Interface®

INTERFACE IMPACT REPORT

2023

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Reflections From Our CEO, Laurel Hurd

Interface achieved so much in 2023, and I'm confident our future is bright. We continued to build on our strong foundation and leverage our expertise from around the world to drive environmental impact reductions, cultivate social responsibility, and maintain robust governance practices.

Last year marked a remarkable milestone in our company's history – our 50th anniversary. In 1973, our founder, Ray Anderson, challenged the status quo of the flooring industry, creating a company that reflected his desire to push the limit of what was possible. Today, we honor his legacy through our relentless pursuit of innovation, ongoing commitment to be the best in design, dedication to delivering performance excellence, and progress toward becoming a restorative enterprise.

Our 2023 Impact Report is tangible proof of the power of our purpose-driven culture and exceptional team. Collectively, we strive to do the right thing every day and to be generous to people and the planet. In 2023 we launched our One Interface strategy, which moved us to a more coordinated global operating model. The strategy is working, enabling a more collaborative approach to how we work across the enterprise.

We continued to accelerate progress toward our ambitious climate goals and drive carbon emission reductions across our products, operations, and supply chain, making impressive strides toward our 2030 science-based targets.

By focusing on our values and activating programs and initiatives in response to employee feedback, we are fostering an equitable and inclusive culture where employees feel empowered to bring their whole selves to work every day.

We have positive momentum moving forward and remain focused on leveraging the power of our global company to drive sustainable growth and value for all of our stakeholders. We're excited about the next 50 years at Interface.

Laura Hurd, President & Chief Executive Officer

Interface At A Glance

Interface, Inc., (NASDAQ: TILE) is a global flooring solutions company and sustainability leader, offering an integrated portfolio of carpet tile and resilient flooring products that includes Interface® carpet tile and luxury vinyl tile (LVT), nora® rubber flooring, and FLOR® premium area rugs for commercial and residential spaces. Made with purpose and without compromise, Interface flooring brings more sophisticated design, more performance, more innovation, and more climate progress to interior spaces.

Headquartered in Atlanta, GA

$1.3 billion in net sales in FY2023

3,600+ global employees

6 manufacturing locations on 4 continents

Global sales platform with a physical presence in 18 countries

Signatory of the United Nations Global Compact

Who We Are

Leading
provider of commercial flooring: carpet tile, rubber, and LVT

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

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

Global
manufacturing capabilities with a focus on local market needs

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

ESG At Interface

In 1994, inspired by our customers and led by the fundamental mindset shift of our founder, Ray Anderson, Interface began a radical business transformation toward sustainability that would lead us to become the purpose-driven company we are today. We are a company with integrity and transparency, full of passionate people who will continue to expand the boundaries of design and innovation and accelerate our journey toward sustainability.

Our 2023 Impact Report highlights our commitment to environmental, social, and governance (ESG) criteria and to operating in an ethical and sustainable manner that benefits all stakeholders – employees, customers, shareholders, and the environment. With this report, we detail our continued efforts toward reducing our environmental 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. We are pleased to share our progress and the insights learned along the way.

Reporting Scope, Framework Alignment, and Verifications

- The data in this report reflects Interface, Inc. and its subsidiaries from January 1, 2023 to December 31, 2023, unless otherwise noted. Information about the Interface Board of Directors is current as of July 2024.
- This report has been prepared with reference to the Global Reporting Initiative (GRI) Standards. An index of content for the GRI Standard can be found in the Appendix.
- 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). Full indices for each framework, disclosures, and links to relevant governance materials can be found in the Appendix.
- Our greenhouse gas inventory was prepared in accordance with the WRI/WBCSD Greenhouse Gas Protocol Corporate Accounting and Reporting Standard (Scope 1 and 2) and the WRI/WBCSD Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (Scope 3). Our Scope 1, 2, and 3 emissions data were verified by WAP Sustainability in accordance with ISO 14064-3:2019 Part 3.

Alignment With United Nations Sustainable Development Goals

As a signatory to the UN Global Compact, Interface is aligned with the ambition of the United Nations Sustainable Development Goals (SDGs), which aim to address our shared global challenges to achieve a sustainable future. Our actions to reduce our company footprint, reduce the impacts of our products and supply chain, create safe and fair working environments, and promote a more circular economy support the following SDGs.

SDG 3

Interface demonstrates its commitment to healthy and safe conditions for all our stakeholders through safety training and prevention programs, comprehensive employee health benefits, pollution reduction, the elimination of hazardous materials and the development of healthy products.

SDG 5

We are committed to creating a more inclusive business, focusing on Diversity, Equity, and Inclusion (DEI) efforts and encouraging our suppliers to join us. Interface is working to increase the representation of women at all levels of our business.

SDG 6

Water is an important part of Interface's environmental footprint reduction goals. We have significantly increased the water efficiency of our carpet tile manufacturing process and continue to reduce water use and implement responsible water management.

SDG 7

Interface is committed to increasing energy efficiency and renewable energy use across our business. We have achieved 100% renewable electricity sourcing in our manufacturing operations.

SDG 8

Interface is dedicated to the safety, wellness, and development of our people. Through our Commitment to Human Rights, we encourage responsible, ethical practices across our value chain.

SDG 9

Interface understands industry's important role in sustainable growth with our focus on environmental footprint reductions and low-carbon, circular products that contribute to a sustainable and resilient built environment.

SDG 11

Interface is committed to producing safe, low-carbon footprint products that support reduced embodied carbon in new construction and renovation.

SDG 12

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

SDG 13

Interface has set ambitious science-based targets and a goal to become carbon negative by 2040. We continue to reduce the carbon footprint of our products and develop innovative product technologies.

ESG Oversight

Our Board of Directors oversees all areas of ESG at Interface. To ensure effective governance, our Nominating & Governance Committee, led by our independent Chairman, 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. The Innovation & Sustainability Committee is responsible for climate governance which is described in more detail on the following page.

The Executive Leadership Team is responsible for establishing the company's ESG strategy, including assessing our risks and opportunities related to environmental and social issues and ensuring effective governance across the organization. The Chief Innovation & Sustainability Officer has primary responsibility for environmental sustainability, the Chief Human Resources Officer has primary responsible for people and culture, and the General Counsel has primary responsibility for corporate governance.

ESG Oversight
Board Nominating and Governance Committee

Climate Governance
Board Innovation
& Sustainability Committee

ESG Strategy
Executive Leadership Team

Environmental Sustainability
Chief Innovation & Sustainability Officer
Nigel Stansfield

People and Culture
Chief Human Resource Officer
Greg Minano

Governance
General Counsel & Secretary
David Foshee

Climate Governance

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

- Oversight and approval of climate strategy and issues by the Executive Leadership Team and Board of Directors.
- Designated individuals assigned with the responsibility of climate strategy.
- 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 risks and opportunities, climate ambitions and goals. Our yearly budget process includes reviewing and approving budgets and capital expenditure plans related to climate-driven strategies and issues.

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 to drive our climate goals and reduce our environmental footprint.
- Measuring and monitoring progress through our environmental metrics program, EcoMetrics, and our product Life Cycle Assessments.
- Identifying projects and activities to reduce climate emissions in alignment with our targets.
- Reporting internally and externally on our environmental footprint and climate targets.

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.

In 2024, we established the Board Innovation & Sustainability Committee, chaired by our former Board Chairman and CEO, to further support our Global Sustainability Team. This Committee will assist in setting strategy, establishing goals, monitoring progress, and further integrating innovation and sustainability into strategic and tactical business activities across Interface. Our Chief Innovation & Sustainability Officer will report quarterly to the committee on our environmental metrics, our science-based targets progress, and our innovation pipeline. They will also collaborate with the committee on opportunities to further our progress and leadership.

2023 ESG Highlights, Awards & Achievements

ENVIRONMENTAL

- Drove a **12%** decrease in our greenhouse gas (GHG) emissions compared to 2022.
- Made significant progress towards our science-based emissions targets.
- **Decreased carbon footprint across all product categories** through investments in innovation and new material technologies.
- Collected 5.7 million pounds of post-consumer carpet through the ReEntry Reclamation & Recycling program.

SOCIAL

- Achieved **Great Place to Work® certification in six countries.**
- Expanded our employee learning and development programs to **better support our people** in their growth inside and outside of Interface.
- Invested in **additional health and wellness resources for our employees** to support their well-being.

GOVERNANCE

- Increased our female representation on the Board to 30% with the election of Catherine Marcus.
- **Launched Global Design & Sustainability Councils**, advancing key global initiatives.
- Continued to institute and uphold a wide range of policies that reflect our support of human rights, labor standards, environmental responsibility, and ethical practices.

Selected Awards & Recognitions

TIME's 100 Most Influential Companies:
Recognized as a Pioneer for our innovation and sustainability efforts over our 50-year history.

Georgia Trend's Most Influential Leaders:
CEO Laurel Hurd named one of the state's most influential leaders in 2023.

Fast Company World Changing Idea Honoree:
Selected as an honoree by Fast Company for FLOR's Carbon Negative Carpet Tile Collection.

Top Corporate Sustainability Leader:
Ranked #8 in the 2023 GlobeScan-SustainAbility Leaders Survey. We are the only company to be recognized in the survey every year since its inception in 1997.

2023 Green GOOD DESIGN Sustainability Award:
FLOR's Check It Out area rug style was recognized for inspiring progress toward a more sustainable future.

Better Homes & Gardens Best Carpet Tile:
Named Best Carpet Tile by Better Homes & Gardens for FLOR products.

Ringing the Closing Bell

Interface celebrated our 50-year anniversary and 40 years listed on Nasdaq by ringing the closing bell. Our leadership team headed to New York City to commemorate these two important milestones. CEO Laurel Hurd shared remarks about what we've achieved over the last few decades and what's ahead for our company.

Interface®

ENVIRONMENTAL STEWARDSHIP

In This Section

- Our Climate Ambitions
- Quantifying Our Impacts
- Supply Chain & Suppliers
- Circular Economy
- Our Products

Interface is focused on Designing a Better Way. We've constantly challenged the idea of business-as-usual, asking ourselves how we can further reduce our environmental impact and make progress toward our climate goals. For three decades, we've focused on transforming our business to become restorative. This has challenged us to think differently and address environmental impacts across every aspect of our business.

2023 was another step in the right direction as we continue to work toward our ambitious climate goals and reduce the impact of our products and operations around the world. We realigned and solidified the structure of our Global Sustainability team, which will help ensure we are well-positioned to make progress toward our sustainability objectives. We also introduced our inaugural Global Sustainability Council, a passionate, cross-functional global team that will help us accelerate our progress and explore new pathways to becoming a carbon negative enterprise by 2040.

In 2024, we're commemorating the 30th anniversary of founder Ray Anderson's "spear in the chest moment," which changed everything for Interface. This was when the seeds of sustainability were first planted at Interface, and they quickly grew to define who we are as a company.

With Ray in mind, we recently announced a bold step on our journey to become carbon negative by focusing on direct carbon reductions – not offsets – to meet the urgency of the climate crisis. We're confident this is the right direction for our company, customers, partners, and the planet, and we are emboldened to invest more in the innovation needed to decarbonize our operations.

Nigel Stansfield, Chief Innovation & Sustainability Officer
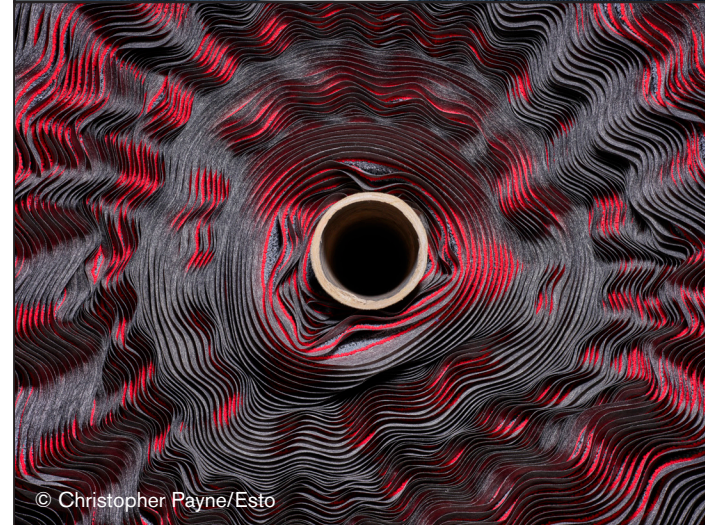
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Our Climate Ambitions

2030 Science Based Targets

By 2030, Interface aims to reduce absolute Scope 1 and 2 greenhouse gas emissions by 50%, reduce absolute Scope 3 emissions from purchased goods and services by 50%, and reduce business travel and employee commuting emissions by 30%, all from a 2019 baseline year.

