



A Better Way, Try It

A BETTER WAY, TRY IT

Note time:

Thank you, ladies and gentlemen. Thank you for making me feel so welcome. To customers: Thank you for your business.

I bring greetings from Atlanta, and I know I bring a strange accent. I find it usually helps people tune their ears to my way of talking if I tell a story. The one I like best has been going around a while, so if you have heard it, please bear with me as I impose on you with a bit of humor; it makes a point.

It seems that Sherlock Holmes and Dr. Watson go on a camping trip. Night comes on, and they go to bed. In the middle of the night, Sherlock Holmes wakes up and punched Watson awake. “Watson, what do you see?” Watson looks up and in his inimitable way says, “Meteorologically speaking, I see we’re in a high pressure zone. The sky is perfectly clear. Cosmologically speaking, I see an expanding universe with billions and billions of galaxies, each containing billions and billions of stars. Astronomically speaking, I see our own galaxy, the Milky Way, and five first magnitude stars. There is Altair, Arcturus, Deneb, Vega, and Regulus. Astrologically speaking, I see that Mars is in Capricorn and Saturn is in Sagittarius. Chronologically speaking, I deduce from the position of the stars that it’s 3:15 a.m. What do you see, Holmes?” Holmes hesitates a moment, collects himself, and then replies, “Watson, you idiot. Someone has stolen our tent.” Hold on to that punch line, we’ll come back to it.

I am a newcomer to the community of those concerned for the environment (you might say, the “enlightened astronauts” of Spaceship Earth), proof perhaps that it’s never too late. In 1994 at age 60, I read Paul Hawken’s book, *The Ecology of Commerce*, and it changed my life. As a direct result, I put my company – my third child [two daughters and Interface] – on the course to sustainability. I’ve told that story in a book I published in 1998: *Mid Course Correction*, and my assignment today is to share with you some insights I have gained in the eight years of pioneering sustainability in Interface – I might say, unique insights. If what I say seems radical and provocative, that’s OK. Be provoked, be provoked to radical new thinking. All of us need to do much more of that. When I talk with people about my company and the environment, first reactions are often incredulity and rejection of what many, especially my business colleagues, perceive to be folly. That was the first reaction of my competitors eight years ago, to their eventual and extreme chagrin.

“A better way to bigger profit.” That was the tag line for the Interface, Inc.’s *Annual Report to Shareholders* for the year 2000, reflecting a conviction our management team had formed after seven years of pioneering the process of sustainable development; or, as we say at Interface, “climbing Mount Sustainability.”

O/H (Attachment 1) - Mount Sustainability, our vision in a nutshell. I believe this is the way to the company and industrial system of the future. It is the course we have been on at Interface since August 1994.

Mount Sustainability is a very, very high mountain, that point at its summit symbolically representing zero environmental footprint [defined by systems condition of TNS]. That is the goal to which we aspire for Interface, eventually to operate our petro-intensive company (for materials and energy) in a way that takes nothing from Earth that is not naturally and rapidly renewable, and does no harm to Earth’s biosphere, e.g., not another fresh drop of oil, no greenhouse gases or other harmful emissions – factories without smoke stacks. No other mountain on Earth is more important to the human race, and none is more urgently in need of climbing, not just by Interface,

but by the entire modern industrial system if it is to survive. So, I come quickly to the subject that I am often asked to explain: *the business case for sustainability*. That is my assignment today.

First, the macro case. Oliver Wendell Holmes: “Simplicity this side of complexity is not worth a fig. Simplicity the other side of complexity is worth everything.” Believe me, after nearly nine years of near total emersion in sustainability, I am going to share with you “simplicity the other side of complexity” with seven overheads (attachments 2-8).

In your mind’s eye, picture Earth, hanging in space – said to be the most powerful visual image of the 20th Century. [O/H #2] Two simple geometric figures: One figure represents the economy, the other represents the environment. Which is which? Ask an economist and you will almost surely get the wrong answer. But ask two corollary questions: Which is utterly dependent on the other? Which would be quite well off without the other? It becomes clear: The larger figure is the environment, the smaller is the economy. What’s the relationship between these two very complex systems (simple figures)? Flows . . .

[Discuss 7 O/Hs] - How long can this go on?

