 2 Market-Based)</b>				
Net GHG Emissions in Manufacturing Operations (MT CO <sub>2</sub> e)	7,961	7,075	7,374	6,355
Net GHG Emissions Intensity in Manufacturing Operations per unit of production (MT CO <sub>2</sub> e / sqm of production)	0.00018	0.00021	0.00020	0.00017
<b>Product Carbon Footprint (cradle-to-gate per sqm from raw material and manufacturing stages based on sales-weighted averages)</b>				
Carpet Cradle-to-Gate Carbon Footprint (Avg kg CO <sub>2</sub> e per sqm)	5.2	4.8	4.8	4.2
LVT and Other Resilient Cradle-to-Gate Carbon Footprint (Avg kg CO <sub>2</sub> e per sqm)	12.5	8.7	9.1	9.1
Rubber Cradle-to-Gate Carbon Footprint (Avg kg CO <sub>2</sub> e per sqm)	10.8	9.3	8.9	8.9
<b>Materials</b>				
Recycled/Biobased Materials % in Flooring Products	46%	48%	50%	52%

<b>ENVIRONMENTAL</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Energy - Total Company</b>				
Energy Use (MWh)	181,381	155,689	170,756	162,613
Non-Renewable Energy Use (MWh)	64,197	55,050	58,700	47,483
Renewable Energy Use (MWh)	117,184	100,639	112,056	115,130
<b>Energy Use by Type (MWh)</b>				
Fuel consumed	74,653	57,880	67,003	66,510
Electricity consumed	76,803	70,923	75,000	72,763
Heat consumed	4,662	4,655	4,723	2,904
Steam consumed	21,694	19,254	21,370	18,218
Cooling consumed	3,553	2,917	2,643	2,211
Self-generated Renewable Energy consumed	16	60	17	7
<b>Energy - Manufacturing Operations</b>				
Energy Use (MWh) in Manufacturing Operations	155,478	134,015	147,431	145,543
Energy Intensity of Carpet Manufacturing Operations (kWh / sqm of production)	2.61	3.04	3.10	3.04
Energy Intensity of Rubber Manufacturing Operations (kWh / sqm of production)	8.50	8.38	8.49	8.00
Renewable Energy % in Manufacturing Operations	75%	75%	76%	79%
Renewable Electricity % in Manufacturing Operations	100%	100%	100%	100%



ENVIRONMENTAL	2019	2020	2021	2022
<b>Water</b>				
Water Withdrawal in Manufacturing Operations (megaliters)	56	43	53	58
Water Withdrawal in Manufacturing Operations per unit of product (liters / sqm of production)	1.22	1.27	1.44	1.50
Water Withdrawal by Manufacturing Facility (megaliters)				
- Germany	-	-	14	16
- U.S.	-	-	14	19
- China	-	-	8	10
- Netherlands	-	-	8	6
- Thailand	-	-	4	1
- Australia	-	-	4	3
- U.K.	-	-	2	3
Water Discharge in Manufacturing Operations (megaliters)	-	-	43	45
Water Discharge by Manufacturing Facility (megaliters)				
- Germany	-	-	10	12
- U.S.	-	-	14	19
- China	-	-	4	5
- Netherlands	-	-	7	5
- Thailand	-	-	3	1
- Australia	-	-	3	2
- U.K.	-	-	2	2

<b>ENVIRONMENTAL</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Water Consumption in Manufacturing Operations (megaliters)	-	-	11	12
Water Consumption by Manufacturing Facility (megaliters)				
- Germany	-	-	4	5
- U.S.	-	-	0	1
- China	-	-	4	4
- Netherlands	-	-	0	1
- Thailand	-	-	1	0
- Australia	-	-	1	1
- U.K.	-	-	0	0
<b>Waste</b>				
Total Waste from Manufacturing Operations (MT)	7,763	7,134	8,707	9,350
Waste to Landfill (MT)	751	822	869	1,890
Waste-to-Energy (MT)	7,012	6,312	7,838	7,460
Waste Intensity from Manufacturing Operations per unit of production (MT / sqm of production)	0.0002	0.0002	0.0002	0.0002
Waste Intensity from Manufacturing Operations per \$ Revenue (MT / Net Sales USD)	0.000006	0.000006	0.000007	0.000007