2040 Carbon Negative Enterprise

By 2040, Interface aims to become carbon negative and, ultimately, restorative. Our science-based targets represent an important halfway milestone toward this goal.

Our Approach to Offsets

In April 2024, we announced that we would repurpose our former offset investments to accelerate innovation projects that will result in direct carbon reductions and carbon storage. As part of this revised strategic direction, we are discontinuing our Carbon Neutral Floors™ and Carbon Neutral Enterprise programs as of April 30, 2024.

In 2023, we:

- Sold more than 550 million square meters of Carbon Neutral Flooring and its predecessor, Cool Carpet™, retiring more than 7 million metric tonnes of verified emissions reduction credits from 2003 to April 2024.
- Retired more than 144,000 metric tonnes of verified emission reduction credits to maintain our Carbon Neutral Enterprise certification from 2021 to April 2024.

You can learn more about our Climate Ambition here, and about our historical verified emissions reduction credits here.

Founding Member of the TED Future Forum

In 2023, Interface became a founding member of the TED Future Forum, an exclusive invite-only cohort of 12 companies working together to help accelerate solutions to the climate crisis. We attended the inaugural gathering in Detroit, Michigan, joining 800 leaders from the science, activism, innovation, business, finance, policy, and philanthropic sectors to discuss the role of business in solving the climate crisis. Members of our team spoke and ran a workshop with partners from Biomimicry 3.8 at the event, sharing progress on our sustainability journey and key learnings with other founding members of this purpose-driven cohort.

Our Climate Impacts

We've long been committed to transparency at Interface. Through the EcoMetrics program, we delivered our first sustainability results, including our GHG inventory, in 1996 and released our first publicly accessible global sustainability report in 1997. We continue to 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.

In 2023, we reduced our GHG emissions by 12% compared to 2022.
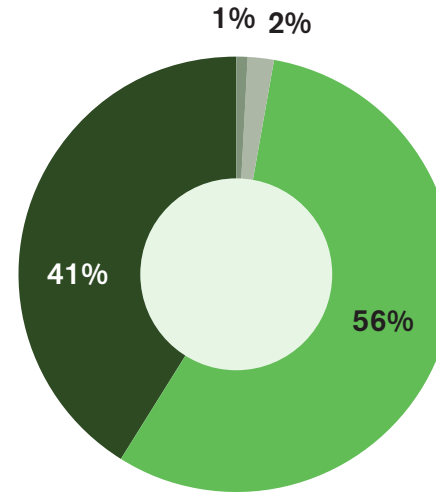
2023 Global GHG Emissions Breakdown

- Scope 1
- Scope 2
- Scope 3, Upstream
- Scope 3, Downstream

1% 2% 41% 56%

2023 GHG Emissions (CO2e)

4,935
METRIC TONNES
Scope 1
(net of certificates)

+

5,843
METRIC TONNES
Scope 2
(market-based)

+

397,089
METRIC TONNES
Scope 3
(including biogenic carbon)

=

407,867
METRIC TONNES
Total GHG Emissions

2030 Science Based Targets Progress

In 2021, we achieved third-party validation of our 2030 science-based targets by the Science Based Targets initiative (SBTi). Our 1.5°C aligned goals are in line with the ambitious goals of the Paris Agreement.

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

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

Our goals are set to a 2019 baseline year for two reasons:

1. It was the first full year of data collection after we acquired the nora® rubber flooring business.
2. It was also the year we declared success on Mission Zero®, our goal to eliminate our negative impact on the planet.

Few companies in any industry have made as much decarbonization progress as we have in our 30-year sustainability journey. It also means we have a steeper hill to climb to 2030 – we have already decarbonized significantly across our operations, products, and supply chain.

Scope 3 emissions are the most significant opportunity for Interface to reduce our impact. Recognizing this, we continue to explore opportunities and partnerships in our supply chain to address this emissions type and make progress toward our 2030 science-based targets.

2030 Science Based Targets Progress

Our goals require that we drive reductions over an 11-year period. Four years into our journey to reach our science-based targets, we have already made impressive progress – in fact, we have passed the halfway point for each target.

Scope	Target Absolute Emissions Reduction vs 2019 Baseline	2023 Absolute Emissions Reduction vs 2019 Baseline
Scope 1	Down 50%	Down 27%
Scope 2	Down 50%	Down 30%
Scope 3, Category 1 Purchased goods & services	Down 50%	Down 35%
Scope 3, Category 6 Business travel	Down 30%	Down 75%
Scope 3, Category 7 Employee commuting	Down 30%	Down 17%

Our business, like many others, evolved during the global pandemic. Reduced business travel, flexible telecommuting policies and impacts to production volumes drove reductions in emissions for a period. At the same time, we have continued to reduce the carbon intensity across carpet tile, LVT, and rubber product categories. We remain focused on continuing to drive emissions reductions in line with our science-based targets as our business grows. We continue evaluating new opportunities to reduce our emissions and have ongoing initiatives and early-stage research and development (R&D) projects across our organization. We believe these efforts will support more significant reductions over the next few years.

Q&A With

Liz Minné,
Head of Global
Sustainability Strategy

What were the most important sustainability milestones for Interface in 2023?

We made significant progress toward our science-based targets in 2023. In just four years, we surpassed the halfway point for each of our targets and have decreased the carbon footprint across all of our product categories: carpet tile, rubber, and LVT. This was possible because of a unique aspect of our culture at Interface – we are all galvanized to identify changes of any scale and size that will enable us to reduce our footprint. Without this commitment to make small changes across our organization, we wouldn't be where we are today.

Tell us about Interface's recent announcement surrounding its climate ambitions.

We are going 'all in' on solving the climate crisis. Interface is now focusing all of our carbon investments on direct carbon reduction and carbon storage, not offsets, to meet the urgency of the climate crisis. This is necessary to keep the planet at a safe temperature and reach our 2030 and 2040 goals faster. And now that we've proven we can reach carbon negativity in our products through our CQuest™ backings, it's time to accelerate our transition toward being a carbon negative enterprise.

How will you reduce absolute emissions?

Interface will repurpose former offset investments to accelerate innovation projects that will help us store more carbon than we emit, beginning in 2025.

Since our journey began, we've explored and invested in innovation and R&D as part of our sustainability strategy, but now we're able to double down on this effort and focus on avoiding, reducing, and storing more carbon across our entire enterprise to achieve our bold climate ambitions. We're also focused on inspiring others to do the same. It will take all of us to meet the urgency of the climate crisis.

Can you share more about the types of projects you plan to explore and invest in?

We're exploring investments in innovation that will help us drive direct carbon reductions and carbon storage both internally and throughout our supply chain.

A few examples include:
- Reducing the carbon footprint of our products through manufacturing and raw material innovations and increasing recycled content
- Increasing the use of CO2-derived materials across all product categories
- Identifying and driving commercial adoption of circular models across all product categories

What kind of impacts could this commitment have?

Research shows that carpet can have one of the highest carbon footprints of any design material used in interior spaces. However, its carbon impact varies substantially depending on the product itself, making it a key element designers and owners can choose to impact the footprint of their space. Specifying low carbon products is critical because buildings are responsible for nearly 40% of global greenhouse gas emissions. Lowering our carbon footprint through carbon reduction and storage across all product categories plays an important role in achieving our climate objectives along with helping our customers reach their own bold sustainability goals.

Supply Chain & Suppliers

Our Scope 3 emissions account for 97% of our overall carbon footprint, with upstream purchased goods and services making up 49% of our total emissions.

Educating and engaging our global suppliers to collaborate with us on carbon footprint reductions is a critical step to reduce the environmental impacts of our supply chain and make progress toward our climate commitments. We do this through the following:

Supplier Code of Conduct

We expect each of our suppliers to operate their business ethically and responsibly. Our Supplier Code of Conduct defines the key expectations and standards we have for the conduct and operations of our suppliers. It requires, among other things, that our suppliers comply with applicable environmental laws, rules, and regulations while remaining committed to continuous improvement of environmental performance.

Suppliers to Negative

Our suppliers play a crucial role in our GHG reduction efforts, and we value their partnership immensely. Through Interface's Suppliers to Negative program, our supply chain team, in conjunction with our sustainability team, engages with our suppliers through education and collaboration. We are formalizing how we identify opportunities and projects that will help manufacturers reduce their operational impacts.

Partnership with NextWave

During our five-year membership with NextWave, Interface worked closely with industry leaders to redefine ocean-bound plastic (OBP) as a valuable raw material for the circular economy. As part of this partnership, we contributed significantly to NextWave's goal to collectively divert 25,000 metric tons of OBP by 2025.

2023 Railsponsible Supplier Award Recognition

Interface was the recipient of the 2023 Supplier Award from Railsponsible, a leading industry initiative focused on sustainable procurement. We were recognized for our efforts in reducing Scope 3 emissions upstream, and our commitments to reduce our emissions from purchased goods and services, business travel, and employee commuting.

Our Ripple Effect

An important aspect of our climate ambition plan is to inspire others so that we can create a ripple effect for an even bigger positive impact. We have a long history of leadership in sustainability, inspiring our suppliers, customers, peers, and more to join our efforts to meet the urgency of the climate crisis.

We Love Carbon

We have invested in the following tools and partnerships that encourage leaders in the interiors and wider building industry to prioritize embodied carbon – the carbon footprint of a product from raw material creation through manufacturing until it is packaged and ready to be shipped (cradle-to-gate).

Carbon Love and Learn Series
This five-part educational series is offered internally at Interface and to external members of the architect and design community. It provides information about embodied carbon and actionable solutions to make a positive impact on the built environment. Since 2020, 450+ people have completed the program.

Embodied Carbon in Construction Calculator
Interface is an Enterprise Partner of Building Transparency's Embodied Carbon in Construction Calculator (EC3), a free, open-access tool that helps the built environment community select lower embodied carbon materials.

Materials Carbon Action Network
Interface founded the Materials Carbon Action Network (materialsCAN) in 2018, which brings together members of the global building industry to reduce embodied carbon in building materials. The group became an official program of the non-profit Building Transparency and inspired sister networks to form there as well, including ownersCAN and contractorsCAN.

Industry Collaboration

We recognize that we need to inspire and influence others in order to increase positive impact at scale beyond what we could achieve alone. Since our first-ever sustainability report in 1997, we continue to share our company's progress along our sustainability journey. For 30 years, we have helped create, standardize, and/or popularize many of the most common sustainability measurement and reporting tools, including:

- Life Cycle Assessment (LCA)
- 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)
- Common Materials Framework (CMF)

+ Others

Circular Economy

The planet is at an inflection point, and creating a circular economy can play a critical role in shaping a low-carbon future. Interface is committed to helping develop a circular economy. We are taking the following actionable steps to promote circularity for flooring products:

- Designing long-lasting products that can be restored and/or reused.
- Using recycled and bio-based materials.
- Developing products that can be recycled.

Today, all of our U.S.-made CQuest™ and GlasBac™ backed carpet tiles and our Sound Choice™ backed LVT are third-party certified as recyclable by GreenCircle Certified.

ReEntry™ Reclamation & Recycling Program

We have reclaimed post-consumer carpet tile for more than 20 years. Through the ReEntry Reclamation & Recycling program, we take back products for reuse and recycling. Based on the material's condition and composition, returned products are diverted to their most sustainable option – reuse, recycle, or energy recovery.

In 2023, we collected **5.7** million pounds of post-consumer carpet.

60% RECYCLED
IN OUR PROCESSES

21%
REUSED

19% SENT TO
WASTE-TO-ENERGY
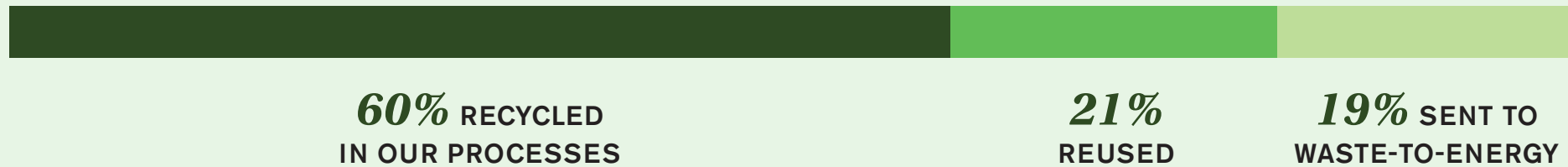
Circular Economy: Partnering with our Customers

Collaborating with CVS on Footprint Reductions

We are collaborating with CVS Health to reduce waste in their facilities by diverting used carpet from their retail locations from the landfill at time of replacement. In addition, CVS has selected Interface's carbon negative carpet tiles with CQuest™GB backing as the standard carpet tile of choice across its retail and offices spaces, helping them reduce emissions in their supply chain on their path to net zero.