You understand, I trust, that the big shrinking square represents Spaceship Earth’s passenger capsule, it is actually a spherical shell, 8000 in diameter x 10 mi. thick; and the little expanding circle is your organization and mine – it is business, university, government, every manufacturing process, every building, every vehicle on Earth – all (it is the technosphere).

A growing human population, demanding ever greater affluence, coupled to an industrial system that takes and takes (raw materials, food, water, air, fossil fuels) from a finite Earth; chews up nature as it makes its products with linear, wasteful, abusive processes that are driven by fossil fuel-derived energy; and sends its poisonous wastes, emissions, greenhouse gases, and used up products to accumulate in and eventually choke a finite biosphere, simply cannot go on and on and on. Think about it, and it becomes self-evident. What business (taken collectively, what economy) does not utterly depend on the services nature provides: air, water, energy, materials, food, *plus* waste processing, pollination, soil creation, water purification and distribution (hydrologic cycle)? Try to imagine operating a business without those, without any of which, life would not be possible. What will happen to that business (that economy) when finite nature finally is overwhelmed by the system’s cumulative abuse of those services? Business and industry – the economy – are at extreme risk because of their own short sighted (one might say, unconscionable) practices. It’s just a matter of time, and there’s lots of that yet to be. Risk management alone calls for re-thinking, re-designing, and re-inventing the present system, given that every living system and all the life support systems of Spaceship Earth are in decline and the rate of decline is accelerating. Not something we really want to think about, is it? Denial is much easier – but far more deadly, as right before our eyes, if we look, we can see and measure the deterioration of the living systems and the life support systems of Spaceship Earth.

Here’s the bottom line. We are losing. Losing the biosphere. We are losing it one silted or polluted stream at a time;

One polluted river at a time;

One collapsing fish stock at a time;

One dying coral reef at a time;

One acidified lake at a time;

One eroded ton of topsoil at a time;

One developed wetland at a time;

One butchered tree at a time;
One decimated old growth forest at a time;
One lost habitat at a time;
One disappearing rainforest at a time;
One leaching landfill at a time;
One depleted or polluted aquifer at a time;
One desertified farm at a time;
One over-grazed field at a time;
One toxic release at a time;
One oil spill at a time;
One breath of fouled air at a time;
One-tenth of a degree of global warming at a time;
One exotic disease vector at a time;
One new disease at a time;
One invasive species at a time;
One chloro fluorinated molecule of ozone at a time;
One misplaced gram of plutonium at a time;
One advance of urban sprawl at a time;
One songbird at a time (Has anyone seen a brown thrasher lately – the state bird of Georgia?);
One whale, one dolphin, one leatherneck turtle, one mountain gorilla at a time;
One wild species at a time; and
One starving or diseased human being at a time.

In short, we are losing the living systems and the life support systems of Earth – the biosphere itself . It is true, and it will not stop until either we *homo sapiens* come to our senses, or we, too, are gone and can do no more damage.

If we do come to our senses in time, that too will happen one changed mind at a time.

“Watson, you idiot . . .” Meaning: Watson overlooked the obvious, and got lost in the details of the firmament. Meaning? I first heard it from Tim Wirth: Don’t overlook the obvious. The economy is the wholly-owned subsidiary of the environment. The economy is a sub-set of the environment, not the other way around, as the economist thinks. [Indicate O/H.] We cannot hope to have a prosperous child without a healthy parent. Prosperity at the expense of Earth is fake prosperity – worse than Enron’s. Or, to put it another way: What CEO, given a subsidiary that required a constant and continual infusion of capital just to keep it going, would keep that

subsidiary? None that I know, and nature is a better manager than any CEO I know, and capable of being far more ruthless if she needs to be. How long, indeed, can this go on (ref.: O/H)? 1000 more generations? (Not possible.) 100? (No way.) 10 (250 years like the last 250 – I don't think so.) Then, one? Maybe two or three. That is the time scale of the urgency, the scientists tell us. The Precautionary Principle tells us, Act now! System responses are slow. CO², once emitted, stays in the atmosphere 100 years or more.

That is the big picture and the overriding case for sustainability: *survival* is at stake. At this point, not one company on Earth is sustainable, not one, not yours, not mine, not one, i.e., able to meet its needs in its day without in some way compromising future generations' ability to meet their needs in their day. Nor, perhaps, is one single product anywhere produced sustainably, i.e., with zero environmental footprint. But we are trying at Interface. That is not to say that Interface is alone, but we are certainly among the most aggressive of the early movers. And – here's the important thing – we are finding it to be incredibly good for business! What began as the right thing to do quickly became the smart thing, as well. It has been the salvation for Interface in the toughest market in 30 years. Doing well by doing good is a better way to make a bigger profit.

