This publication is a first for our company, perhaps a first for the world. Although there are many corporate environmental reports, as far as we know this is the first corporate Sustainability Report. There are no federal agencies regulating sustainability, no charts or graphs to tell you or us whether or not we’re succeeding. We had to create this ourselves. And it wasn’t easy. Sustainability is complex. It involves the thousands of ways our company connects to society and the natural world. More than anything else, this report describes our road map to sustainability—as we see it. If it helps you, use it. If you can show us a better way, please do. We’re all in this together.
It is astonishing that I am writing this today. Three years ago, the word sustainability meant little or nothing to me. For the first twenty-one years of Interface's existence, I never gave a thought to what we took from or did to the Earth, except to be sure we obeyed all laws and regulations. That is, until August of 1994. At that time, our research division organized a task force with representatives from all our worldwide businesses to review Interface's environmental position. They asked me to give a keynote address to kick off the task force's first meeting and give the group an environmental vision. Frankly, I didn't have a vision, except "comply, comply, comply." I had heard statesmen advocate "sustainable development" as a galvanizing force in the post-Cold War era of peace, but I had no idea what it meant. I sweated for three weeks over what to say to that group.

In the speech, I incorporated many of Hawken's examples of global environmental degradation: rapid depletion of the Ogallala aquifer, a great underground body of fresh water in the American Midwest; annual loss of 25 billion tons of topsoil worldwide; increase of world population by nearly 90 million a year; suction by humans of 40% of Net Primary Production (the usable product of photosynthesis); alarming increase in the rate of species extinction to between 1,000 and 10,000 times the average rate since the mass extinction of the dinosaurs 65 million years ago; "(The death of birth," Hawken called it. Think about that term. The phrase brought tears to my eyes when I first read it); destruction of tropical forests to raise soybeans that feed cows in Germany, which produce surplus butter and cheese piling up in warehouses, while displaced forest people live in squalor in the favelas (ghettos) of Rio de Janeiro (I was shocked and saddened to actually see favelas on a recent visit to Rio); and illnesses from pesticide poisoning numbering in the millions each year, resulting in uncounted deaths. I borrowed Hawken's ideas shamelessly. And I agreed with his central thesis: while business is part of the problem, it can also be a part of the solution, and its power is more crucial than ever in organizing and efficiently meeting the world's needs. Business is the largest, wealthiest, most pervasive institution on Earth, and responsible for most of the damage. It must take the lead in directing the Earth away from collapse, and toward sustainability and restoration. I gave the task force a kick-off speech that, frankly, surprised me, stunned them, and galvanized all of us into action.

I have now read it six times, and I've bought and given away more than 400 copies. I'm here to tell you that Hawken's book, The Ecology of Commerce, is a spear in my chest that remains to this day. In preparing that keynote address, I went beyond mere compliance in a heartbeat. In the speech, I thought became clear, along with a powerful sense of urgency to do something. Hawken's message was a spear in my chest that remains to this day. In preparing that keynote address, I went beyond mere compliance in a heartbeat.

I've now read it ten times, and I've bought and given away more than 400 copies. I'm here to tell you that Hawken's book, The Ecology of Commerce, is a spear in my chest that remains to this day. In preparing that keynote address, I went beyond mere compliance in a heartbeat.
I believe we have come to the threshold of the next industrial revolution. I didn't coin that phrase. Paul Hawken and Bill McDonough did, and I have latched onto it because it so aptly describes what we are trying to do here at Interface. As I write this, there is no industrial company on Earth that meets its current needs without, in some measure, deferring future generations of the means to meet theirs. When Earth runs out of finite, exhaustible resources, or ecosystems collapse, our descendants will be left holding the empty bag. But maybe, just maybe, the next industrial revolution can change this. I fervently hope so.