Preferred Carpet Manufacturer for Penn State

Penn State recently launched its Smarter Carpet Initiative, creating a new standard for carpet purchasing, installation, and removal to help reduce upfront costs and the total cost of ownership while ensuring that used carpet never sees a landfill. Interface was named one of the very few flooring manufacturers to meet the requirements of this new standard due to our commitment to providing high-performing, low-carbon flooring and end-of-life recycling solutions.

LinkedIn Helps Drive Reuse

The direct reuse of post-consumer carpet tiles remains the first and most important part of ReEntry. We work with our customers and partners around the world to support the reuse of flooring as part of our commitment to creating a circular economy. We are working with LinkedIn to encourage the reuse of flooring and furniture from its workspaces when in need of replacement. Interface has helped arrange for these pieces to be donated to local nonprofits, when reasonable, avoiding sending these materials to landfills.

Decarbonization with Meta

Embodied carbon reductions and circularity are important components of Meta's 2030 net zero value chain emissions goal. By specifying Interface carpet tile across its global network of offices, Meta has achieved a meaningful reduction in the embodied carbon of their real estate portfolio. In addition, Meta is participating in our ReEntry™ program to ensure that used Interface carpet tile is directed to reuse or recycling at renovation sites.

Recycled & Bio-Based Materials

The use of recycled and bio-based materials is essential in further developing the circular economy. We use these materials in many parts of our carpet tiles, LVT, and rubber flooring.

% of recycled material used across product lines in 2023:

47%
**RECYCLED
MATERIALS**

+

4%
**BIO-BASED
MATERIALS**

=

51%
**MATERIALS FROM RECYCLED
OR BIO-BASED SOURCES**

We believe in bio-based materials as an important solution for dramatically reducing the carbon footprint of our products. Using bio-based content, we can take waste carbon from the atmosphere and use it to create products that store carbon. By using recycled content and bio-based materials in an innovative way, we were able to launch our carbon negative carpet tile product in in 2020. These carpet tiles use materials that store carbon, preventing its release into the atmosphere. These products have a negative carbon footprint measured cradle-to-gate. In 2022, we expanded our carbon negative carpet tile options in EMEA and to FLOR®, our specialty design brand. We continue to increase production in the Americas as well.

The carbon negative carpet tile innovation proved to us that it was possible to store more carbon than we emit, and we aim to accomplish this across our entire product portfolio by further investing in low-carbon innovation and circular solutions. As we continue to explore and invest in bio-based materials as a viable solution for flooring products, we hope to create a ripple effect for our industry and beyond as others realize the opportunity to migrate away from virgin and fossil-fuel-based materials.

Recognized by the World Economic Forum

In early 2024, Interface was recognized as one of three *Circularity Lighthouses in the Built Environment* by the World Economic Forum (WEF) and McKinsey & Company for our pioneering circular approach to carpet tile production. This distinction recognizes our innovative circular approach to carpet tile production, which has led to our industry leading percentage of recycled content and the lowest carbon footprint carpet tile in the industry.

Product Impacts

Interface has made incredible progress in decarbonizing our flooring portfolio over the last 30 years, and we continue to invest in innovation across our product lines to drive further reductions.

Beyond making progress toward our own commitments, we also understand our role in supporting our customers along their sustainability journeys by offering low-carbon products. We continue to drive reductions in our product carbon footprints, and we had solid reductions across all product categories in 2023.

CARPET TILE
3.7kg CO_2e/m^2

↓**82%**

since its baseline year of **1996**

↓**12%**

versus **2022**

66%

of materials used are recycled or bio-based

Carbon negative backings have been a major contributor to our carpet tile footprint reduction in the past few years. In addition, we continue to work with our suppliers to dematerialize the yarn we use and look for new material technologies to further drive reductions.

LVT
8.9kg CO_2e/m^2

↓**26%**

since its baseline year of **2018**

↓**2%**

versus **2022**

39%

of materials used are recycled or bio-based

The recycled and bio-based content of Interface LVT includes the use of recycled fillers. It is among the highest amount of recycled content in this category within the industry.

RUBBER
8.0kg CO_2e/m^2

↓**26%**

since its baseline year of **2019**

↓**10%**

versus **2022**

9%

of materials used are recycled or bio-based

Use of natural rubber from sustainably managed forests instead of synthetic rubber is helping lower the carbon footprint. In 2023, we introduced a new dramatically dematerialized new rubber product that can be fully recycled in our production facilities that will support additional carbon footprint reductions.

Product Transparency

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

We have 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. In 2009, Interface was the first flooring company in North America to pilot and publish EPDs for our products. Today, all of our standard flooring products have a product-specific EPD.

We also provide additional ingredient details through Health Product Declarations (HPDs) and as part of product certifications, including Cradle to Cradle®, GREENGUARD, Blue Angel, NSF 140, CRI Green Label Plus, Green Tag, and several others.

Approach to Materials of Concern

In 1996, we began addressing materials of concern across our supply chain. This 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. We have successfully eliminated phthalates, formaldehyde and fluorocarbons, including PFAS.

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 on human health.

In addition to addressing materials of concern for human health and environmental concerns, eliminating these materials also enhances the ability to recycle our products at the end of life.

Operational Footprint

We remain focused on reducing our operational footprint across the following areas: water, waste, energy, and greenhouse emissions. All Interface and nora manufacturing facilities worldwide are certified to ISO 14001 Environmental Management Systems and ISO 9001 Quality Management Systems. In addition, our nora manufacturing facility is certified to ISO 500001 Energy Management Systems.

ENERGY

154,281 megawatt hours (MWh) of energy used globally.

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

50 million liters of water usage for all manufacturing sites.

WASTE

6,046 metric tonnes of waste discarded from all manufacturing sites.

Operational Footprint

Energy

Addressing energy use is an important part of our climate ambition. We continue to prioritize energy efficiency and renewable energy to further reduce our impact. We have achieved our goal of sourcing 100% renewable electricity for our manufacturing sites and continue to increase renewable thermal energy use.

Water

Interface is committed to responsible water management. We will continue to focus on reducing water usage at our global manufacturing sites and properly managing water discharge while protecting water resources and contributing to restoration. We have already made significant reductions in the water intensity of our carpet manufacturing operations by transitioning away from a water-based yarn dyeing process. In 2023, we used 50 million liters of water in our manufacturing operations, which is down 13% versus 2022.

Waste

Interface prioritizes responsible waste management, seeking to minimize waste in our manufacturing operations and divert waste from landfill. We've made significant progress in reducing waste to landfill at our carpet manufacturing sites and will continue to drive waste reduction and recycling efforts across our business.

We monitor and measure hazardous waste and commit to avoiding and reducing it in our operations. In 2023, we disposed of 120 metric tonnes of hazardous waste and ensured the proper handling of all waste according to local waste management requirements.

In addition to responsible waste management, Interface monitors non-GHG air emissions and measures in compliance with local air permitting and testing requirements. We work continuously to reduce these emissions and have active projects to reduce emissions beyond the local requirements.

Carpet Manufacturing Impacts

We began measuring our environmental 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

31%

improvement in energy efficiency at carpet manufacturing sites.

WASTE

81%

decline in waste sent to landfills from carpet manufacturing sites.

WATER

86%

reduction in water usage intensity at carpet manufacturing sites.

Material Impacts & Risks

In 2024, we are undertaking two important projects to help us prioritize and refine our approach to key sustainability risks and opportunities.

Climate Risk Assessment

We have engaged a third-party to conduct a climate risk assessment on our physical locations around the world including our owned and leased facilities, as well as the locations of a few key suppliers. By assessing vulnerabilities and quantifying the potential financial impacts of climate-related physical risks and transition risk we will be able to prioritize risk mitigation efforts and investments.

Double Materiality Assessment

We are conducting a double materiality assessment to determine and prioritize the material impacts of our business and across our full value chain. The results of this analysis will help us ensure our sustainability strategies align with identified risks and opportunities and consider all of our stakeholders. This assessment is also an important part of our readiness project to prepare for upcoming reporting regulations such as the European Corporate Sustainability Reporting Directive (CSRD).

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Interface®

SOCIAL & COMMUNITY IMPACT

In This Section

- Milestone & Metric Snapshot
- 2023 Employee Data
- Health & Safety
- Benefits Program
- Learning & Talent

Interface is built on a foundation of purpose, guided by core values that resonate through every part of our business. Our employees live these values every day to advance our capabilities in design, innovation, performance, and sustainability.

Their commitment to Design a Better Way is seen in the impressive achievements and progress we made in 2023, from creating the most robust Talent Development program in our company's history to being certified as a Great Place to Work® in six countries.

Making Interface a great place to work is more than merely chasing certifications; it's about creating a culture that promotes collaboration, inclusivity, and respect. In line with this commitment, we introduced our One Interface strategy in 2023 – a transformative initiative that unified our global teams, driving consistency and alignment throughout our business. This approach leverages our collective global expertise, accelerates innovation, builds on our design leadership, and enables us to deliver impactful flooring solutions to our customers.

The stewardship of our purpose and values-driven culture is our collective responsibility. As we look ahead, we will continue listening, innovating, and evolving. We recognize the impact of empowered teams who bring their whole selves to work each day. And we're committed to ensuring our employees have the support and resources they need to make a difference for our customers and our communities.

Greg Minano, Chief Human Resources Officer

Our Values

Design a Better Way

Be Genuine & Generous

Inspire Others

Connect the Whole

Embrace Tomorrow, Today

2023 Milestone Snapshot

Invested in Learning and Performance Management Tools to Support Growth

We continued to invest in technology and solutions to seamlessly deliver differential learning, talent, and development opportunities to our people. Interface launched LinkedIn Learning, an online educational platform that helps people discover and develop skills through expert-led, on-demand courses in all our primary business languages. We also completed the global rollout of Workday Talent & Performance Management, empowering people to take charge of their personal and professional development.

Launched Talent Development Programs

We invested in our future leaders by establishing programs focused on talent and professional development. In 2023, 25 team members participated in the Talent Accelerator Program and Interface Coaching Experience, which took an intentional cohort approach to personal and professional growth.

Continued Global Culture & DEI Strategy Refinement

We completed another Global Culture & DEI Survey in 2023 to source feedback and assess engagement and satisfaction from all of our people around the world. The survey results provide meaningful insights into our employee experience, helping us understand where we are most effective and where there is an opportunity for improvement. Using these results, we can continue to develop and refine our people strategy to sustain positive change.

Expanded Our Mental Wellness Offerings

Through Modern Health, we are now offering personalized preventative mental health care to all benefits-eligible U.S.-based employees and their immediate families at no cost. The program provides the tools, resources, and support needed to focus on emotional, social, financial, professional, and physical well-being.

2023 Key People Metrics

3,619
EMPLOYEES

41%
FEMALE

57%
RACIALLY DIVERSE

12,000+
TRAINING HOURS

Purpose-Driven Culture

We are committed to making Interface a great place to work, and focused on creating a world-class experience for all employees. We believe in the power of feedback to better understand our overall employee experience, identify areas where our culture excels, and determine how we can do more for our people.

In 2023, we conducted our Global Culture & DEI Survey in partnership with Great Place to Work®. We conducted the survey 18 months after our last survey, which allowed us to level set what we've learned since 2021, where we've made progress, and what we should focus on in the future.

In 2023, we earned Great Place to Work® certification in six countries: Canada, China, Germany, India, Singapore, and Spain. These recognitions represent the achievements and progress made in creating positive working environments worldwide.

2023 Learnings

- The number of employees who view Interface as a great place to work increased since our 2021 survey, validating our efforts over the last few years.
- We saw meaningful improvements in employee engagement and satisfaction as we globalized through our One Interface strategy.
- Employees responded positively to enhanced Learning & Talent opportunities.

2024 & 2025 Priorities

- Complete another Global Culture & DEI survey to maintain a pulse on employee experience at Interface.
- Implement and refine people-focused programs with the goal of achieving additional Great Place to Work® certifications, particularly in the U.S., which represents 46% of our employee population.
- Invest in sustainable, scalable solutions for every employee, including additional Talent Development initiatives to better support professional growth objectives.

Diversity, Equity & Inclusion

Interface strives to cultivate a more diverse, equitable, and inclusive culture. We celebrate and value our people for their different backgrounds, cultures, genders, races, abilities, and more.

In 2023, we continued to activate and build our Diversity, Equity, and Inclusion (DEI) strategy. We are focused on establishing a solid foundation to support our people and invest in the right programs and offerings to create an inclusive environment for all.

Learning Opportunities

In addition to our Unconscious Bias training and Code of Conduct training, Interface launched a DEI LinkedIn Learning path in 2023, providing our digitally-enabled employees with added resources to help create a culture of belonging at Interface.

This included a foundational course about the importance of DEI and its business case, a session on how to confront and learn from our own biases, and a course on the importance of being an ally to all.