Now I take you to the level of the firm – my firm, Interface: “Doing well by doing good . . .” This is not so obvious today, in the midst of the recession that grips our industry. It's not reflected in Interface's share price, which peaked at \$22 (1Q98), went to \$3 then back to \$11, back to \$2 and change, and is now at \$____. Doing well – well, not in our sales growth or profitability, over the last three years. We have just come off a loss quarter 1Q03, our fifth in a row, and another facility rationalization – our fourth in four years. Moving toward sustainability does not isolate, nor even insulate, a company from the vicissitudes of the marketplace. The first four years of this nine year adventure were sensational. The marketplace was buoyant. It was a boom(!), but our marketplace has been mostly miserable since the third quarter of 1998, shrinking at least 40% (our sales are down 25%). The huge expenditures worldwide for Y2K readiness diverted a vast amount of capital, some of which would normally have been spent for the carpets, textiles, and architectural products we produce for corporate and institutional markets – easily deferred when higher priorities intervene. After a brief rally in 2000, that marketplace was savaged again, this time by the “dot.com” collapse and the morass into which corporate confidence sank, culminating in the current worldwide recession, which, maybe, is just now bottoming out – we hope. Nor does climbing Mount Sustainability immunize a company against, for an example that happened to us, poor execution of an overly ambitious acquisition strategy that we have just dug ourselves out of. It was forced on us by competitive pressures, but no excuses – we mismanaged. It is still quite possible to make mistakes the old fashioned way, to overreach and to mis manage – just like the totally un sustainable company we once were.

If you had wanted to devise a test of resolve, you could not have designed a more serious, stringent, demanding – even diabolical – test. But I am here to tell you, there is no thought – not one – of turning back. For us “doing well by doing good” is here to stay. It is in our DNA.

Why? Just ask our customers, especially the architectural and interior design communities that so heavily influence our marketplace through their product choices, and you will find an extraordinary predisposition to deal with Interface because of our commitment to environmental responsibility. People want to do the right thing. That kind of goodwill has immeasurable value, way beyond what any amount of advertising could have generated – as long as our actions keep pace with our words and we don't drift into “greenwash.” Moreover, ask facility owners and managers, the end-user customers for our products, whether “green” buildings and green products for their facilities are increasing in importance, and you will find an astonishingly powerful trend developing, especially in North America and Europe. As an illustration of this, membership in the United States Green Building Council (USGBC) – an organization of organizations dedicated to advancing environmentally responsible building practices – is soaring. Applications for its LEED (Leadership in Energy and Environmental Design) certification are being filed in exponentially growing numbers, as building owners seek validation of their greening efforts.

Were such a trend confined just to architects, interior designers, and facility owners and managers, one might conclude that that's a pretty narrow segment of the economy, but two factors would make that conclusion wrong. First, the ripple effect of the construction industry throughout the economy is anything but narrow. Manufacturers from a wide range of sectors are affected by construction activity. And, second, it's not just architects, interior designers, and facility people who are motivated to do the right thing, environmentally speaking. Paul Ray and Sherry Anderson, in their research – reported in their landmark book, *The Cultural Creatives*, (Harmony Books, 2000) – have uncovered a surprisingly large segment of the population, 26% of adult Americans, numbering over 50 million (and growing with like numbers in Canada and Europe), who also are strongly motivated in this direction. *LOHAS Journal* claims 63 million Americans are pursuing lifestyles of health and sustainability (LOHAS). Happily for Interface, many interior designers are also LOHAS.

The power of the marketplace and the voting booth is vested in the people, and the power of this segment of people, having appeared upon the scene in just the last 40 years or so, is growing rapidly. It is a phenomenon, below the radar scope. Business people and politicians alike would be well advised to pay attention to the breathtaking rise of this new force which, when it finds its unified voice (which it hasn't yet), will speak in irresistible terms – with, shall we say, an undeniable message.

So, risk management, survival, the market. If those are not case enough, what about people, products, processes, and profits?