At Interface, we seek to become the first sustainable corporation in the world, and, following that, the first restorative company. It means creating the technologies of the future—kinder, gentler technologies that emulate nature's systems. I believe that's where we will find the right model. For example, when we examine a forest ecosystem and apply its myriad of symbiotic relationships analogously to the design of industrial systems, we'll be on the right track. Like a tree dependent on solar energy, new technologies will enable us to operate factories on renewable energy as well. A step in the right direction may be fuel cell or gas turbine technologies. But ultimately, I believe we must learn to depend solely on available income the way a forest does, not on our precious stores of natural capital. Future technologies will enable us to feed our factories with recycled raw materials harvested from the billions of square yards of existing carpets and textiles, including nylon face pile recycled into new nylon yarn for new carpet; backing material recycled into new backing materials for new carpet; and in our textile business, Guilford of Maine; polyester fabrics recycled into polyester fibers for the manufacture of new fabrics. We can close the loop by using those precious organic molecules over and over in cyclical fashion, rather than sending them to landfills or downsizing them into lower-value forms through the linear processes of the first Industrial Revolution. Linear practices must be replaced by cyclical ones.

Quinn says that our civilization is in a free fall because we have become "takers" all. From a three-million-year legacy of "leavers"—thousands of species, cultures who understood they belonged to Earth—the dominant culture today believes the Earth belongs to it. Pedaling harder will not prevent disaster if the Earth can't fly. Running industrial civilization faster will have a similar outcome. We are trying to fly this civilization without first mastering the laws of sustainability. We need to discover the principles that will allow us to build a civilization that can stay aloft, a civilization that flies. In 1994, I offered the task force a vision: to make Interface the first name in industrial ecology worldwide through action, not words. In the mission to convert Interface to a restorative enterprise, first by reaching sustainability in our practices, and then becoming truly restorative—a company returning more than we take—by helping others reach sustainability. I suggested a familiar strategy including: reduce, reuse, reclaim, recycle (later we added a very important one, restore). Adapting best business practices and then advance and share them, develop sustainable technologies and apply them where it makes economic sense, and challenge our suppliers to follow our lead. I reorganized the task force to pick the year by which Interface would achieve sustainability. After two days, everyone chose the year 2000. I'll be 66 that year, and would love to see it happen by then. Indeed, I think it may be a bit ambitious and will probably take a good deal longer. We named this effort EcoSense. I then asked the original task force who would lead the effort to sustainability, not just here in the United States, but worldwide? They didn't have an answer, so I asked, "Why not us?" Their response marked a tidal wave of change in our company. With the momentum of the original task force, we are energizing and encouraging our whole company to step up to our responsibility and lead the changes you will read about in this report.
nylon, (adipic acid, hexamethylene diamine, caprolactam), polypropylene, polyester (adipic acid, terephthalatic acid, glycols, polyols, antimony catalysts), wool (sulfuric acid, fertilizers), animal hair, fiber finishes, mineral oils, stabilizers, various pigments including TiO₂ (titanium dioxide), phthalocyanines, perlyenes, iron, chromium, nickel and other metal oxides, zinc ferrite.

packaging materials, paper, con-

packaging materials, office paper, cardboard boxes, pallets, tape, stretch wrap (polyethylene), yarn tubes, adhesives (acrylic latices), seam sealants (PVC resin, acrylic copolymers), maintenance chemicals (butyl cellosolve, surfactants).

>20,000,000 lbs fiber:

Energy:

48,708,000 lbs face fiber:

plus Intersept® antimicrobial (amine neutralized phosphate ester), PVC glass, fused PVC resin, filler (calcium carbonate, magnesium hydroxide), plus flame retardants (aluminum trihydrate), viscosity depressants.

treatments (fluorocarbons, sulfonated polymeric aromatics), antimicrobial treatments (quaternary ammonium phosphate),... trihydrate, antimony oxide, decabromo diphenyl oxide), carbon black, heat stabilizers (zinc octoate), viscosity depres-

derivitives), dye leveling agents (sulfonated aromatics), dye retarders, (ethoxylated amines), dispersing agents, (sulfonated aromatics, alkyl phenol ethoxylates) wetting/scouring agents (dialkyl sulfosuccinates, phosphated alcohols, fatty amine ethoxylates, ethoxylated fatty acids), softeners (sulfonated hydrocarbons, quaternary fatty amine ethoxylates), buffers (inorganic phosphates such as monosodium phosphate) pH control agents (ammonium sulfate, ammonia, acetic acid, citric acid.) sequestrants (sodium thiosulfate), chelating agents (EDTA, ethylene diamine tetra acetic acid).

metals, waste, spent nuclear fuel from electricity generation. Emissions from embodied energy not included.