Gender Pay Equity

Fair and equitable compensation is an important aspect of our diversity, equity, and inclusion strategy.

It is important that our employees are paid fairly regardless of gender. In 2023, we had 94% gender pay equity, meaning our female employees are paid 94% of what males are paid, based on average compensation by gender for all employees.

While we saw improvement in our gender pay ratio in our salaried population in 2023, the ratio declined slightly year-over-year compared to a 95% (restated*) gender pay ratio in 2022. This 1% change is largely attributable to turnover in our male hourly production population being replaced with a greater number of newly hired female hourly employees.

Given the role tenure plays in our hourly compensation programs, the decrease in long-tenured male employees and corresponding increase in female new hires resulted in this year-over-year change. As we work towards pay equity across all of our employee demographics, we are proud of the intentional increase in gender diversity among our hourly production employees.

We also continue to make progress in ensuring our female and male employees are paid a competitive market wage. In the United States, we use third-party compa-ratio data to compare employee salaries to the median compensation for similar positions. We are pleased to report that both our female and male U.S. employees are paid competitively above the market mid-point for their respective positions.

*We revised our gender pay reporting in 2023 to evaluate compensation more accurately and consistently going forward.

DEI Commitment

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 ensure 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 thrive and feel they belong with Interface.

Diversity, Equity & Inclusion

Fair & Equitable Hiring Practices

We remained focused on building consistent, fair, and inclusive interview processes in 2023. Interface created interview guides for both people leaders and individual contributors to help interviewers drive consistency in the hiring process, guiding them to ask the same questions of all candidates and evaluate candidates in the same way. In 2024, we will launch a global learning program for all people leaders to help us become more effective interviewers and ensure our culture of inclusion extends to our hiring practices.

New Hire Ethnicity Data

■ Black, Indigenous, & People of Color   ■ White

21%
79%
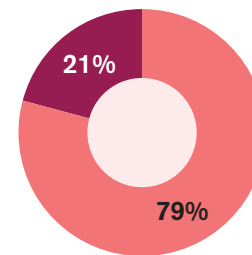
New Hire Gender Data

■ Female   ■ Male   ■ Undeclared

11%
46%
43%
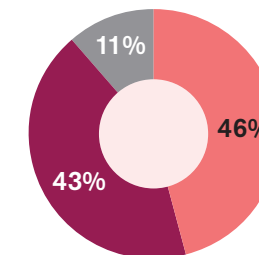
Looking Ahead at DEI Efforts

In 2024, we will continue to invest in and enhance the resources, tools, and programs available to our people to drive meaningful change in support of our DEI commitments and goals. This includes re-energizing and adding to our Inclusion Networks as we re-launch our women's inclusion network and add two additional resource groups to serve a broader community of members and allies at Interface.

2023 Employee Data

Global Gender Breakdown

■ Female   ■ Male   ■ Undeclared

Total
1%
58%
41%

VP & Above
24%
76%

Manager & Above
63%
37%

Non-Management
1%
58%
41%
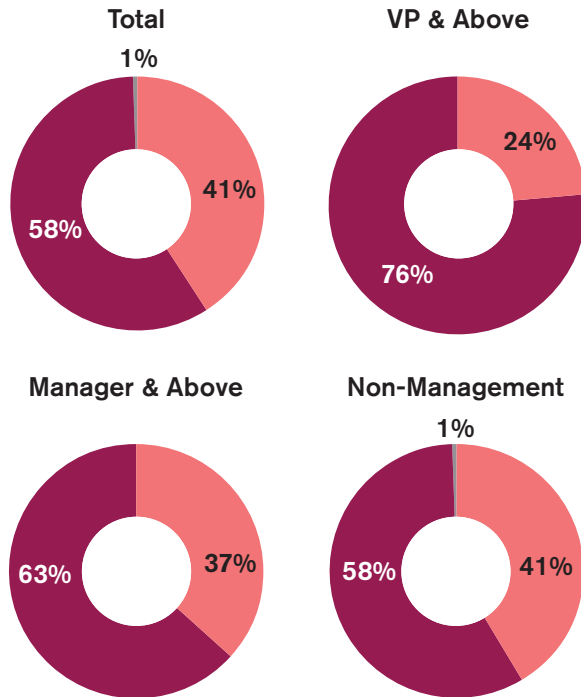
U.S. Ethnicity Data

The following charts reflect U.S. Ethnicity Data for U.S. employees only as of December 31, 2023, as reported in equal employment opportunity (EEO) data. Manager level and above represents Executives, Senior Officials & Managers, and First/Mid Officials and Managers, aligned with EEO classifications.

■ Black, Indigenous & People of Color   ■ White

Total
43%   57%

Manager & Above
18%   82%

Non-Management
37%   63%
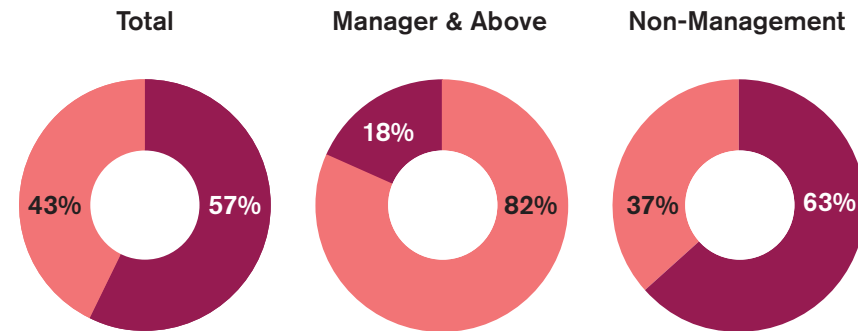
Health & Safety

Safety is a top priority at Interface. We are committed to providing a safe and healthy experience for our people, and this commitment extends beyond our four walls. 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.

Safety Programs

The health and safety management systems at our flooring manufacturing operations in Europe, Australia, and China are ISO 45001 certified, the global occupational health and safety standard.

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 the 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.

Commitment to Product Safety

We're constantly working to improve the quality of our products and lessen their impact on human health and the environment. We take action to eliminate the risk of employee 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 is accomplished by assessing and managing potential risks and through design improvements to our products or processes.

Years ago, we eliminated all highly fluorinated chemicals (including PFAS) from our products, so all of our products are PFAS-free. In addition, our products are designed to support the health and wellbeing of occupants in the buildings where they're installed, with all Interface products achieving certifications for low volatile organic compounds (VOC) emissions.

Total Reportable Injury Rate

The Total Reportable Injury Rate (TRIR) shows the total recordable work-related injury rate per 100 employees.

	2020	2021	2022	2023
TRIR	0.7	1.0	0.7	0.9

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

The Lost Time Injury Rate

The Lost Time Injury Rate (LTIR) calculates the number of injuries that result in time away from work.

	2023
LTIR	0.4

Lost Time Injury Rate (LTIR) = (Total Lost Time Injuries (LTI) * 200,000) / Total Hours Worked

Employee Benefits & Support

We strive to offer comprehensive benefits programs that provide our people and their families with the resources and information needed to live healthy, fulfilling lives both inside and outside the workplace.

Our comprehensive benefits include:

- Health, Pharmacy, Dental, & Vision Insurance
- Life Insurance
- Disability Insurance

- Retirement Plans
- Parental Leave & Various Leave Programs
- Vacation, Paid Time Off, Holidays

Additional value-added benefits, like telehealth services, employee assistance plans, 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 volunteer work, healthcare flexible spending accounts, commuter spending accounts, and tuition reimbursement.

Social Equity Assessment Method (SEAM) Founding Sponsor

Interface is 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 is focused on creating a framework designed to set a new international benchmark for social equity in real estate. The SEAM Standard is a comprehensive framework for measuring social equity in the built environment, addressing impacts on all impacted parties across four pillars of social sustainability.

Interface will pilot the SEAM Standard at our manufacturing facilities in LaGrange, GA, to help further inform the framework and maximize positive social impact for our employees and the local community.

2023 Benefit Enhancements

Invested in Employee Wellness & Well-being

In 2023, we expanded our wellness offerings for all benefits-eligible U.S.-based employees and their immediate families to include the Modern Health program. All employees, even those who are not signed up for our medical plan, can access this personalized preventative mental health care platform at no extra cost. It is focused on emotional, social, financial, professional, and physical well-being. It continues our commitment to helping employees navigate life's ups and downs – whether at work, at home, or in their relationships. Since launching the program, we have seen positive responses and increased utilization across our U.S.-based employees participating in coaching and therapy sessions, app-based programs, and more.

Increased Infertility Service Support

Interface is committed to supporting our employees and their family planning efforts. Based on this, and in response to employee feedback, we increased coverage for infertility services for our U.S. employees.

Expanded Travel Coverage Reimbursement

We support the right of our employees to seek medically necessary treatments and aim to reduce the burden of those services if they are not readily available locally due to changing regulations. We continue to expand 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.

Added Benefits in 2024

We have additional benefits enhancements planned for 2024, including expanded benefits for our Canada-based employees, such as paramedical and mental health services, and refreshed vacation and time-off policies. In the U.S., we enhanced our dental benefits and extended retirement benefits to our part-time employees.

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 34% of our employees are represented by a works council or other enterprise bargaining units (EBU). Interface promotes productive relationships with these groups through our company leadership teams for the benefit of our employees.

34%
OF EMPLOYEES
are represented by a works council or EBU

Learning & Talent Development

Interface is always striving to Design a Better Way. To do this, we commit to helping our people set, make progress toward, and achieve their evolving personal and professional goals. In 2023, we implemented key programs and initiatives that created the foundation of our Learning & Talent strategy. We will continue to build on this foundation as we enhance and mature our strategy in 2024.

Talent & Performance Management

In 2023, Interface completed the global rollout of Workday Talent & Performance Management. This tool allows our people to take charge of their careers through development planning, career interests, skill highlights, and more, giving us a robust platform for career growth and more visibility into performance management.

Globally Aligned Performance Management Process

We launched our first-ever globally aligned performance management process. Our Learning & Talent team established quarterly touchpoints for dedicated discussion between managers and their direct reports to make feedback and performance management an ongoing conversation. Employees are encouraged to set objectives for the year and track progress toward their individual goals, all in alignment with our global values and strategic objectives as an organization.

Through this program, we ensure that everyone is getting the support and feedback needed to excel in their roles. It is also instrumental in helping create a culture of accountability through goal clarity and performance planning.

Learning & Talent Development

On-Demand Learning

We launched LinkedIn Learning to all digitally-enabled employees in 2023 – a huge milestone in creating a culture of continuous learning and development at Interface. Now, employees can access on-demand courses – available in multiple languages – that align with the skills they want to learn to reach their goals. It serves as a supplemental learning tool to enhance their learning opportunities in addition to regular mandatory learning modules.

As part of the LinkedIn Learning launch, we delivered quarterly learning paths, leveraging trending data to align the learning paths with business needs and demand. In 2023, these included DEI, Microsoft Excel Skills, Change Management, and Leadership Development. Our people have responded positively to the platform, and we've seen strong adoption in North America.

In addition to the quarterly learning paths, the Learning & Talent team works with business functions and teams to curate and recommend additional content based on development needs and objectives. For example, they partnered with Talent Acquisition to create an interview learning path for people leaders and hiring managers, giving tools and tips to be successful interviewers. Interface piloted this program in 2023 with 50+ people leaders and will launch globally in 2024.

At the end of 2023, we began a LinkedIn Learning pilot for employees at our manufacturing facilities in LaGrange, GA, and Weinheim, Germany. We continue to gather insights from this pilot to determine how we can better leverage the platform to provide our employees with on-demand learning opportunities right in the flow of work.

Investing in Future Leaders

In 2023, we made differential investments in our talent through the Talent Accelerator Program (TAP) and Interface Coaching Experience (ICE). These targeted programs enable us to take an intentional cohort approach to talent development, creating cross-functional relationships between global colleagues and allowing the participants to find deeper meaning and connection to their work. One of the most unique attributes of these programs is the additional visibility of participants across the organization through exclusive access to panel discussions, mentorship with executive leaders, and more.

Talent Accelerator Program (TAP)

Initially launched in 2022, TAP is a talent development program that invests in a different segment of our global employee population each year through coaching, mentorship, assessments, and individualized development plans. In 2023, we expanded TAP to take a more programmatic approach and provide each participant with a year of intentional talent and professional development. The 2023 cohort focused on women in leadership, selecting 10 women based on their demonstrated commitment to personal and professional growth.