## SOCIAL

Key Employee Data	2019	2020	2021	2022
Employee Count	4,110	3,742	3,646	3,671
Safety TRIR*	1.0	0.7	1.0	0.7
Average Hours of Training per Employee	-	-	1.9	2.3
Gender Pay Equity**	-	-	-	98%
Turnover %	-	-	-	21%

2022 Gender Breakdown	Total	Manager & Above	Non-Management	Board of Directors
% Male	59.3%	67.3%	58.7%	77.8%
% Female	40.3%	32.7%	40.9%	22.2%
% Undeclared	0.4%	0.4%	0.4%	0%

2022 U.S. Ethnicity Breakdown	Total	Manager & Above	Non-Management
% White, Non-Hispanic	45%	84%	39%
% Black or African American	51%	11%	57%
% Asian	1%	3%	1%
% Hispanic or Latino	2%	2%	2%
% Other	1%	1%	1%

\* Total Reportable Injury Rate (TRIR) = Total Reportable Injuries (TRI) \* 200,000 / Total Hours Worked

\*\* Median average compensation of males to females

# Global Reporting Initiative (GRI) Index - 2022

Interface, Inc., has reported the information sited in this GRI content index for the period of January 1, 2022 – December 31, 2022, with reference to the GRI standards. Board composition information is based on our 2023 Board of Directors.

GRI STANDARD	DISCLOSURE	LOCATION
<b>GRI 2: General Disclosures 2023</b>	2-1 Organizational details	<a href="#">Annual Report 2022</a> , Item 1: Business; Page 3
	2-2 Entities included in the organization’s sustainability reporting	<a href="#">Annual Report 2022</a> , Item 1: Business; Page 3
	2-3 Reporting period, frequency and contact point	The reporting period for this information is January 1, 2022 December 31, 2022. The information will be published annually.  Any questions can be directed to <a href="mailto:investor@interface.com">investor@interface.com</a> .
	2-4 Restatements of information	There are no restatements of information.
	2-5 External assurance	Interface has not had this report externally assured.
	2-6 Activities, value chain and other business relationships	<a href="#">Annual Report 2022</a> , Item 1: Business; Pages 3-6
	2-7 Employees	<a href="#">Annual Report 2022</a> , Item 1: Business; Page 10
	2-8 Workers who are not employees	<a href="#">Annual Report 2022</a> , Item 1: Business; Page 10
	2-9 Governance structure and composition	<a href="#">2022 Proxy</a> ; Pages 14-19
	2-10 Nomination and selection of the highest governance body	<a href="#">2023 Proxy</a> ; Page 14-19
	2-11 Chair of the highest governance body	<a href="#">Board of Directors</a>



GRI STANDARD	DISCLOSURE	LOCATION
<b>GRI 2: General Disclosures 2023</b>	2-12 Role of the highest governance body in overseeing the management of impacts	<a href="#">Governance → ESG Oversight</a>
	2-13 Delegation of responsibility for managing impacts	<a href="#">Governance → ESG Oversight</a>
	2-14 Role of the highest governance body in sustainability reporting	Interface Executive Leadership Team is responsible for reviewing and approving reported sustainability information.
	2-15 Conflicts of interest	<a href="#">Code of Conduct</a>
	2-16 Communication of critical concerns	<a href="#">Governance → Policies and Ethics</a>
	2-17 Collective knowledge of the highest governance body	<a href="#">Corporate Governance Guidelines</a>
	2-18 Evaluation of the performance of the highest governance body	<a href="#">Corporate Governance Guidelines</a>
	2-19 Remuneration policies	<a href="#">2023 Proxy</a> ; Pages 25-36
	2-20 Process to determine remuneration	<a href="#">2023 Proxy</a> ; Pages 26-28
	2-21 Annual total compensation ratio	<a href="#">2023 Proxy</a> ; Pages 47-48
	2-22 Statement on sustainable development strategy	Interface is committed to the United Nations Sustainable Development Goals (SDGs) as a pathway to bring about sustainable development that addresses shared global challenges.