4,660,000 lbs auxillary materials:

Energy:

37 tons Regulated Air Emissions:

88 tons regulated air pollutants

307,400,000 gallons waste water:

17,800 tons GWP

0 lbs TRI emissions

10,346,000 lbs primary backing materials: nonwoven polyester (ethylene vinyl acetate latex binders), polypropylene,

carbon monoxide, volatile organics, oxides of nitrogen and sulfur, particulates, hexane, toluene, acetone. 12 tons CO₂ emissions plus....cadmium, chromium, copper, mercury, manganese, nickel, lead, sulfur, low level radioactive waste, spent nuclear fuel from electricity generation.

44,300,000 lbs face fiber: nylon, (adipic acid, hexamethylene diamine, caprolactam), polypropylene, polyester (adipic acid, terephthalatic acid, glycols, polyols, antimony catalysts), wool (sulfuric acid, fertilizers), animal hair, fiber finishes, mineral oils, stabilizers, various pigments including TiO₂ (titanium dioxide), phthalocyanines, perlyenes, iron, chromium, nickel and other metal oxides, zinc ferrite.

12 year average life

90,300,000 lbs products.

992 tons solid waste:

36 tons POCP   235 tons AP

7,736,000 lbs primary backing materials: nonwoven polyester (ethylene vinyl acetate latex binders), polypropylene,

53,930,000 lbs chemicals: styrene-butadiene rubber (styrene, butadiene), calcium carbonate, magnesium hydroxide, polyvinyl
nonwoven polyester (ethylene vinyl acetate latex binders), polypropyene,

4.0x10⁵ BTUs embodied energy

0.1x10⁵ BTUs process energy
Industrialism developed in a different world from the one we live in today: fewer people, less material well-being, plentiful natural resources. What emerged was a highly productive, take-make-waste industrial system that assumed indefinite supplies of resources and infinite sinks in which to place our industrial wastes. In the United States, thirty-two truckloads of waste are created for every ton of goods produced. Industry moves, mines, extracts, shovels, burns, wastes, pumps and disposits of four million pounds of material in order to provide one average, middle-class American family their needs for a year. That may have been true once, but today just the opposite is true: the rate of material throughput is endangering our prosperity, not enhancing it. At Interface, we recognize that we are part of the problem. In order to reduce the amount of material we take and the waste we create, we first need to analyze all of our material flows—everything that comes in and goes out. Only then can we begin to address the task at hand.

We believe the cure to resource waste is profitable, creative and practical. We will create a company that addresses the needs of society and the environment by developing a system of industrial production that decreases our costs and dramatically reduces the burden placed upon living systems. This also makes precious resources available for the billions of people who need more. If this sounds like a win-win solution, it is, but not in a superficial, “clean is green” slogansaying way. For us, sustainability is not the veritable low-hanging fruit of recycling or changing light bulbs, although those are certainly important steps. What we call the new industrial revolution is a momentous shift in how we see the world, how we operate within it, what systems will prevail and which will not. At Interface, we are completely reimagining and redesigning everything we do, including the way we define our business. While there is no one solution to the impact we now have on Earth and its ecosystems, the company shares one vision: to lead the way to the next industrial revolution by becoming the first sustainable corporation, and eventually a restorative enterprise. We know, broadly, what that means for the world in every plant and division. Since 1994, cumulatively we’ve taken $49.7 million of our associates in a common purpose called QUEST™ (Quality Utilizing EcoSense, together). We merged our two task forces into one, and formed 18 teams of representatives from all of our businesses worldwide, each team with an assigned objective reach these new targets. In February 1996, we brought these two efforts, QUEST and IRC, together. Together, we are designing a new product development system for Interface business units. IRC helps our businesses examine every step of their manufacturing processes, from procurement to outbound logistics, analyzing and understanding the impact of each step in product quality, process efficiency, and the environment. Quest, a program managed by Interface headquarters, provides us with a way to measure progress. A well-defined point system rewards each business unit when the savings from QUEST are paying for other investments. Today there are more than 400 sustainable initiatives active in our company. In a key new initiative, we are treating all fossil fuel use in our operations as waste that is to be eliminated through efficiencies and shifts to renewable energy sources.