In the realm of soft issues, which ultimately drive all the hard results, things like employee morale, the most unexpected and gratifying effect of our “mountain climbing” experience at Interface, has been the buy-in of our people. The psychologist Abraham Maslow had it right when he said that people want more than subsistence, or even development and advancement. They also want to be identified with a higher purpose. Interface's environmental commitment and more recently our reinvigorated citizenship, or social equity, commitment, especially to education and the communities in which we operate, have positively affected both hiring and retention, and productivity as well. Better people are applying, and the best people are staying and working with purpose. The financial value of that is perhaps incalculable, too, but all of us in business know that in the long run people, and only people, make the difference in any company's success or failure. After eight years of nurture, sustainability is in the very DNA of Interface as well as in our mission statement. Our core values support sustainability. Our people are galvanized by this shared higher purpose. You can't beat that for bringing people together! When *Fortune* magazine names a smallish, billion dollar Georgia based manufacturer one of the 100 best companies in America to work for, two years in a row, something is going on!

As for product, it would be difficult to overstate the liberating effect when our product development people “got it.” When they began to approach the creative process from the mind set of sustainable design, they tapped into a whole new, previously unimagined source of inspiration. “Biomimicry” to use Janine Benyus's term: Nature as teacher, mentor and measure, nature as inspiration: How would nature design a floor covering? This stimulated new thinking in pursuit of the answer to this seemingly curious question, and produced “Entropy™,” a carpet tile product whose design is inspired by the diversity of nature, no two things alike. In just one and one-half years after its introduction, Entropy moved to the top of our best seller list, faster than any other product, ever. Now a whole new collection of products, called I 2™, embodies this design principle inspired by nature. In our textile business, “Terra-Tex©,” made from recycled PET bottles, has captured new OEM furniture customers right and left, as manufacturers of office furniture – our customers for Terra-Tex – have responded to those same interior designers and facility managers to whom our carpet sales people cater. Our next quantum step in product innovation is to begin the transition to carbohydrate polymers, to start to replace non renewable, fossil fuel-derived, energy-intensive, hydrocarbon polymers with renewable polymeric materials derived directly from plant life, carbohydrates. Designing for sustainability not only brings a whole new dimension to the creative process,

it conserves “natural capital” [indicate O/H] the type that flows from the big square to the small circle, while it creates financial capital. One of our measures of “footprint,” therefore, of progress in this dimension, is the “carbon intensity” of Interface [defined as petro stuff per dollar of revenue] which has declined 33% since 1994, and there has been a corresponding reduction of greenhouse gas production of about 30%, in absolute terms. [What is Kyoto about? Seven percent by 2012? Come on! We are missing opportunity every day by not getting committed to the new technologies and the new industries waiting to happen.]

The most lucrative face of Mount Sustainability to climb, in the beginning, was the elimination of waste – to drive the very concept of waste out of our business, out of every process, thus emulating nature where there is no waste. In nature, one organism’s waste is another’s food. We are about half way to this goal after eight years of chipping away; we have saved \$209 million cumulatively – hard dollars, not a single soft dollar in that total. The savings have represented 28% of our operating income over that period, and have more than paid for the rest of the revolutionary, pioneering, “mountain climbing” effort which, by the way, we call EcoSense.

Every day now, through EcoSense, as we move beyond picking the low-hanging fruit of waste elimination, our linear take-make-waste production processes – so characteristic of the entire industrial system as it arose out of the industrial revolution – give way to waste-free, cyclical, and renewable processes. We have closed the loop on many of our material flows, and are working internally on technologies, and externally with suppliers, to close the rest. “Recycled content” sells! After an initial focus on energy efficiency, we have begun to deploy photo voltaics in a modest way to generate our own energy, most notably, a 119 KWP in Southern California. “Solar-made” carpet sells. Who cares if the electricity costs a bit more? We’re contracting for “green power” in Canada (Belleville, Ontario) and Europe – wind and bio mass). Working to make these operations 100% renewable. It’s possible in Canada and Europe, but not the U.S., Asia or Australia yet. Our customers – *the marketplace* – embrace it. So, encouraged by the marketplace, we have declared all fossil fuel derived energy to be waste, therefore to be eliminated. Today, about 12% of the remaining 70% of internal process energy is from renewables. We intend to push that to 100%, but first we continue to focus on efficiency to use less and less energy, to make the investments in renewable sources feasible.