GRI STANDARD	DISCLOSURE	LOCATION
<b>GRI 2: General Disclosures 2023</b>	2-23 Policy commitments	<a href="#">Audit Committee Charter</a> <a href="#">Code of Conduct</a> <a href="#">Compensation Committee Charter</a> <a href="#">Corporate Governance Guidelines</a> <a href="#">Human Rights Commitment</a> <a href="#">Insider Trading Policy</a> <a href="#">Majority Voting Director Resignation Policy</a> <a href="#">Nominating &amp; Governance Committee Charter</a> <a href="#">Supplier Code of Conduct</a>
	2-24 Embedding policy commitments	<a href="#">Code of Conduct</a>
	2-25 Processes to remediate negative impacts	<a href="#">Code of Conduct</a> <a href="#">Supplier Code of Conduct</a>  <a href="#">Governance → ESG Oversight</a>
	2-26 Mechanisms for seeking advice and raising concerns	<a href="#">Governance → Policies &amp; Ethics → Speak Up</a>
	2-27 Compliance with laws and regulations	<a href="#">Annual Report 2022</a> ; Page 9

**GRI 2: General Disclosures 2023**

2-28 Membership associations

**Sustainable Business / Environmental Organizations**

- UN Global Compact
- The Climate Pledge
- Materials Carbon Action Network (materialsCAN)
- Social Equity Assessment Method (SEAM)
- TED Future Forum
- RE100
- Corporate Leaders Group U.K. (CLG U.K.)
- Aldersgate Group (U.K.)
- Green Building Councils: U.S., U.K., Australia, Germany (DGNB), France (IFPEB), The Netherlands, Ireland, Poland, Italy
- International Institute for Sustainable Laboratories (I2SL)
- Sustainable Purchasing Leadership Council (SPLC)
- Building Transparency
- American Center for Life Cycle Assessment (ACLCA)
- Vinyl Sustainability Council (VCS)
- EPA SmartWay
- EPA Green Power Partnership
- Stiftung Allianz für Entwicklung und Klima (Germany)
- Bundesdeutscher Arbeitskreis für Umweltbewusstes Management (B.A.U.M) e.V. (Germany)
- MVO Nederland
- Flooring Manufacturer Sustainability Alliance (FSMA)

**Industry Associations**
*Architecture & Design*

- International Interior Design Association (IIDA)
- American Society of Interior Designers (ASID)
- Bund Deutscher Innenarchitekten (BDIA) e.V. – Germany

*Healthcare:*

- The Center for Health Design (CHD)
- Nursing Institute for Healthcare Design (NIHD)
- American Society for Healthcare Engineering (ASHE)
- Architekten für Krankenhausbau und Gesundheitswesen e.V. (AKG) – Germany Healthcare
- Verein Interessengemeinschaft Pharmabau 3000 e. V. (VIP3000) – Germany Healthcare

*Education:*

- EdMarket
- Association 4 Learning Environments (A4LE)
- American Institute of Architects/Committee of Architects in Education (AIA/CAE)
- Coalition for Adequate School Housing (CASH)
- Council of Education Facility Planners International (CEFPI)
- National Association of Independent Schools (NAIS)
- Environmental Association of Universities and Colleges (EAUC) – U.K.
- Learning Environments Australasia
- Australian Resilient Flooring Association

*Other:*

- International Facility Managers Association (IFMA)



GRI STANDARD	DISCLOSURE	LOCATION
<b>GRI 2: General Disclosures 2023</b>	2-29 Approach to stakeholder engagement	Interface is a purpose-driven company and our purpose, Lead Industry to Love the World, drives us to pursue a multi-stakeholder approach to our business that focuses on delivering value to employees, customers, shareholders, and the environment. We engage our stakeholders through two-way dialogue as needed to seek input on issues related to our business. We are committed to educating them on the importance of sustainable and inclusive business.
	2-30 Collective bargaining agreements	<a href="#">Social → Supporting our People</a>