### A Path to Sustainability

[1] Interface is a resource-intensive company, the largest divisions are predicated on two underlying truths: With sales in approximately 110 countries and manufacturing facilities at 29 sites across continents, our company makes a significant impact on the planet’s social and ecological systems. Our first direct thrust towards sustainability focused on waste reduction, the goods we create are a waste company. We define waste as any cost that does not produce value for our customers. That means anything which is transferred, stored, moved, or utilized at a cost but does not result in what we sell. In 1994, we set a goal as a company to be a zero waste company. We define waste as any cost that does not produce value for our customers. That means anything which is transferred, stored, moved, or utilized at a cost but does not result in what we sell. In 1994, we set a goal as a company to be a zero waste company.

[2] Redesigning Commerce. Prioritized focus on the redesigning of our commerce system that has been a key component of Interface’s sustainable mission since 1994. In 1996, we treated all fossil fuel use in our operations as waste that is to be eliminated through efficiencies and shifts to renewable energy sources.

[3] Resource Efficient Transportation. Interface is responsible for one-and-a-half times the energy use associated with the delivery of material. Engaging external organizations to create policies and market incentives encouraging the delivery of material will be a key part of our strategy to support our zero waste goal. In 1996, we treated all fossil fuel use in our operations as waste that is to be eliminated through efficiencies and shifts to renewable energy sources.

[4] Closing the Loop. Exploring methods to reduce the transportation and manufacturing of molecules (products and people) in favor of changing light bulbs, although those are certainly important steps. What we call the new industrial revolution is a momentous shift in how we see the world, how we operate within it, what systems will prevail and which will not. At Interface, we are completely reimagining and redesigning everything we do, including the way we define our business. While there is no one solution to the impact we now have on Earth and its ecosystems, the company shares one vision: to lead the way to the next industrial revolution by becoming the first sustainable corporation, and eventually a restorative enterprise. We know, broadly, what that means for the world in every plant and division. Since 1994, cumulatively we’ve taken $49.7 million of our associates in a common purpose called QUEST™ (Quality Utilizing EcoSense, together). We merged our two task forces into one, and formed 18 teams of representatives from all of our businesses worldwide, each team with an assigned objective reach these new targets. In February 1996, we brought these two efforts, QUEST and IRC, together. Together, we are designing a new product development system for Interface business units. IRC helps our businesses examine every step of their manufacturing processes, from procurement to outbound logistics, analyzing and understanding the impact of each step in product quality, process efficiency, and the environment. Quest, a program managed by Interface headquarters, provides us with a way to measure progress. A well-defined point system rewards each business unit when the savings from QUEST are paying for other investments. Today there are more than 400 sustainable initiatives active in our company. In a key new initiative, we are treating all fossil fuel use in our operations as waste that is to be eliminated through efficiencies and shifts to renewable energy sources.

[5] In the following pages, we will look back at the year we have come through these transitions, and move forward, how we think we’ll go.
**Number 1: eliminate waste**

**Problem:** Industrial processes generate enormous amounts of waste which cannot be assimilated by nature or reused by industry. The volume of waste reflects inefficiencies which degrade the environment, harm the economy and reduce customer value.

**Solution:** Our goal is to create zero waste. To accomplish this, we are reexamining our current sources of waste and creating programs to first reduce and then eliminate them. We are redesigning products and processes to reduce and simplify the amount of resources used in production. Waste can then be re-manufactured into new resources, becoming technical “nutrients” for the next cycle of production.