As part of the program, participants completed 233 hours of coaching, training, and discussions through 137 sessions, including:

- Six months of unlimited virtual coaching through EZRA
- "Buddy" partnership with a participant from the prior year's TAP pilot program
- Cohort meetings with other participants to share insights and real-life applications
- Panel discussions and events with CEO Laurel Hurd and her personal network
- Personalized, six-month development plan to continue their growth and success after the program's conclusion
- Monthly meetings with their Executive Leadership Team mentor to activate their development plan internally

"

"I'm so thankful for my time in TAP and the unique opportunities it presented me as a leader and woman at Interface. It was a great driver in helping me expand my interpersonal skills to better support and build a dynamic team. I'm grateful for the bond and relationships built with my fellow cohort members. It's been an honor to be in the same circle as these women and I'm excited to see how we all grow throughout our careers as a result."

- Aly Brooks, Director, Global Brand Management

"

TAP program empowered me to 'speak up'. The most surprising discovery that I made has been the importance of challenging norms when my instinct suggests. The program gave me the confidence to question the status quo, not as an act of rebellion, but as a means of seeking continued improvement and aligning with our ongoing transformation to One Interface. I want to ensure that our compliance and audit functions not only check the boxes, but also actively drive the positive transformation of our organization.

- Julia Kim, Director of Global IT Compliance

Interface Coaching Experience (ICE)

ICE launched in 2023 in response to the overwhelmingly positive feedback generated by the 2022 TAP cohort. Targeting our sales organization, this program is focused on providing developmental coaching opportunities for a specific function within the organization. In 2023, 15 Americas sales team members completed the program.

As part of this program, participants completed 258 hours of coaching, training, and discussions through 230 sessions, including:

- Six months of unlimited virtual coaching through EZRA
- "Buddy" partnership with a participant from the prior year's TAP pilot program
- Cohort meetings with other participants to share insights and real-life applications
- Personalized, six-month development plan to continue their growth and success after the program's conclusion

> "
>
> The Interface ICE program gave me the opportunity to achieve clarity towards the leader that I am and want to be, both personally and professionally. I am now more aware of the balance I need to be the best version of myself. Because of this immersive coaching experience, I am better able to reflect, assess, and adjust efforts that lead to better outcomes for myself and my team.
>
> *- Anthony Gatto, Area Vice President of the West & Canada*

> "
>
> I've always been a firm believer in the immense benefit of growth and development opportunities and continue to elevate the Americas Sales organization to take advantage of opportunities like ICE. We pride ourselves on being early adopters of all things Learning & Talent as part of our commitment to continuing to grow professionally and personally. ICE presents another great opportunity to get better together as we continue to develop a world-class sales team, especially as this regional team drives a significant portion of business for Interface.
>
> *- Jim McKeon, Vice President of Sales, Americas*

Q&A With

Allyne Ettner,
Director of People Development & Culture Transformation

In three words, describe the learning and development program at Interface.

Simple. Scalable. Approachable.

How has learning and development evolved in recent years?

Interface shifted to a more responsive approach tailored to what our people want, and need. By focusing on real business demands we empowered people at all levels of the organization to take charge of their careers while introducing strategic, differential investments in our talent.

What was your proudest moment in 2023?

For the first time, people actively requested our team's support instead of us asking people to adopt our solutions. This was a huge accomplishment for Learning & Talent, and we are proud that people view us as trusted partners in helping them achieve their personal and professional goals.

How does technology play a role in learning and development?

Workday is the center of our employee experience, and we continue to make investments to optimize its technology, including Workday's Learning, Talent, and Performance modules. At the same time, we know that learning is not a one-size-fits-all approach and want to deliver content that meets the needs and preferences of everyone. We will continue to balance on-demand learning with in-person learning opportunities, especially for our frontline leaders.

Looking ahead to 2024, what are your priorities?

My biggest priority is to do my part in making Interface a great place to work. This year, we will revitalize our DEI initiatives to foster an inclusive culture and collaborate with Supply Chain leadership to strengthen and develop our frontline leaders.

Tell us about the culture at Interface. How does learning and development play a role?

Interface is an undeniably special place. We value not only the work you do but also how you do it and who you involve. Learning and development are central to this, as they empower everyone to be the best version of themselves through personal and professional growth emblematic of our core values.

What has employee response been to learning and development? How has it changed over the years?

Overwhelmingly positive. We've seen a significant uptick in engagement, including a big jump in LinkedIn Learning adoption and a consistent rise in TAP applications, especially outside of the United States. Our people are eager for more, always asking, "what's next?", which is a great problem to have.

Can you share any personal anecdotes or stories of how learning and development has helped an employee at Interface?

Our One Interface business strategy catalyzed a lot of change in the organization. At the same time, we launched our Talent Accelerator Program (TAP) right as several participants stepped into a new role. Through TAP, they gained the confidence and skills needed to manage the change for themselves and others. We are developing the next generation of leaders, and we take that responsibility seriously. It's incredibly rewarding to watch people navigate these changes, experience tremendous growth, and thrive in their new role.

Commitment To Ongoing Training

Our people are the heart of our business and the driving force behind our purpose. We continue to enhance our learning and development offerings to attract and retain top talent that activates our ambitions, lives our core values, and helps us achieve our growth objectives.

Employee training in 2023 included topics such as:

- Product & Design
- Sustainability
- Technology & Software
- Sales & Marketing
- Compliance & Legal
- Culture & Teamwork
- Health & Safety

- Information & Cybersecurity
- Insider Trading
- Anti-Harassment & Discrimination
- Diversity, Equity, and Inclusion
- Change Management
- Leadership Development

We also launched quarterly mandatory compliance training courses for all digitally-enabled employees globally (representing approximately 55% of our global employee base). These sessions covered:

- Interface Code of Conduct
- Anti-Bribery & Corruption
- Combatting Modern Slavery
- Recognizing Conflicts of Interest

In 2023, our people completed:

12,000+
HOURS OF TRAINING

2,300+
HOURS WITHIN LINKEDIN LEARNING

3.4
HOURS OF DIGITAL TRAINING
per employee on average

Community Engagement

We challenge ourselves to do the right thing, act authentically, and be generous to people and the planet we call home. 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 2023 include:

▪ Donated Upon Common Ground product and installation services to the Kellyville Public School Library in New South Wales, Australia.

▪ Introduced a Digital Re-Use program in Australia, allowing internal and external parties to purchase devices no longer used by Interface. Funds raised are used for training and career support for students from disadvantaged backgrounds.

▪ Donated to more than 30 organizations in Canada within our local communities, helping support food and family services, social and well-being programs, nature restoration, adoptions for animals, and shaping local culture.

▪ Participated in Girls' Day in Weinheim, Germany, by hosting a group of girls at our nora manufacturing facility to engage and inspire interest in technical professions.

▪ Repurposed and installed carpet tiles in the offices of Playright Children's Play Association, a charity in Hong Kong focused on respecting, protecting, and fulfilling a child's right to play.

▪ Donated to numerous organizations within the areas we live and work in the U.S., including United Way, Chattahoochee Riverkeeper, Boys & Girls Club, Kiwanis Club, and more.

GOVERNANCE, COMPLIANCE & ETHICS

In This Section

- Corporate Governance
- 2023 Accomplishments
- Responsible Business
- Policies & Ethics
- Cybersecurity & Data Privacy

Interface®

Corporate Governance & 2023 Snapshot

At Interface, the Board of Directors and its committees oversee our global corporate governance initiatives, policies, and programs. Sustainability is ingrained in our cultural DNA, with ESG considerations intricately intertwined with our mission, values, and strategic roadmap.

Interface corporate governance materials and documents can be found on the Corporate Governance page of our investor website at investors.interface.com, including:

- Our Leadership Team
- Board of Directors
- Committee Composition
- Governance Documents

- 2023 Annual Report and Proxy Statements
- SEC Filings
- Contact Information

Note: Specific details in this section incorporate data from 2024.

Looking back at the successes of the past year, our focus on corporate governance has been instrumental in achieving remarkable outcomes. Notable achievements in 2023 include:

Elected
Catherine Marcus to our Board of Directors, increasing our female representation to 30%.

Appointed
Bill Blackorby as Chief Supply Chain Officer, the first in the company's history.

Launched
Global Design & Sustainability Councils, advancing key global initiatives.

Activated
'One Interface' strategy, globalizing leadership and teams across functions.

Q&A With

Bill Blackorby,
Vice President & Chief
Supply Chain Officer

You joined Interface almost a year ago as the first Chief Supply Chain Officer, what are some of your first impressions at Interface and what do you hope to bring to the organization?

As I've visited our sites around the world, I've been deeply impressed by the team's expertise and knowledge.
We have a truly special culture, with a strong commitment to excellence and innovation. We're focused on bringing together the diverse strengths of our team to pursue the best outcomes for our customers and the planet. I want to build on this incredible foundation for an even bigger impact.

Interface's manufacturing employees represent more than half of our employee population. What opportunities do you see to support and engage this important part of our organization?

Our manufacturing employees are the backbone of Interface. We have implemented training programs that focus on leadership development and foster a collaborative and inclusive workplace. By encouraging a workplace that supports and values our frontline teammates, we ensure that all employees feel engaged and motivated so they are empowered to make a positive impact.

Globalizing functions is a big priority across Interface. How has increased globalization impacted supply chain and manufacturing?

We've recently elevated several talented colleagues to global roles and enhanced coordination and communication across the team. By streamlining decision-making, we can better optimize resources, improve efficiency, and increase productivity. This also allows us to respond more quickly to market changes and customer needs.

With consistent standards and practices across all locations, we ensure that we operate in a safe, ethical, and sustainable manner. This puts us in a leadership position to inspire and drive positive change.

How is Interface leveraging technology to enhance supply chain operations?

We're embracing technology to drive operational excellence and promote sustainable practices. For example, we're automating the cutting process in our nora® rubber manufacturing process to enhance employee safety while increasing production throughput and reducing emissions per unit produced.

We're also implementing automation in certain manual aspects of our carpet tile manufacturing which is improving efficiencies and minimizing raw material waste. This promotes resource efficiency and reducing our overall environmental footprint.

Looking at the year ahead, what are your priorities for the supply chain and operations?

We're focusing on bringing our teams together to meet our performance goals and improve customer outcomes while creating a sense of comradery and engagement throughout the entire team. We are part of the whole that is Interface. By fostering great cross-functional partnerships, our team endeavors to uphold operational excellence, attract and develop talent, prioritize success, and seamlessly integrate sustainable practices across the business.

We are creating a safe, resilient, and responsible supply chain that not only meets the needs of today but also anticipates and adapts to the challenges of tomorrow.

Board of Directors (as of July 2024)

Our Board of Directors oversees all aspects of Interface's overarching ESG commitments. The Nominating and Governance Committee, led by Chairman Christopher G. Kennedy, monitors and advises Interface's management of environmental, social, and pertinent governance issues.

Directors serving on the Interface Board as of June 2024 are:

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

As of March 2024, the Board has appointed Mr. Kennedy to serve as Chairman of the Board.

The below summarizes the experience, skills, and attributes of our Board. It also highlights the depth and breadth of the skills and experience of all ten directors.

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

Interface Adds Catherine Marcus to Board

In December 2023, Interface appointed Catherine Marcus to its Board of Directors, increasing its female representation to 30%. Marcus brings a deep understanding of the corporate office segment, a focus area for Interface. With her insights, she will help identify growth opportunities and drive our company to deliver differentiated flooring solutions.

Marcus serves as the Co-CEO and Chief Operating Officer of PGIM Real Estate. She is responsible for global strategy and oversees business and investment operations. She is also on the board of directors for Skanska AB.

Committees of the Board

The Board of Directors currently has the following standing committees that assist the Board in carrying out its duties: the Executive Committee, the Audit Committee, the Compensation Committee, the Nominating & Governance Committee, and the newly established Innovation & Sustainability Committee. The following table lists the current members of each committee:

Executive Committee	Audit Committee	Compensation Committee	Nominating & Governance Committee	Innovation & Sustainability Committee
Laurel M. Hurd (Chair)	Robert T. O'Brien (Chair)	Catherine M. Kilbane (Chair)	Christopher G. Kennedy (Chair)	Daniel T. Hendrix (Chair)
Daniel T. Hendrix	Joseph Keough	Dwight Gibson	John P. Burke	Catherine M. Kilbane
Christopher G. Kennedy	Catherine Marcus	Joseph Keough	K. David Kohler	K. David Kohler
Robert T. O'Brien				Robert T. O'Brien

Innovation & Sustainability Committee

Interface has a long, robust, and enduring commitment to innovation and sustainability. As of March 2024, Interface and our Board of Directors established an Innovation & Sustainability Committee focused on accelerating innovation and sustainability initiatives and institutionalizing its commitments in these areas. Former Chairman of the Board, Daniel T. Hendrix, currently serves as Chair of the committee.

Global Sustainability Council

In 2023, we launched the Global Sustainability Council, comprised of employees, to ensure that our 30-year commitment to sustainability remains integral to decision-making across our business. This group represents unique voices across our global business with invaluable knowledge and functional expertise. The Council's role is to inspire and influence, helping to set the path forward, while our functional and site-level teams will continue to deliver against our science-based targets.