GRI STANDARD	DISCLOSURE	LOCATION
<b>GRI 3: Material Topics 2021</b>	3-1 Process to determine material topics	Interface will formalize its process for determining material topics in the coming years.
	3-2 List of material topics	Interface will formalize its process for determining material topics in the coming years.
	3-3 Management of material topics	Interface will formalize its process for managing material topics in the coming years.
<b>GRI 201: Economic Performance 2016</b>	201-1 Direct economic value generated and distributed	<a href="#">Annual Report 2022</a>
	201-2 Financial implications and other risks and opportunities due to climate change	<a href="#">Annual Report 2022</a> ; Item IA: Risk Factors; Pages 12-20
	201-3 Defined benefit plan obligations and other retirement plans	<a href="#">Annual Report 2022</a> ; Pages 89-96
	201-4 Financial assistance received from government	<a href="#">Annual Report 2022</a> ; Pages 27, 49, 83-87
<b>GRI 202: Market Presence 2016</b>	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Interface does not currently report on this.
	202-2 Proportion of senior management hired from the local community	Interface does not currently report on this.
<b>GRI 203: Indirect Economic Impacts 2016</b>	203-1 Infrastructure investments and services supported	Interface does not currently have formalized plans for supporting infrastructure investments and services.
	203-2 Significant indirect economic impacts	<a href="#">Annual Report 2022</a> ; Item 1A: Risk Factors; Pages 12-20; Item 7: Management's Discussion and Analysis of Financial Condition and Results of Operations; Pages 26-43
<b>GRI 204: Procurement Practices 2016</b>	204-1 Proportion of spending on local suppliers	Interface does not currently report on this.

GRI STANDARD	DISCLOSURE	LOCATION
<b>GRI 205: Anti-corruption 2016</b>	205-1 Operations assessed for risks related to corruption	<a href="#">Code of Conduct</a> <a href="#">Supplier Code of Conduct</a>
	205-2 Communication and training about anti-corruption policies and procedures	<a href="#">Code of Conduct</a> <a href="#">Supplier Code of Conduct</a>  <a href="#">Governance → Policies and Ethics</a>
	205-3 Confirmed incidents of corruption and actions taken	Interface had no confirmed material instances of corruption in 2022.
<b>GRI 206: Anti-Competitive Behavior 2016</b>	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Interface had no legal actions for anti-competitive behavior, anti-trust, or monopoly practices in 2022.
	<b>GRI 207: Tax 2019</b>	207-1 Approach to tax
207-2 Tax governance, control, and risk management		<a href="#">Corporate Governance Guidelines</a>  <a href="#">Governance → Enterprise Risk Management</a>
207-3 Stakeholder engagement and management of concerns related to tax		<a href="#">Corporate Governance Guidelines</a>  <a href="#">Governance → Enterprise Risk Management</a>
207-4 Country-by-country reporting		Interface does not report on taxes country-by-country. However, we do provide a breakdown of U.S. versus Foreign operations.  <a href="#">Annual Report 2022</a> ; Pages 83-86
<b>GRI 301: Materials 2016</b>		301-1 Materials used by weight or volume



GRI STANDARD	DISCLOSURE	LOCATION
<b>GRI 302: Energy 2016</b>	301-2 Recycled input materials used	<a href="#">Appendix → Key Metrics</a>
	301-3 Reclaimed products and their packaging materials	<a href="#">Environmental → Circular Economy</a> <a href="#">Environmental → Product Transparency</a>
	302-1 Energy consumption within the organization	<a href="#">Appendix → Key Metrics</a>
	302-2 Energy consumption outside of the organization	Interface does not currently report on this information.
	302-3 Energy intensity	<a href="#">Appendix → Key Metrics</a>
<b>GRI 303: Water and Effluents 2018</b>	302-4 Reduction of energy consumption	<a href="#">Environmental Commitment</a>
	302-5 Reductions in energy requirements of products and services	<a href="#">Environmental Commitment</a>
	303-1 Interactions with water as a shared resource	Interface does not currently report on this information.
	303-2 Management of water discharge-related impacts	Interface does not currently report on this information.
	303-3 Water withdrawal	<a href="#">Appendix → Key Metrics</a>
<b>GRI 304: Biodiversity 2016</b>	303-4 Water discharge	<a href="#">Appendix → Key Metrics</a>
	303-5 Water consumption	<a href="#">Appendix → Key Metrics</a>
	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Interface does not own, lease or manage any sites adjacent to or in areas of high biodiversity value.