If we compare the United States with a biological system, the material flows required to maintain our industrial production can be likened to metabolism. Metabolism is not an economic term. It describes the array of biochemical processes required by a cell or living organism in order to maintain life. The input consists of energy, metals and minerals, water, food, products and agricultural production. The output consists of products, solid waste, degradable, hazardous and toxic — and gases which are a form of molecular excretion. The solid waste goes into landfills, incinerators, burial yards and the ocean. The molecular waste goes into the atmosphere, oceans, rivers, streams, sediments, ground water, soil and plants.

The successful functioning of an industrial society requires constant flows of materials to factories and citizens. Like the bloodstream, most of these flows are invisible, or only partly visible. And like our bodily functions, we tend to take these industrial functions for granted. We see some of the flow in our supermarket aisles, shopping malls, gas stations, airports, trucks, railroads, or in stacked shipping containers along docks and rivers. The most visible items are the goods we buy or use everyday: soap, food, clothing, cars, etc. Though highly visible, household goods comprise only a fraction of the material required to maintain our standard of living. A greater amount is needed for building, roads and infrastructure. Even taken together, however, these are dwarfed by the largely unseen flows of waste materials, including: tailings, garbage, fly ash, sludge, slag, fine glasses, construction debris, mintahoe and much more.

**Measuring and Monitoring**

Interface companies are using state-of-the-art technology to track, measure and monitor both consumption and waste of material and energy. We have developed techniques to analyze waste streams and feedback programs to employees. Numerous teams have also been formed to reduce the volume of materials produced through process efficiency improvements.

**Recycling Internal Waste**

- **Offices of Maine** has an extensive recycling program, diverting from landfills 1,648 tons of waste fiber as well as over 100 tons of other materials in 1996. 
- **Pandell** recycled 430 tons of construction waste in one year, using over 63,000 recyclables. 
- **Interface Architectural Resources** recycled concrete waste to save 54% of their total waste by weight. 
- **Interface Europe** has created teams to find ways to reuse or recycle 25-20% of waste streams. 
- **Interface Flooring Systems** manufaccturers are attempting to divert waste from the landfill by testing reusable cardboard yarn boxes and switching to reusable polypropylene yarn tubes.

**Product Change**

- Interface's goal is to create more with less. Many of the manufacturers are redesigning their products to reduce waste: metric sizing, reduced standard tile backing, and decreased yarn usage have all reduced the input of material and energy. 
- Interface's corporate office is coordinating a global monitoring program to develop best practices for product redesigns, accompanying more with less. 
- **Interface Flooring Systems** are converting to a metric tile backing system which reduced tile waste. 
- **Interface's** goal is to create more with less. Carpet tile manufacturers are reducing their waste stream by purchasing recycled post-industrial waste: metric sizing, reduced standard tile backing, and decreased yarn usage have all reduced the input of material and energy.

**Process Change**

- Interface's subsidiaries are implementing waste-prevention policies to achieve the same high quality products with better methods and more efficient technologies. Remedial and fabric manufacturing are working with Interface Research Corporation to develop technologies for better treatment and reuse—reducing water and chemical consumption. 
- **Interface’s** goal is to create more with less. Many of the manufacturers are redesigning their products to reduce waste: metric sizing, reduced standard tile backing, and decreased yarn usage have all reduced the input of material and energy. 
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- **Interface Flooring Systems** manufactures are converting to a metric tile backing system which reduced tile waste.
Number 2

benign emissions

Problem: Though less visible, industry creates more molecular garbage than solid waste. Small concentrations of poisons, persistent man-made chemicals, greenhouse gases and localized heating are affecting all living systems, accumulating in animal tissue, fouling water and air systems, affecting reproductive cycles and changing our climate.

Solution: Interface will proceed toward eliminating all harmful releases into the biosphere, striving to create factories with no smokestacks, affluent pipes or hazardous waste. Because it is difficult to safeguard against such releases, toxic emissions will be eliminated at the source. Ultimately, the only substances emitted from our plants should be valuable products, such as carpet and fabric, and clean air and water.