By concentrating on resource-productivity, the productivity of all resource inputs, at least as hard as we concentrate on labor productivity, we are reshaping Interface and making it far more efficient. Emissions, – 1/3; waste, – ½; scrap to landfills, – 80+%. “Carbon intensity” is a rather esoteric measure, in conventional circles. Financial efficiency is another, more conventional measure. Both are happening at Interface. Pursuing sustainability has not made costs go up; *they’ve gone down*; and we are changing the game against our competitors with unprecedented products and new-found efficiencies. Our customers support us, and we are gaining market share in a severely down market. Our competitors are pulling their hair, scrambling like mad. Our people are happy and motivated. Our suppliers are having their eyes opened to new, profitable possibilities in their own businesses, so supply chains are changing for the better – Dupont, most notably . Our communities feel we are *of* them, giving back, not just *in* them, taking and taking. Don’t think that doesn’t have value! And our shareholders are going to love their investments when this recession ameliorates and profits soar, as I believe they will on the next leg up for the economy. That’s a forward looking statement with all the legal caveats. The industrial paradigm is shifting. When paradigms shift the early movers win. Interface stands to win big. That’s another forward looking statement. But we can win only with our customers’ support – the market’s support, and it is growing every day. The power is with the people! [Refer to *Floor Focus* survey of 250 top interior designers. Interface Flooring Systems and Bentley Prince Street (both Interface companies) rank #1 and #2. 91% of designers prefer recycled content, 54% of their clients do, too!

But how can we go around saying to our customers, look at us, buy from us because we are “green?” It’s a dilemma. However, we are learning to say, “If you want to reduce your environmental footprint, think of yourself as your entire supply chain, and seek out those suppliers that have already reduced their footprints. That’s the quickest

and surest way to reduce yours. If you find us, we in turn, pledge never to knowingly foist an inferior product or value on you in the name of sustainability. If you find us breaking that pledge, throw us out.”

And don’t take our word for what’s “green.” Insist on the metrics and third party validation. Ask for product LCAs (life cycle analyses) – ours and our competitors – get the whole story, not just recycled content. Get the story on embodied energy, embodied mass, water usage, acidification potential, fresh water toxicity potential, global warming potential, entrophication potential, human toxicity potential, ozone depleting potential, photo chemical oxidant potential, terrestrial toxicity potential, and total resource index. Those together tell the whole story.

I do believe this: the sustainable economy will develop out of relationships – the good guys hanging out together, and doing business together. So, find the good guys, whoever they are, and support them. If you’re doing as much as they, ask them to support you.

Finally, what about purpose? What I have found most difficult to understand is this: Why don’t more CEOs get it, with their minds if not their hearts? Perhaps I can venture to answer my own question. CEOs come in three basic types: those who founded their companies, those who inherited their companies, and those hired to run their companies. The average tenure of the latter is only about 10 years, I’m told. Time horizons are very short for this type of CEO; long range planning is, maybe, five years. Therefore, a truly long view, much less a sense of legacy, is rare and often non existent. For the most part, only among founders, and sometimes inheritors, is a sense of legacy surpassingly important. Perhaps this explains why we have such a terrible, short sighted legacy in the present system! The system has been getting more and more “this way” (extractive, linear, abusive, wasteful) since Thomas Newcomen’s invention of the steam driven pump in 1712 – the dawn of the industrial revolution 291 years ago, and, as E. O. Wilson says, is replete with advances that made total sense in the short term, but have been disastrous, cumulatively, in the long term.

But, a new industrial revolution is happening – right now – and ushering in a new era of renewable, cyclical, benign, and waste free industry. Finally, the possibility is emerging for us to leave a long term legacy of sustainability to our grandchildren’s grandchildren for which they will thank us, rather than curse us. As a founding ex CEO, I say to all CEOs – and to investors as well, “It’s a better way. Try it.”

So how are we approaching the awesome challenge of Mount Sustainability? *Mid Course Correction* lays out the plan for all to see. Let me quickly lay it out for you: [O/Hs: Typical Company of 20th C. = Mt. Sustainability = 7 faces = Proto-typical company of 21st C.