GRI STANDARD	DISCLOSURE	LOCATION
<b>GRI 305: Emissions 2016</b>	304-2 Significant impacts of activities, products and services on biodiversity	We have not identified our activities or products as having significant impacts on biodiversity. Interface is committed to sourcing materials and engaging in manufacturing operations that support biodiversity. With this, we are committed to developing a circular economy and use of recycled and biobased materials.
	304-3 Habitats protected or restored	Interface does not have programs of this kind.
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Interface does not have operations in areas with IUCN Red List species and national conservation list species habitats.
	305-1 Direct (Scope 1) GHG emissions	<a href="#">Appendix → Key Metrics</a>
	305-2 Energy indirect (Scope 2) GHG emissions	<a href="#">Appendix → Key Metrics</a>
	305-3 Other indirect (Scope 3) GHG emissions	<a href="#">Appendix → Key Metrics</a>
	305-4 GHG emissions intensity	<a href="#">Appendix → Key Metrics</a>
	305-5 Reduction of GHG emissions	<a href="#">Environmental Commitment</a> <a href="#">Environmental → Our Climate Goals</a>
	305-6 Emissions of ozone-depleting substances (ODS)	Interface measures these emissions annually through our environmental metrics program, but they are de minimis and we do not report them publicly.
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Interface does not currently report on this. It plans to formalize this process in the coming years.
<b>GRI 306: Waste 2020</b>	306-1 Waste generation and significant waste-related impacts	<a href="#">Appendix → Key Metrics</a>
	306-2 Management of significant waste-related impacts	<a href="#">Environmental → Our Operational Footprint</a>

GRI STANDARD	DISCLOSURE	LOCATION
	306-3 Waste generated	<a href="#">Appendix → Key Metrics</a>
	306-4 Waste diverted from disposal	<a href="#">Appendix → Key Metrics</a>
	306-5 Waste directed to disposal	<a href="#">Appendix → Key Metrics</a>
<b>GRI 308: Supplier Environmental Assessment 2016</b>	308-1 New suppliers that were screened using environmental criteria	Interface does not currently report on this. It plans to formalize this process in the coming years.
	308-2 Negative environmental impacts in the supply chain and actions taken	Interface had no knowledge of material negative environmental impacts in its supply chain in 2022.
<b>GRI 401: Employment 2016</b>	401-1 New employee hires and employee turnover	New Employee Hires: 546 Employee Turnover Rate: 21%.
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Interface does not currently report on this information.
	401-3 Parental leave	<a href="#">Social → New Offerings for U.S. Based Employees</a>
<b>GRI 402: Labor/Management Relations 2016</b>	402-1 Minimum notice periods regarding operational changes	Interface does not currently report on this information.
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	<a href="#">Social → Embracing Safety Excellence</a>



GRI STANDARD	DISCLOSURE	LOCATION
<b>GRI 404: Training and Education 2016</b>	403-2 Hazard identification, risk assessment, and incident investigation	<a href="#">Social → Embracing Safety Excellence</a>
	403-3 Occupational health services	<a href="#">Social → Embracing Safety Excellence</a>
	403-4 Worker participation, consultation, and communication on occupational health and safety	<a href="#">Social → Embracing Safety Excellence</a>
	403-5 Worker training on occupational health and safety	<a href="#">Social → Embracing Safety Excellence</a> <a href="#">Social → Learning &amp; Development</a>
	403-6 Promotion of worker health	<a href="#">Social → Embracing Safety Excellence</a>
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<a href="#">Social → Embracing Safety Excellence</a>
	403-8 Workers covered by an occupational health and safety management system	<a href="#">Social → Embracing Safety Excellence</a>
	403-9 Work-related injuries	<a href="#">Social → Embracing Safety Excellence</a>
	403-10 Work-related ill health	Interface does not currently report on this.
	404-1 Average hours of training per year per employee	More than 2.3 Hours
404-2 Programs for upgrading employee skills and transition assistance programs	<a href="#">Social → Learning &amp; Development</a>	
404-3 Percentage of employees receiving regular performance and career development reviews	Interface conducts regular performance and career development reviews for all employees.	