Design Air Emissions

Interface has identified 115 stacks at point sources for air pollution in North America, Europe and Asia. Each is being actively monitored and prioritized for cleaning by outreach and selling equipment modifications. All Interface companies are in compliance with environmental legislation, but our goal is to reduce emissions and eliminate the emissions of “industrial garbage” completely. Guilford of Maine installed a computerized boiler that reduces emissions by 95%. Beatryc Mills replaced their flue gas scrubber with a bax NHI, high efficiency direct reducing NOx emissions by approximately 50%. They are investigating scrubbers for other stacks that would reduce NOx emissions by up to 98%.

Guilford of Maine’s facility is a state of the art waste treatment plant to reduce water effluent by at least 40 million gallons annually. Guilford has also reduced pesticide loadings in water effluent from 18 ppm to trace amounts through careful product substitution.

Beatryc Mills installed a state of the art waste treatment plant to reduce water effluent by at least 40 million gallons annually. Beatryc, in collaboration with UC Davis and LifeCycle, is testing a method for cleaning and removing drain water.

Design Water Emission

In 26 manufacturing locations there are only 24 point stacks. While not all Industrial subsidiaries produce waste water, there are no working toward reducing and recycling this water, and treating the effluent released into the environment.

Driving through Industry

Intersections, Interface installed high-efficiency steam scrubbers, significantly reducing VOCs in plant emissions.

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Driving through Industry

Intersections, Interface installed high-efficiency steam scrubbers, significantly reducing VOCs in plant emissions.
Problem: Modern industry has become dependent on the availability of seemingly inexpensive energy from fossil fuels: oil, coal and natural gas. Their combustion destroys a valuable source of feedstock and is the main cause of global climate change.

Solution: We are focusing on improving production methods and equipment to consume less energy, thereby reducing demand. At the same time we are pursuing renewable energy supplies; this includes installing alternative technologies at our facilities, as well as contracting with power companies to provide us with energy from renewable sources.

Reducing Demand by Increasing Efficiency

Interface, Inc. signed a Memorandum of Understanding with the EPA’s Energy Star Buildings Program and Climate Wise, committing the corporation to improving overall energy efficiency. Interface joined 111 others, a consortium of energy users promoting energy efficiency in industry. A full-time Vice President for Sustainable Energy has been named to work with the energy managers at each business unit to help them get the most out of these resources and channeling innovation and best practices to them.

Many of the manufacturing facilities and offices have already installed lighting and machinery retrofits and installation systems to reduce energy consumption. Further, a great deal of research has been committed to reducing fossil fuel consumption.

A key to Interface’s commitment to renewable energy is the competitive availability of these energy sources. At present, fossil fuels remain the largest source of power, and renewable energy is an increasing part of the mix. Worldwide, renewable energy is the other half of the world’s energy use in the future, largely because of the cost, efficiency and flexibility of solar, wind and geothermal power.

Renewable Power Sources

Renewable Energy Supply

• Interface Mills is designing a photovoltaic solar array to produce the mill’s first solar-tiled carpet.
• Interface Flooring Systems Canada is the first customer of wind-generated, certified “green power” from Ontario Hydro. • It is estimated that Interface would save over $600,000 per year on a 10,000-ton of recycled wood used to make wood pellets. "Mittal Steel" and Interface Fabrics have installed solar panels to power their facilities.
• Interface, Inc. and Interface Flooring Systems installed 15,000 solar panels in Shanghai. By reducing friction using the right design, Interface achieved energy savings of 25% in its new plant.
• Interface Fabric’s Intek plant installed a 9 kilowatt, grid-connected, photovoltaic array with battery storage made by Suntec. Interface, Inc. signed a Memorandum of Understanding with the EPA’s Energy Star Buildings Program and Climate Wise, committing the corporation to improving overall energy efficiency.
closing the loop

Problem: Industrial systems are linear, take-make-waste systems. Natural, cyclical, living systems are destroyed when resources are depleted and waste accumulates in the biosphere.

Solution: Interface is redesigning its processes and products into cyclical material flows where “waste equals food.” We are reducing use of raw materials and working to get the most value out of the materials that we employ. This includes careful recycling of end-manufactured materials so that waste materials from industry and from society become valuable raw materials in industry. It also means using more organic materials and using them in such a way that allows them to safely return to their natural cycles.