- Waste
- Emissions
- Renewable energy
- Closed loop material flows
- Transportation
- Sensitivity Hookup (culture shift)
- Redesign of commerce
- E/G service agreement - discuss

The characteristics of the Prototypical Company of the 21st Century: Success on all seven fronts (a successful climb on all seven faces) will bring us to the summit and our goal, “The Prototypical Company of the 21st Century.” What will it look like? Strongly service oriented by means of products that deliver service, *resource efficient, wasting nothing, cyclical* (no more linear take-make-waste processes of the first industrial revolution), *driven by renewable energy* (minimized/afforded via *efficiency*), strongly connected to our constituencies (communities engaged, customers engaged, suppliers buying into the vision), and to each other, knowing where we’re going and

why. Our *own eco system* with cooperation replacing confrontation, and *way ahead of the regulatory process* (making it irrelevant). Its *values* have shifted, too, and it is committed to *taking nothing* from Earth's lithosphere that's not rapidly and naturally renewable, and *doing no harm* to her biosphere. The undesirable linkages are all gone! New, vital linkages are in place. *Sustainable and just*, an example for all, and *doing well (very well) by doing good*. *Winning*, not at Earth's expense, nor at the expense of our descendants, but *at the expense of inefficient competitors*. *Growing*, yes – even in a no growth world – but *at the expense of the inefficient*, and with *declining throughput of virgin materials*, eventually – zero. Only zero throughput of extracted natural capital is sustainable over evolutionary time (the true long run).

Now this is important: As market shares shift from the more unsustainable to the less unsustainable, an entire industry moves toward sustainability. As other industries are drawn to this model, the entire industrial system moves toward sustainability. That is how we intend to make Interface *restorative*, through the power of influence.

This is a new kind of company in the making. It will take this early mover (Interface) until 2020 to get there. If anybody beats us there, my hat's off to them. But I tell you this: this is what the Japanese manufacturers are already calling, "the new thinking" – the way they first described and embraced Dr. Deeming's ideas on quality. We know what came out of that! Detroit surely knows; they are still digging out.

Furthermore, the Chinese leaders at the very top know they cannot develop by following the western take make waste model without destroying the biosphere, so they are intent on leap frogging the west. Thank goodness for that, but talk about formidable competitors! Just give them time. Exactly what we need to get us off our butts!

So – Risk management. Survival. Markets. People. Products. Processes. Profits. Purpose. Those make the business case for sustainability. What else is there? Shareholder value? Surely, these are the elements of shareholder value, too. All are enhanced by intelligent, mindful appreciation of *Place*, this rare and beautiful blue planet called Earth upon which all else depends, an appreciation that produces a new awareness that beyond success lies significance; beyond profits, purpose; beyond the necessary, the noble. [For you: Why Interface? Interface is about significance and noble purpose.]

Now, that's at the firm level. At the level of the economy: there are whole new industries and new fortunes to be made. Entrepreneurs everywhere should thank Rachel Carson for starting it all in 1962, with *Silent Spring*.

I am out of time; you can see our plan fully described in *Mid Course Correction* – website: "InterfaceSustainability.com." Let me close, if I may, with a personal story that has great meaning to me.

It came out of a Bentley sales meeting six years ago, on a Tuesday morning in March 1996. It was the early days in this mountain-climb and I was talking to our people at every opportunity, trying to bring them (you) along – not knowing whether I was connecting. Until about five days later, when an e mail came to me from Glenn Thomas. He was sending me an original poem that he had composed after that Tuesday morning meeting. When I read it, it was one of the most uplifting moments of my life, because it told me at least one person had really got it. Here's what Glenn wrote:

Tomorrow's Child

Without a name; an unseen face
and knowing not your time nor place

Tomorrow's Child, though yet unborn,
I saw you first last Tuesday morn.

A wise friend introduced us two,
and through his shining point of view

I saw a day which you would see;
A day for you, and not for me.

Knowing you has changed my thinking,
for I never had an inkling

That perhaps the things I do
might someday, somehow, threaten you.

Tomorrow's Child, my daughter-son,
I'm afraid I've just begun

To think of you and of your good,
Though always having known I should.

Begin I will to weigh the cost
of what I squander; what is lost

If ever I forget that you
will someday come to live here too.

Glenn Thomas, ©1996

Folks, every day of my life since, *Tomorrow's Child* has spoken to me with one simple but profound message, which I share with you, that we are each part of the web of life and we have a choice to make during our brief visit to this beautiful planet: to hurt it or to help it. For you, it's your call.

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