GRI STANDARD	DISCLOSURE	LOCATION
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	<a href="#">Social → 2022 Employee Data Corporate Governance</a>
	405-2 Ratio of basic salary and remuneration of women to men	<a href="#">Social → 2022 Employee Data</a>
<b>GRI 406: Non-discrimination 2016</b>	406-1 Incidents of discrimination and corrective actions taken	Interface does not currently report on this externally.
<b>GRI 407: Freedom of Association and Collective Bargaining 2016</b>	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Per our <a href="#">Supplier Code of Conduct</a> , our operations and suppliers are governed by guidelines that ensure the rights of workers to freedom of association and collective bargaining and we have not found operations and suppliers at significant risks for such incidents.
<b>GRI 408: Child Labor 2016</b>	408-1 Operations and suppliers at significant risk for incidents of child labor	Per our <a href="#">Supplier Code of Conduct</a> , our operations and suppliers are governed by guidelines prohibiting incidents of child labor, and we have not found operations and suppliers at significant risks for such incidents.
<b>GRI 409: Forced or Compulsory Labor 2016</b>	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Per our <a href="#">Supplier Code of Conduct</a> , our operations and suppliers are governed by guidelines prohibiting incidents of forced or compulsory labor, and we have not found operations and suppliers at significant risks for such incidents.
<b>GRI 410: Security Practices 2016</b>	410-1 Security personnel trained in human rights policies or procedures	Interface does not currently have a formalized process for training security personnel on human rights policies and procedures.
<b>GRI 411: Rights of Indigenous Peoples 2016</b>	411-1 Incidents of violations involving rights of indigenous peoples	Interface did not experience any incidents of violations involving rights of indigenous peoples in 2022.
<b>GRI 413: Local Communities 2016</b>	413-1 Operations with local community engagement, impact assessments, and development programs	<a href="#">Interface Australia Reconciliation Action Plan</a>

GRI STANDARD	DISCLOSURE	LOCATION
	413-2 Operations with significant actual and potential negative impacts on local communities	<p>Interface is committed to creating an inclusive and sustainable business. This includes efforts to reflect the diversity of the communities in which we operate and supporting the communities where we live and work through involvement activities.</p> <p>We have not identified significant actual or potential negative impacts on local communities.</p>
<b>GRI 414: Supplier Social Assessment 2016</b>	414-1 New suppliers that were screened using social criteria	Interface does not currently report on this. It plans to formalize this process in the coming years.
	414-2 Negative social impacts in the supply chain and actions taken	Interface had no knowledge of material negative social impacts in its supply chain in 2022.
<b>GRI 415: Public Policy 2016</b>	415-1 Political contributions	<p>Interface believes in the power of corporate citizenship and has participated in political engagement and lobbying efforts; however, it does not currently have a formalized approach in place.</p> <p>We did not use corporate funds to contribute to candidates, political parties, committees, etc. in 2022.</p>
<b>GRI 416: Customer Health and Safety 2016</b>	416-1 Assessment of the health and safety impacts of product and service categories	<p>We share data on the health and safety impacts of our processes and products. We provide <a href="#">Health Product Declarations</a> for all our products.</p> <p><a href="#">Product Transparency</a></p>
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Interface did not experience any material incidents of non-compliance concerning the health and safety impacts of products and services in 2022.
<b>GRI 417: Marketing and Labeling 2016</b>	417-1 Requirements for product and service information and labeling	<a href="#">Product Transparency</a>



GRI STANDARD	DISCLOSURE	LOCATION
<b>GRI 418: Customer Privacy 2016</b>	417-2 Incidents of non-compliance concerning product and service information and labeling	Interface did not experience any material incidents of non-compliance concerning product and service information and labeling in 2022.
	417-3 Incidents of non-compliance concerning marketing communications	Interface did not experience any material incidents of non-compliance concerning marketing communications in 2022.
	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	<p>Interface discovered a cybersecurity attack on November 20, 2022, perpetrated by unauthorized third parties, affecting our IT systems.</p> <p>To date we have not experienced any significant complaints regarding customer privacy or data arising out of the incident.</p> <p><a href="#">Governance → Data Privacy &amp; Cybersecurity</a></p>

# Sustainability Accounting Standards Board (SASB) Index – 2022

Interface supports the mission of the Sustainability Accounting Standards Board (SASB) disclosing material sustainability data according to SASB's industry specific standards.