The goals of the Council are to:

- **Accelerate** our sustainability leadership position in the marketplace.
- **Inspire** and educate our people on our mission and our purpose-driven culture.
- **Deliver** clear and consistent messaging to keep our leadership and employees informed.
- **Define** a potential pathway and measurement to become the most sustainable company in the world.

"

The creation of the Global Sustainability Council marks a pivotal moment in our journey to become a restorative enterprise. It unites leaders from diverse backgrounds to drive meaningful change across our global operations. Together, we will harness innovation, collaboration, and shared commitment to advance our mission of positively impacting the planet and society. Through collective action and bold initiatives, we aim to set new standards for sustainability in our industry and beyond.

- Luca Achilli, Global Innovation & Sustainability Projects Director

Responsible Business

Interface embraces and supports human rights, labor standards, environmental responsibility, and ethical practices. Our pursuit of sustainable business practices is continuous, driven by a culture centered on purpose and marked by transparency.

We have instituted a wide range of policies that comprehensively document our values, standards, governance and expectations for responsible business. These encompass, among other things:

Governance Documents

- Audit Committee Charter
- Clawback Policy
- Compensation Committee Charter
- Corporate Governance Guidelines
- Innovation & Sustainability Committee Charter
- Majority Voting Director Resignation Policy
- Nominating & Governance Committee Charter

Policies and Commitments

- Code of Conduct
- Anti-Bribery and Anti-Corruption Policy
- Environmental Policy Statement
- Human Rights Commitment
- Insider Training Policy
- Supplier Code of Conduct
- U.S. Supplier Diversity Statement

"

At Interface, our purpose is more important than just our profit. We pioneered the concept of a purpose-driven organization nearly three decades ago. Every one of our associates works hard to make Interface the most sustainable company in the world. Thirty years ago, our commitment to the earth began. Since 1996, our carpet manufacturing emissions are down 96% and we've substantially reduced our carbon footprint during that time. We continue to transform our operations as we work not only to reduce but instead to reverse global warming. We also remain focused on operating ethically and responsibly, knowing that only in so doing are we truly sustainable. Our strong governance structure, amplified by a clear tone at the top, leaves us well positioned as we conduct ourselves in a way that makes us all proud to be a part of Interface.

- Chris Kennedy, Chairman of the Board of Directors

Policies & Ethics

Below is a snapshot of a few of our policies that help uphold our commitment to responsible business practices, transparency, and ethical conduct. To explore more, please visit investors. interface.com under Corporate Governance .

Code of Conduct

The Interface Code of Conduct, referred to as "Our Purpose at Work," acts as a roadmap for employees to conduct business that meets the highest ethical and legal standards. Our organization holds itself accountable for upholding the Code and embodying our core values. The Code of Conduct, along with related training, is an integral part of the onboarding process for all new hires and mandatory training for all existing digitally-enabled employees.

Anti-Corruption and Anti-Bribery

We demonstrate our commitment to ethical business practices through our Anti-Bribery and Anti-Corruption Policy. which provides guidelines and procedures to prevent, detect, and respond to corrupt practices and bribery.

Any form of bribe, whether direct or indirect, to sway someone into using their authority to secure or maintain business for Interface is strictly forbidden. All Interface employees globally must adhere to this policy and ensure compliance with its principles.

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 ethically and responsibly. We expect our suppliers to adhere to the standards defined in the Interface Code of Conduct regarding environmental practices, health and safety, conflict minerals, and ethical employment practices, including modern slavery and conflicts of interest within its operations.

All new suppliers are required to sign our Supplier Code of Conduct and we are working to have all suppliers as signatories to our Code as existing contracts come up for renewal.

Below are the key areas we assess with our suppliers:

- Compliance with laws
- Environmental practices
- Occupational health and safety
- Conflict minerals
- Ethical supply and employment practices
- Conflicts of interest
- Subcontractors and upstream suppliers

We regularly conduct supplier audits focusing on key suppliers across our global business. In 2023, we conducted ten supplier audits with suppliers in Europe, China, Thailand, and the U.S.

Policies & Ethics

U.S. Supplier Diversity Statement

In 2023, we published our U.S. Supplier Diversity Statement, which reinforces our expectations across our full value chain for employees, business partners, the people and companies that use our products, and notably, our suppliers. We are proud to be a company that not only seeks to work with suppliers that uphold our commitments to human rights but takes it a step further by empowering diverse companies through partnership. We have specific business strategies in place to ensure diverse suppliers in our procurement of goods and services in the U.S. Our procurement team captures each supplier's diversity category notification, and a quarterly diversity review of our portfolio is held for internal and external measurements.

New Policies in 2024

In February 2024, Interface released an Environmental Policy Statement. For three decades, Interface has taken meaningful action to limit our negative impact on the environment. With this new policy, we are transparently outlining our climate efforts and goals and the achievements we've made across our sustainability journey. We hope it spurs others to join us as we work to create a more sustainable future.

Focus on HUBZone Certifications

As part of our U.S. supplier diversity efforts, we proactively work with current suppliers to ensure they have the appropriate certification if they fall under a diversity designation, i.e., women-owned, minority-owned, etc. LaGrange, Georgia, is designated as a Historically Underutilized Business Zone (HUBZone), an economically distressed area that meets specific criteria determined by the Small Business Administration (SBA). Given our large manufacturing presence in LaGrange, we worked alongside local suppliers who meet the requirements to become HUBZone certified. This supports our diversity goals and also opens avenues for those suppliers to help grow their businesses.

In 2023, we connected 21 suppliers with the Georgia Tech APEX Accelerator Counselor in LaGrange to assist them in the certification process. Three of those suppliers are actively taking steps to become certified HUBZone, and we will continue to educate and support our suppliers to encourage certification.

Commitment to Human Rights

Our Human Rights Commitment is a global statement that captures our beliefs and expectations for supporting fundamental human rights for all. We strive for our employees and all individuals throughout our supply chain to feel safe, respected, valued, and 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, 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.
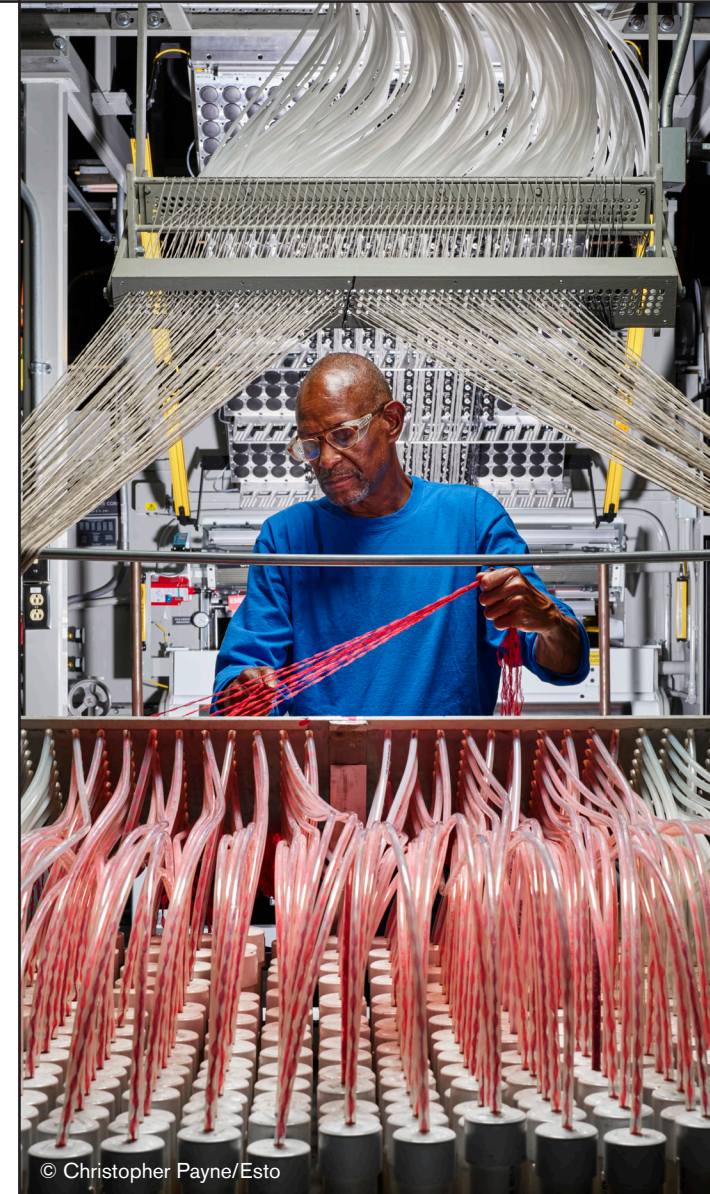
© Christopher Payne/Esto

Compliance Training

Interface conducts comprehensive compliance training programs that address significant risks on both a global and regional scale. In 2023, Interface's mandatory compliance training included the following campaigns for all digitally-enabled employees globally (representing approximately 55% of our global employee population):

- Interface Code of Conduct
- Anti-Bribery and Anti-Corruption
- Combatting Modern Slavery
- Recognizing Conflicts of Interest

In addition, we conducted Anti-Harassment and Discrimination training for all new hires in the U.S., as well as all current employees in California, Colorado, Connecticut, Delaware, District of Columbia, Illinois, Maine, Massachusetts, New York, Rhode Island, Vermont, and Virginia, per state law.

In 2023, employees completed more than 5,000 hours of compliance and legal training. In 2024, we will continue to roll out quarterly compliance training campaigns covering topics such as Code of Conduct, Insider Trading, Sanctions Compliance, and GDPR.

Ethical Standards

Interface is committed to upholding the highest ethical and legal standards across our organization. As part of this commitment, we provide employees with the guidance and training to make thoughtful and informed decisions and model ethical behavior.

We maintain our ethical standards across the organization through the following:

▪ Our Code of Conduct and additional guidelines, including our Anti-Bribery and Anti-Corruption Policy, Human Rights Commitment and Insider Trading Policy, serve as a go-to resource for all employees.

▪ Regular compliance training that reinforces ethical standards and serves as a reminder for all employees of our policies and expectations.

▪ Our Ethics Hotline which allows employees to confidentially and anonymously report suspected unethical behavior.

▪ Our Global Culture & DEI Survey which allows employees to share confidential feedback on their experience at Interface, including fairness, respect and ethical behavior.

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

There were two reports in 2023 with a 100% resolution rating.

Enterprise Risk Management

The Board recognizes the critical importance of effectively managing risks within Interface. To this end, we have established a robust Enterprise Risk Management (ERM) program aligned with the framework defined by the Committee of Sponsoring Organizations of the Treadway Commission (COSO). This program is tailored to our unique risk profile and is designed to identify, assess, address, monitor, and report on significant risks across our operations, including financial, operational, compliance, and reputational risks.

Integral to our ERM approach is an annual cross-functional survey conducted by the risk committee, gathering insights from our top global leaders and the Board to evaluate the likelihood, impact, and velocity of potential risks, including emerging ones. For the year 2023, our focus areas included:

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

A dedicated Risk Committee, comprised of executive officers and senior managers, oversees Enterprise Risk Management, with the Director of Internal Audit handling administration. The committee conducts this oversight in accordance with the authority delegated by the Board of Directors through the Audit Committee Charter. Quarterly meetings of the management risk committee monitor identified risks and their mitigation strategies, with reporting provided to the Audit Committee on significant developments and key program elements.

In 2024, we plan to conduct a formal Double Materiality Assessment and Climate Risk Assessment as part of our continued commitment to identify and manage risk effectively.

Cybersecurity & Data Privacy

In an era of digital transformation and safeguarding digital assets, cybersecurity and data privacy remain paramount for Interface. In 2023, we advanced our cybersecurity posture, investing in a cloud-based technology stack that provides flexibility and innovative solutions that keep us prepared for any potential risks.

Email Security

We significantly enhanced our email security infrastructure by introducing a new email filtering service, Proofpoint Protection. The solution ensures a more secure communication environment, improves our overall email security, and empowers our people to identify and mitigate potential threats proactively.

Enterprise Risk Platform

Interface utilizes CrowdStrike to identify and secure the most critical areas of risk — endpoints and cloud workloads, identity, and data. The platform uses AI and proprietary algorithms to identify vulnerabilities, threats, lateral movement, and malware. The addition of this platform in 2023 enables us to prevent, block and kill malware from end-to-end.

Identity Security

We added DuoSecurity to our technology stack to safeguard against intricate identity threats 24/7 and maintain a smooth authentication experience for our people, customers, and key stakeholders. This solution helps us globalize our approach to multi-factor authentication, including those accessing our virtual environment remotely.