TOPIC	METRIC	CODE	RESPONSE	VERIFIED
<b>Energy Management in Manufacturing</b>	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	CG-BF-130a.1	<p>1. In 2022, Interface consumed 523,928 GJ of energy in manufacturing.</p> <p>2. 46% of energy use in manufacturing was grid electricity, while 53% was thermal energy.</p> <p>3. 100% of the electricity was renewable or made renewable through the purchase of Renewable Energy Credits (RECs). 79% of Interface's total energy usage, both electricity and thermal, comes from renewable sources through direct purchase or renewable energy credits. 92% of total energy used at carpet manufacturing sites is renewable and 50% of total energy used at rubber manufacturing sites is renewable.</p>	Third-party verified by WAP Sustainability
<b>Management of Chemicals in Products</b>	Description of processes to assess and manage risks and/or hazards associated with chemicals in products	CG-BF-250a.1	<p>Interface has established an aggressive approach to the management of chemicals in our raw materials and finished products. Interface's goal is to have no chemicals of concern in our entire portfolio of products.</p> <p>Interface determines chemicals of concern based on a rigorous review of medical and scientific literature, regulations, and market trends and adopts global goals for their substitution and phase out for all product lines. Using this approach, Interface has phased out the use of numerous categories of chemicals including the elimination of ortho-phthalate esters, formaldehyde, fluorocarbons and flame retardants. In 2021, Interface eliminated several materials from our product portfolio, including fly ash, as well as several materials in our rubber and resilient product group. In 2021, our European business eliminated its bitumen-based backing system for carpet tiles, replacing those virgin petroleum derived materials with biobased materials. In 2021, Interface also made progress to reduce virgin raw materials used in the backing of our carpet tile products and replaced them with recycled and biobased materials. To achieve this, Interface created and launched a new standard backing system which has 99% combined biobased and recycled content.</p>	
	Percentage of eligible products meeting volatile organic compound (VOC) emissions and content standards	CG-BF-250a.2	All Interface flooring (100%) meets indoor air quality standards for low VOC emissions. This is certified through several IAQ standards including CRI Green Label Plus, FloorScore, ACCS, GUT, GreenTag, Blue Angel, CDPH, GreenGuard and other regionally specific standards.	Certified through various product standards

TOPIC	METRIC	CODE	RESPONSE	VERIFIED
<b>Product Lifecycle Environmental Impacts</b>	Description of efforts to manage product lifecycle impacts and meet demand for sustainable products	CG-BF-410a.1	<p>Interface uses life cycle assessment to create data to drive the reduction in the environmental impact of its products. We assess the environmental footprint of our products and publish the results of these assessments in Environmental Product Declarations (EPDs). Interface leads the industry in the adoption and use of EPDs for product disclosures and our full product portfolio is covered by EPDs. EPDs show the progress Interface has made to reduce the environmental impacts of our products using various strategies including: reducing the energy used to manufacture products, using renewable energy to make products, the use of recycled materials, and the reduced use of chemicals in products. All EPDs are publicly available and are published on company websites.</p> <p>Interface leads the industry in providing verified carbon neutral products across our carpet tile, resilient, and rubber flooring and we offer the lowest carbon footprint carpet tile in the industry. Our global sales weighted average product footprint for carpet tile from cradle-to-gate is 4.2 kg CO<sub>2</sub>e/m<sup>2</sup>, for rubber it is 8.9 kg CO<sub>2</sub>e/m<sup>2</sup> and for our multi-layered resilient flooring (MRF), including LVT, it is 9.1 kg CO<sub>2</sub>e/m<sup>2</sup>. Interface's Carbon Neutral Floors program has shown continuous reduction of product carbon footprint since 2005, and all flooring products sold by Interface – carpet tile, MRF, and nora rubber sheets and tiles – are carbon neutral across their full product life cycle. Through this verified program Interface has its carbon reductions, carbon offsets balance and offset retirement verified on an annual basis covering all product categories. In 2022, we retired 418 thousand metric tonnes of verified emission reduction credits for the Carbon Neutral Floors program and have retired 6.5 million metrics tonnes since program began in 2003.</p> <p>Interface's ReEntry program collects used carpets that provide raw materials for recycled carpet backing which incorporates both pre-consumer and post-consumer carpet materials.</p> <p>In the last 7 years, we have recovered almost 70 million pounds of post-consumer carpet through our global ReEntry programs. From that total, 41 million pounds were given a second life through recycling internally or reused/recycled through one of our ReEntry partners.</p>	<p>Carbon Neutral Floors program verified by WAP Sustainability</p> <p>EPDs verified by UL and IBU</p>



TOPIC	METRIC	CODE	RESPONSE	VERIFIED
<b>Product Lifecycle Environmental Impacts</b>	(1) Weight of end-of-life material recovered, (2) percentage of recovered materials recycled	CG-BF-410a.2	<p>1. In 2022, Interface recovered 6.0 million pounds or 2,704 metric tonnes of post-consumer carpet through its global ReEntry program – This material was either recycled by Interface internally, reused, or repurposed/reused by others.</p> <p>2. In 2022, 92% of the post-consumer material recovered by Interface was recycled by Interface internally, reused, or repurposed/reused by others and 8% was sent to waste-to-energy facilities. 72% was recycled.</p>	
<b>Wood Supply Chain Management</b>	(1) Total weight of wood fiber materials purchased, (2) percentage from third-party certified forestlands, (3) percentage by standard, and (4) percentage certified to other wood fiber standards, (5) percentage by standard	CG-BF-430a.1	This category is not material to our business as we do not source wood materials.	