Vulnerability Management

We enhanced our relationship with Rapid7 to collect data across our environment. This made it easy for our internal IT team to manage vulnerabilities, monitor for malicious behavior, investigate and shut down attacks, and automate operations. It helps determine potential risks before they become risks and gives insight to mitigate concerns before they become threats.

Interface conducts phishing simulation tests each month to help our people stay vigilant against email threats. Our IT leadership team hosts webinars for those who fail a simulation to help educate users on what they should have seen and what to look for going forward. In addition, we launched an annual Cybersecurity Training in 2023 for all digitally-enabled employees globally to increase awareness and keep our employees informed and educated.

In 2023, we completed an internal penetration test to identify any vulnerabilities in our system; we plan to execute an external penetration test in 2024 to continue testing our security protocols and prevent malware attacks. We also plan to complete a crisis management tabletop exercise with executive leadership to mimic a cybersecurity incident and test our policies and procedures.

Interface®

APPENDIX

In This Section

- Key Metrics
- 2023 GRI Index
- 2023 SASB Index
- 2023 TCFD Index

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 December 31, 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 July 22, 2024, 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.

Key Metrics

Environmental Metrics		2019	2020	2021	2022	2023
Energy - Total Company						
Total Energy Use (MWh)	Total Energy Use	181,381	155,689	170,756	162,613	154,281
	Non-Renewable Energy Use	64,197	55,050	58,700	47,483	45,976
	Renewable Energy Use	117,184	100,639	112,056	115,130	108,306
Energy Use by Type (MWh)	Fuel consumed	74,653	57,880	67,003	66,510	63,626
	Electricity consumed	76,803	70,923	75,000	72,763	68,690
	Heat consumed	4,662	4,655	4,723	2,904	2,805
	Steam consumed	21,694	19,254	21,370	18,218	16,994
	Cooling consumed	3,553	2,917	2,643	2,211	2,162
	Self-generated Renewable Energy consumed	16	60	17	7	4
Energy - Manufacturing Operations						
Energy Use (MWh) in Manufacturing Operations		155,478	134,015	147,431	145,543	137,373
Energy Intensity of Manufacturing Operations of Carpet (kWh / sqm of production)		2.61	3.04	3.10	3.04	3.33
Energy Intensity of Manufacturing Operations of Rubber (kWh / sqm of production)		8.50	8.38	8.49	8.00	8.20
Renewable Energy % in Manufacturing Operations (thermal energy and electricity)		75%	75%	76%	79%	79%
Renewable Thermal Energy % in Manufacturing Operations		56%	53%	57%	61%	61%
Renewable Electricity % in Manufacturing Operations		100%	100%	100%	100%	100%

Environmental Metrics	2019	2020	2021	2022	2023
GHG Emissions – Total					
Scope 1 Emissions (MT CO_2e), net of certificates	6,782	5,383	5,923	4,968	4,935
Scope 2 Location-Based Emissions (MT CO_2e)	39,820	35,310	33,839	32,807	31,078
Scope 2 Market-Based Emissions (MT CO_2e)	8,332	7,673	8,178	6,238	5,843
Scope 3 Emissions - all Categories (MT CO_2e), including biogenic CO_2e	620,620	485,755	472,760	451,603	397,089
Net GHG Emissions (Scope 1 + Scope 2 Market-Based)					
Net GHG Emissions (MT CO_2e)	15,114	13,056	14,101	11,206	10,778
Net GHG Emissions Intensity per $ Revenue (MT CO_2e / Net Sales USD)	0.000011	0.000012	0.000012	0.000009	0.000009
Net GHG Emissions Intensity per Employee (MT CO_2e / Employee)	3.7	3.5	3.9	3.1	3.0
Manufacturing Net GHG Emissions (Scope 1 + Scope 2 Market-Based)					
Net GHG Emissions in Manufacturing Operations (MT CO_2e)	7,961	7,075	7,374	6,355	5,975
Net GHG Emissions Intensity in Manufacturing per unit of production (MT CO_2e / sqm of production)	0.00018	0.00021	0.00020	0.00017	0.00018
Product Carbon Footprint (cradle-to-gate per sqm from raw material and manufacturing stages based on sales-weighted averages)					
Carpet Cradle-to-Gate Carbon Footprint (Avg kg CO_2e per sqm)	5.2	4.8	4.8	4.2	3.7
LVT and Other Resilient Cradle-to-Gate Carbon Footprint (Avg kg CO_2e per sqm)	12.5	8.7	9.1	9.1	8.9
Rubber Cradle-to-Gate Carbon Footprint (Avg kg CO_2e per sqm)	10.8	9.3	8.9	8.9	8.0
Materials					
Recycled/Bio-based Materials % in Flooring Products	46%	48%	50%	52%	51%
Waste					
Total Waste from Manufacturing Operations (MT)	7,763	7,134	8,707	9,350	6,046
Waste to Landfill (MT)	751	822	869	1,890	1,068
Waste-to-Energy (MT)	7,012	6,312	7,838	7,460	4,978
Waste Intensity from Manufacturing Operations per unit of production (MT / sqm of production)	0.0002	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	0.000005

Environmental Metrics		2019	2020	2021	2022	2023
Water Withdrawal						
Water Withdrawal in Manufacturing Operations per unit of product (liters / sqm of production)		1.22	1.27	1.44	1.50	1.49
Water Withdrawal by Manufacturing Facility (megaliters):	Germany	--	--	14	16	16
	USA	--	--	14	19	16
	China	--	--	8	10	8
	Netherlands	--	--	8	6	5
	Australia	--	--	4	3	3
	UK	--	--	2	3	2
	Thailand	--	--	4	1	--
	Total Water Withdrawal in Manufacturing Operations	**56**	**43**	**53**	**58**	**50**
Water Discharge						
Water Discharge by Manufacturing Facility (megaliters):	Germany	--	--	10	12	11
	USA	--	--	14	19	15
	China	--	--	4	5	5
	Netherlands	--	--	7	5	5
	Australia	--	--	3	2	2
	UK	--	--	2	2	2
	Thailand	--	--	3	1	--
	Total Water Discharge in Manufacturing Operations	--	--	**43**	**45**	**41**

Environmental Metrics		2019	2020	2021	2022	2023
Water Consumption						
Water Consumption by Manufacturing Facility (megaliters):	Germany	––	––	4	5	4
	USA	––	––	0	1	0
	China	––	––	4	4	3
	Netherlands	––	––	0	1	0
	Australia	––	––	1	1	1
	UK	––	––	0	0	0
	Thailand	––	––	1	0	––
	Total Water Consumption in Manufacturing Operations	––	––	11	12	9

Social Metrics	2019	2020	2021	2022	2023
Employee Data					
Employee Count	4,110	3,742	3,646	3,671	3,619
Safety TRIR[1]	1.0	0.7	1.0	0.7	0.9
Safety LTIR[2]	--	--	--	--	0.4
Average Hours of Training per Employee	--	--	1.9	2.3	3.4
Gender Pay Equity[3]	--	--	--	95%	94%
Turnover %	--	--	--	21%	15%

2023 Gender Breakdown	Total Employees	VP & Above	Manager & Above	Non-Management	Board of Directors (As of July 2024)
% Male	59%	76%	63%	58%	70%
% Female	41%	24%	37%	41%	30%
% Undeclared	1%	0%	0%	5%	0%
2023 U.S. Ethnicity Breakdown[4]	**Total**	**Manager & Above**	**Non-Management**		
% White, Non-Hispanic	43%	82%	37%		
% Black or African American	53%	13%	59%		
% Hispanic or Latino	2%	2%	2%		
% Asian	1%	2%	1%		
% Native Hawaiian or Other Pacific Islander	0%	0%	0%		
% American Indian or Alaska Native	0%	0%	0%		
% Other	1%	1%	1%		

[1] Total Reportable Injury Rate (TRIR) = (Total Reportable Injuries (TRI) * 200,000) / Total Hours Worked
[2] Lost Time Injury Rate (LTIR) = (Total Lost Time Injuries (LTI) * 200,000) / Total Hours Worked
[3] Average compensation of females to males; 2022 data has been restated
[4] Equal Employment Opportunity (EEO) data. Manager & Above represents Executives, Senior Officials & Managers, and First/Mid Officials and Managers, aligned with EEO classifications.

2023 Global Reporting Initiative (GRI) Index

Interface, Inc., has reported the information cited in this GRI content index for the period of January 1, 2023-December 21, 2023, with reference to the GRI standards.
Board composition is based on our 2024 Board of Directors.

GRI Standard	Disclosure	Response
GRI 2: General Disclosures 2021	2-1 Organizational details	2023 Annual Report, Item 1: Business; Page 3
	2-2 Entities included in the organization's sustainability reporting	2023 Annual Report, Item 1: Business; Page 3
	2-3 Reporting period, frequency and contact point	The reporting period for this information is January 1, 2023-December 31, 2023. The information will be published annually. Any questions can be directed to investor@interface.com.
	2-4 Restatements of information	There are no restatements of information.
	2-5 External assurance	This report has not been externally assured, however, GHG emissions data in this report has been third-party verified. GHG Inventory Verification
	2-6 Activities, value chain and other business relationships	2023 Annual Report, Item 1: Business; Pages 3-6

GRI Standard	Disclosure	Response
GRI 2: General Disclosures 2021	2-7 Employees	2023 Annual Report, Item 1: Business; Page 10
	2-8 Workers who are not employees	2023 Annual Report, Item 1: Business; Page 10
	2-9 Governance structure and composition	2023 Proxy; Pages 14-19
	2-10 Nomination and selection of the highest governance body	2023 Proxy; Pages 14-19
	2-11 Chair of the highest governance body	Board of Directors
	2-12 Role of the highest governance body in overseeing the management of impacts	Introduction → ESG Oversight
	2-13 Delegation of responsibility for managing impacts	Introduction → ESG Oversight
	2-14 Role of the highest governance body in sustainability reporting	Introduction → ESG Oversight

GRI Standard	Disclosure	Response
GRI 2: General Disclosures 2021	2-15 Conflicts of interest	Code of Conduct
	2-16 Communication of critical concerns	Governance → Interface Ethics Hotline
	2-17 Collective knowledge of the highest governance body	2023 Proxy Statement
	2-18 Evaluation of the performance of the highest governance body	Corporate Governance Guidelines 2023 Proxy Statement
	2-19 Remuneration policies	Compensation Committee Charter 2023 Proxy Statement

GRI Standard	Disclosure	Response
GRI 2: General Disclosures 2021	2-20 Process to determine remuneration	Compensation Committee Charter 2023 Proxy Statement
	2-21 Annual total compensation ratio	2023 Proxy Statement
	2-22 Statement on sustainable development strategy	Introduction → UN Sustainable Development Goals
	2-23 Policy commitments	Governance Documents
	2-24 Embedding policy commitments	Code of Conduct
	2-25 Processes to remediate negative impacts	Code of Conduct Governance → Interface Ethics Hotline
	2-26 Mechanisms for seeking advice and raising concerns	Code of Conduct Governance → Interface Ethics Hotline

GRI Standard	Disclosure	Response
GRI 2: General Disclosures 2021	2-27 Compliance with laws and regulations	2023 Annual Report; Page 9
	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 ▪ UN Framework Convention on Climate Change (UNFCC) Race to Zero ▪ 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 ▪ Project Positive (Biomimicry 3.8) ▪ Flooring Manufacturer Sustainability Alliance (FSMA) ▪ Georgia Drawdown Compact ▪ Stiftung Allianz für Entwicklung und Klima (Germany) ▪ Bundesdeutscher Arbeitskreis für Umweltbewusstes Management (B.A.U.M) e.V. (Germany) ▪ MVO Nederland ▪ Ecopreneur (European Sustainable Business Federation) ▪ Materials and Embodied Carbon Leadership Alliance (MECLA) - Australia

GRI Standard	Disclosure	Response
GRI 2: General Disclosures 2021	2-28 Membership associations	**Industry Associations** Architecture & Design: ▪ International Interior Design Association (IIDA) ▪ American Society of Interior Designers (ASID) ▪ Bund Deutscher Innenarchitekten (BDIA) e.V. – Germany Product and Industry: ▪ Resilient Floor Covering Institute (RFCI) ▪ International Facility Managers Association (IFMA) ▪ Australian Resilient Flooring Association ▪ Societeit Vastgoed 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
	2-29 Approach to stakeholder engagement	Interface appreciates the importance of stakeholder collaboration in sustainable business. We have a multi-stakeholder approach to our business that focuses on delivering value to our employees, customers, shareholders and the environment. We regularly engage in two-way dialogue with stakeholders across our value chain to seek input, identify risks and opportunities, educate and learn.
	2-30 Collective bargaining agreements	Social & Community Impact → Collective Bargaining

GRI Standard	Disclosure	Response
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Interface is conducting a materiality assessment in 2024 and will report on the process and results of this assessment in upcoming disclosures.
	3-2 List of material topics	Interface is conducting a materiality assessment in 2024 and will report on the process and results of this assessment in upcoming disclosures.
	3-3 Management of material topics	Interface is conducting a materiality assessment in 2024 and will report on the process and results of this assessment in upcoming disclosures.
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	2023 Annual Report
	201-2 Financial implications and other risks and opportunities due to climate change	2023 Annual Report; Item 1A: Risk Factors; Pages 12-20
	201-3 Defined benefit plan obligations and other retirement plans	2023 Annual Report
	201-4 Financial assistance received from government	2023 Annual Report
GRI 202: Market Presence 2016	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.
GRI 203: Indirect Economic Impacts 2016	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	2023 Annual Report; Item 1A: Risk Factors; Pages 12-20 2023 Annual Report; Item 7: Management's Discussion and Analysis of Financial Condition and Results of Operations; Pages 27-42

GRI Standard	Disclosure	Response
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Interface does not currently report on this.
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Code of Conduct Supplier Code of Conduct
	205-2 Communication and training about anti-corruption policies and procedures	Anti-Bribery and Anti-Corruption Policy Code of Conduct Supplier Code of Conduct Governance, Compliance & Ethics → Compliance Training
	205-3 Confirmed incidents of corruption and actions taken	Interface had no confirmed material instances of corruption in 2023.
GRI 206: Anti-competitive Behavior 2016	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 2023.