# Task Force on Climate-Related Financial Disclosures (TCFD) Index

Interface provides disclosures as highlighted by The Financial Stability Board (FSB) and its TCFD to share risks related to climate change.

GOVERNANCE	DISCLOSURE	REFERENCE
<b>Disclose the organization’s governance around climate-related risks and opportunities.</b>	Describe the board’s oversight of climate-related risks and opportunities.	<a href="#">Governance → Climate Governance</a>
	Describe management’s role in assessing and managing climate-related risks and opportunities.	<a href="#">Governance → Climate Governance</a>
STRATEGY	DISCLOSURE	REFERENCE
<b>Disclose the actual and potential impacts of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning where such information is material.</b>	Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	Interface’s climate-related risks and opportunities will be disclosed in our 2023 Climate Disclosure Project response which will be made public on the <a href="#">CDP website</a> .
	Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning.	The impact of climate-related risks and opportunities on our business, strategy and financial planning will be disclosed in our 2023 Climate Disclosure Project response which will be made public on the <a href="#">CDP website</a> .
	Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Interface’s climate strategy, climate transition plan and scenario analysis will be disclosed in our 2023 Climate Disclosure Project response which will be made public on the <a href="#">CDP website</a> .

RISK MANAGEMENT	DISCLOSURE	REFERENCE
<b>Disclose how the organization identifies, assesses, and manages climate-related risks.</b>	Describe the organization's processes for identifying and assessing climate-related risks.	Interface's climate-related risks and opportunities will be disclosed in our 2023 Climate Disclosure Project response which will be made public on the <a href="#">CDP website</a> .
	Describe the organization's processes for managing climate-related risks.	Interface's climate-related risks and opportunities will be disclosed in our 2023 Climate Disclosure Project response which will be made public on the <a href="#">CDP website</a> .
	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	Interface's climate-related risks and opportunities will be disclosed in our 2023 Climate Disclosure Project response which will be made public on the <a href="#">CDP website</a> .

METRICS & TARGETS	DISCLOSURE	REFERENCE
<b>Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.</b>	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	<a href="#">Environmental → Our Climate Goals</a> <a href="#">Environmental → Quantifying Our Impact Appendix → Key Metrics</a>
	Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	<a href="#">Environmental → Quantifying Our Impact Appendix → Key Metrics</a>
	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	<a href="#">Environmental → Our Climate Goals</a>



# United Nations Sustainable Development Goals (SDGs)

Interface has been aligned with the ambition of SDGs since their inception through our ambitious sustainable business approach established in 1994. Our current policies, goals, and actions align with and support the SDGs, including 3, 5, 8, 11, 12, and 13, in particular.

UNITED NATIONS SDGS	INTERFACE COMMITMENT
<b>SDG 3 – Ensure healthy lives and promote well-being for all at all ages.</b>	<a href="#">About Interface → Commitment to United Nations SDGs</a>
<b>SDG 5 – Achieve gender equality and empower all women and girls.</b>	<a href="#">About Interface → Commitment to United Nations SDGs</a>
<b>SDG 8 – Promote sustained, inclusive and sustainable economic growth, full productive employment and decent work for all.</b>	<a href="#">About Interface → Commitment to United Nations SDGs</a>
<b>SDG 11 – Make cities and human settlements inclusive, safe, resilient and sustainable.</b>	<a href="#">About Interface → Commitment to United Nations SDGs</a>
<b>SDG 12 – Ensure sustainable consumption and production patterns.</b>	<a href="#">About Interface → Commitment to United Nations SDGs</a>
<b>SDG 13 – Take urgent action to combat climate change and its impacts.</b>	<a href="#">About Interface → Commitment to United Nations SDGs</a>

2022

Interface®

# Interface Impact Report

Environmental, Social, & Governance Initiatives