GRI Standard	Disclosure	Response
GRI 207: Tax 2019	207-1 Approach to tax	2023 Annual Report
	207-2 Tax governance, control, and risk management	2023 Annual Report Corporate Governance Guidelines Governance, Compliance & Ethics → Enterprise Risk Management
	207-3 Stakeholder engagement and management of concerns related to tax	2023 Annual Report Corporate Governance Guidelines Governance, Compliance & Ethics → Enterprise Risk Management
	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 in our Annual Report. 2023 Annual Report
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Material use information can be found in our Environmental Product Declarations (EPDs). All Interface standard flooring products have a product-specific EPD. Environmental Stewardship → Product Transparency
	301-2 Recycled input materials used	Environmental Stewardship → Recycled & Bio-based Materials
	301-3 Reclaimed products and their packaging materials	Environmental Stewardship → Circular Economy
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Appendix → Key Metrics
	302-2 Energy consumption outside of the organization	Interface does not currently report on this.
	302-3 Energy intensity	Appendix → Key Metrics
	302-4 Reduction of energy consumption	Environmental Stewardship → Our Operational Footprint
	302-5 Reductions in energy requirements of products & services	Environmental Stewardship → Our Operational Footprint

GRI Standard	Disclosure	Response
GRI 303: Water and Effluents 2018	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	Environmental Stewardship → Our Operational Footprint
	303-3 Water withdrawal	Appendix → Key Metrics
	303-4 Water discharge	Appendix → Key Metrics
	303-5 Water consumption	Appendix → Key Metrics
GRI 304: Biodiversity 2016	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.
	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. We are committed to developing a circular economy and use of recycled and bio-based materials. The natural rubber that we purchase is is PEFC certified, providing independent assurance that it originates from forests managed in accordance with strict environmental, social and economic requirements.
	304-3 Habitats protected or restored	Interface does not have programs of this kind.
	304-4 International Union for Conservation of Nature (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.
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Environmental Stewardship → Our Climate Impacts Appendix → Key Metrics
	305-2 Energy indirect (Scope 2) GHG emissions	Environmental Stewardship → Our Climate Impacts Appendix → Key Metrics
	305-3 Other indirect (Scope 3) GHG emissions	Environmental Stewardship → Our Climate Impacts Appendix → Key Metrics

GRI Standard	Disclosure	Response
GRI 305: Emissions 2016	305-4 GHG emissions intensity	Environmental Stewardship → Our Climate Impacts Appendix → Key Metrics
	305-5 Reduction of GHG emissions	Environmental Stewardship → Our Climate Impacts Environmental Stewardship → 2030 Science Based Targets Progress Environmental Stewardship → Our Operational Footprint
	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. Environmental Stewardship → Our Operational Footprint
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Environmental Stewardship → Our Operational Footprint Appendix → Key Metrics
	306-2 Management of significant waste-related impacts	Environmental Stewardship → Our Operational Footprint
	306-3 Waste generated	Environmental Stewardship → Our Climate Impacts Appendix → Key Metrics
	306-4 Waste diverted from disposal	Environmental Stewardship → Our Climate Impacts Environmental Stewardship → Circular Economy Appendix → Key Metrics
	306-5 Waste directed to disposal	Environmental Stewardship → Our Climate Impacts Environmental Stewardship → Circular Economy Appendix → Key Metrics
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Environmental Stewardship → Supply Chain & Suppliers Governance, Compliance & Ethics → Policies & Ethics
	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 2023.

GRI Standard	Disclosure	Response
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	2023 New employee hires: 480 2023 Turnover rate: 15%
	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 comprehensively.
	401-3 Parental leave	Social & Community Impact → Employee Benefits & Support Interface's parental leave policies vary by country of employment.
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Interface does not currently report on this.
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Social & Community Impact → Health & Safety
	403-2 Hazard identification, risk assessment, and incident investigation	Social & Community Impact → Health & Safety
	403-3 Occupational health services	Social & Community Impact → Health & Safety Social & Community Impact → Employee Benefits & Support
	403-4 Worker participation, consultation, and communication on occupational health and safety	Social & Community Impact → Health & Safety Social & Community Impact → Purpose-Driven Culture
	403-5 Worker training on occupational health and safety	Social & Community Impact → Health & Safety
	403-6 Promotion of worker health	Social & Community Impact → Health & Safety Social & Community Impact → Employee Benefits & Support
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Social & Community Impact → Health & Safety
	403-8 Workers covered by an occupational health and safety management system	Social & Community Impact → Health & Safety The health and safety management systems at our manufacturing operations in Europe, Australia and China are ISO 45001 certified.
	403-9 Work-related injuries	Social & Community Impact → Health & Safety
	403-10 Work-related ill health	Interface does not currently report on this.

GRI Standard	Disclosure	Response
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Social & Community Impact → Commitment to Ongoing Training
	404-2 Programs for upgrading employee skills and transition assistance programs	Social & Community Impact → Learning & Talent Development Social & Community Impact → Commitment to Ongoing Training
	404-3 Percentage of employees receiving regular performance and career development reviews	Social & Community Impact → Learning & Talent Development
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Social & Community Impact → 2023 Employee Data Appendix → Key Metrics
	405-2 Ratio of basic salary and remuneration of women to men	Social & Community Impact → Diversity, Equity & Inclusion Foundation
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Interface does not currently report on this externally.
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Per our Supplier Code of Conduct, 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.
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Per our Supplier Code of Conduct, 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.
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Per our Supplier Code of Conduct, 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.
GRI 410: Security Practices 2016	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.
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	Interface did not experience any incidents of violations involving rights of indigenous peoples in 2023.

GRI Standard	Disclosure	Response
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Social & Community Impact → Community Engagement
	413-2 Operations with significant actual and potential negative impacts on local communities	Social & Community Impact → Community Engagement
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Governance, Compliance & Ethics → Policies & Ethics
	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 2023.
GRI 415: Public Policy 2016	415-1 Political contributions	Interface did not use corporate funds to make any political contirbutions in 2023.
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	We share data on the health and safety impacts of our processes and products. We provide Health Product Declarations (HPDs) for all our products. Environmental Stewardship → Product Transparency
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Interface did not experience any material incidents of noncompliance concerning the health and safety impacts of products and services in 2023.
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Environmental Stewardship → Product Transparency
	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 2023.
	417-3 Incidents of non-compliance concerning marketing communications	Interface did not experience any material incidents of noncompliance concerning marketing communications in 2023.
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Interface did not experience any material substantiated complaints concerning breaches of customer privacy and losses of customer data in 2023.

2023 Sustainability Accounting Standards Board (SASB) Index

Interface supports the mission of the SASB, disclosing material sustainability data according to SASB's industry specific standards.

Topic	Accounting Metric	Code	Response	Verified
Energy Management in Manufacturing	(1) Total energy consumed (2) Percentage grid electricity (3) Percentage renewable	CG-BF-130a.1	1) 494,515 GJ of energy in manufacturing in 2023 2) 46% of energy use in manufacturing was grid electricity, while 54% was thermal energy. 3) 79% of Interface's total energy usage comes from renewable sources through direct purchase or environmental attribute certificates. 100% of electricity was renewable or made renewable through the purchase of Renewable Energy Credits (RECs)and Guarantees of Origin (GOs). 61% of thermal energy was renewable or made renewable through the purchase of biogas or biogas certificates.	✓ Third-party verified by WAP Sustainability
Management of Chemicals in Products	Description of processes to assess and manage risks and/or hazards associated with chemicals in products	CG-BF-250a.1	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. 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 (including PFAS) 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.	
	Percentage of eligible products meeting volatile organic compound (VOC) emissions and content standards	CG-BF-250a.2	All Interface flooring products (100%) meet 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	Accounting Metric	Code	Response	Verified
Product Lifecycle Environmental Impacts	Description of efforts to manage product lifecycle impacts and meet demand for sustainable products	CG-BF-410a.1	Interface uses life cycle assessment to inform and 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 of concern in products. All EPDs are publicly available and are published on company websites. Interface has significantly reduced the carbon footprint of our products. As of 2023, the global sales weighted average product carbon footprint (cradle-to-gate) was 3.7 kg CO2e/m2 for our carpet tile products, 8.0 kg CO2e/m2 for nora rubber and for 8.9 kg CO2e/m2 for our LVT flooring. Interface's ReEntry program collects used carpet tile for reuse and recycling. Since 2016, we have recovered over 75 million pounds of post-consumer carpet through our global ReEntry programs. From that total, 56 million pounds were given a second life through recycling internally or reused/recycled through one of our ReEntry partners.	✓ EPDs verified by UL and IBU
Wood Supply Chain Management	(1) Weight of end-of-life material recovered (2) Percentage of recovered materials recycled	CG-BF-410a.2	1) In 2023, Interface recovered 5.7 million pounds, or 2,568 metric tonnes of post-consumer carpet through its global ReEntry program. This material was either recycled by Interface internally, reused, or sent to waste-to-energy if it was not suitable for recycling or reuse. 2) In 2023, 60% of the post-consumer material recovered by Interface was recycled by Interface internally, 21% was reused and 19% was sent to waste-to-energy facilities.	
	(1) Total weight of wood fiber materials purchased (2) Percentage from third-party certified forestlands, (3) Percentage by standard, (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 Disclosure (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	Response
Disclose the organization's governance around climate-related risks and opportunities.	Describe the board's oversight of climate-related risks and opportunities.	Introduction → Climate Governance
	Describe management's role in assessing and managing climate-related risks and opportunities.	Introduction → Climate Governance
Strategy	**Disclosure**	**Response**
Disclose the organization's governance around climate-related risks and opportunities.	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 are disclosed in our Climate Disclosure Project (CDP) response which is made public on the CDP website. In 2024, Interface is conducting a climate risk assessment to assess the potential risks and financial impacts of climate-related physical risks and transition risks. We will provide more information on the results of this assessment in future disclosures.
	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning	Environmental Stewardship → Our Climate Ambitions Climate Reduction Additional information can be found in our CDP response which is made public on the CDP website.
	Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Environmental Stewardship → Our Climate Ambitions Climate Reduction Additional information can be found in our CDP response which is made public on the CDP website. In 2024, Interface is conducting a climate risk assessment using scenario analysis. We will provide more information on the results of this and how it impacts our strategy in future disclosures.

Risk Management	Disclosure	Response
Disclose how the organization identifies, assesses, and manages climate-related risks.	Describe the organization's processes for identifying and assessing climate-related risks.	Interface's process for identifying and assessing climate-related risks is disclosed in our CDP response which is made public on the CDP website. In 2024, Interface engaged a third-party to conduct a climate risk assessment which will further enhance our existing process.
	Describe the organization's processes for managing climate-related risks.	Environmental Stewardship → Our Climate Ambitions Climate Reduction Additional information can be found in our CDP response which is made public on the CDP website.
	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	Introduction → Climate Governance Governance, Cimplance, & Ethics → Enterprise Risk Management Additional information can be found in our CDP response which is made public on the CDP webiste.
Metrics & Targets	**Disclosure**	**Response**
Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Environmental Stewardship → Our Climate Ambitions Climate Reduction
	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks	Environmental Stewardship → Our Climate Impacts Additional information can be found in our CDP response which is made public on the CDP website.
	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Environmental Stewardship → 2030 Science Based Targets Progress Additional information can be found in our CDP response which is made public on the CDP website.

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