Interface Research Corporation and its sister company, Interface Flooring, are actively pursuing carpet construction based on renewable organic materials. Natural rubber latexes and fibers, such as industrial grade hemp and flax, are being evaluated as compostable raw materials compatible with Earth’s natural cycles. The potential role for natural-dye stuffs grown/harvested and processed with sustainable technologies are also being evaluated.

Interface Research Corporation has suspended the experimental growth of 500 acres of industrial grade hemp in Canada. We also actively support U.S. state initiatives to create experimental agriculture projects to reanimate the commercial viability of industrial grade hemp fibers.

This year, Guilford of Maine will completely the transition from virgin polyester staple to 50% recycled fiber manufactured from PET soda pop bottles. Guilford used several million pounds of polyester fiber in 1997. 80% of which is currently derived from recycled sources. They have introduced the “terraforms” label for their new line of 50% recycled textiles. This represents a strategic change for Guilford, a change which they are now bringing to their suppliers.

Included in the Technosphere, Interface Research Corporation will recycle 20% of its production waste materials into recycled products. This represents a significant increase in the quantity of material which needs to be recycled or reprocessed (as opposed to downcycling) reduces the amount of material which needs to be purchased and sent to the biosphere, saving material and reducing our environmental impact. Recycling can also be used to generate energy, reducing consumption of non-renewable materials, using the energy used to process out of polyester (embodied energy) and reducing loads on landfills. The energy savings alone from recycling a million pounds of polyester staple is equivalent to 4,000 barrels of oil.

Interface Europe, a subsidiary of Interface, will recycle natural material in the ground floor, adding recycled polyester to the original backing material. Georgia-Pacific has used 17,000 lb per month of recycled paper and will recycle 1,000 lb of recycled paper. We are in the process of converting our road cones, our edge trim is downcycled to produce aluminum forms.

Pencerifa, a business in Portugal, is crafting an experimental board using hemp fibers. We are currently testing carpet manufactured from 30% post-industrial pet.

Gardiner is working to achieve the same product, currently testing target manufactured from 30% post-industrial pet.

In the Biosphere, Interface has actually saved, in one year, hundreds of thousands of pounds of road cones. We have introduced the Terratex™ label for our new line of 100% recycled textiles. This represents a strategic change for Guilford, a change which they are now bringing to their suppliers.

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### Problem: Dependence on readily-available fossil fuels worldwide has led to centralized manufacturing facilities and long supply lines. This is not a viable model for sustainable transportation if the goal is resource efficiency.

### Solution: Transportation includes moving people, products, information and resources. Interface is working to make its transportation more ecologically efficient by changing packaging to products weight less, manufacturing closer to the customer, and moving information instead of matter.

#### Information
- Interface is maximizing the efficiency of product transportation by shipping via containerized rail, by locating manufacturing facilities closer to our global customers, and by reducing packaging and freight.
- Interface is actively increasing the dependability of freight transportation by working to make its transportation more ecologically efficient by implementing new technologies.
- Interface is actively increasing the efficiency of product transportation by shipping via containerized rail, by locating manufacturing facilities closer to our global customers, and by reducing packaging and freight.
- Interface's mission is to help all of our associates and business partners gain a better understanding of the environment and the challenge that lies ahead. We hope to demonstrate to our customers, suppliers and friends— even our competitors—that it is not only the right thing to do, it is the smart thing to do.

#### Play to Win

- Play to Win® is an experimental program that teaches employees how to face their fears and compete. Through ropes courses and classroom seminars, employees are challenged to open up emotionally to their colleagues. People take different risks. Some have an easy time making the right choice, but a painful to talk about their life goals with others. The people who created the Play to Win program also work with employees to find solutions to their personal problems.
- Interface is helping employees face their fears and compete. Through ropes courses and classroom seminars, employees are challenged to open up emotionally to their colleagues. People take different risks. Some have an easy time making the right choice, but others have a hard time facing their fears. The people who created the Play to Win program also work with employees to find solutions to their personal problems.

#### Number 6
- The Economics Institute 100% Interface □
- Sensitivity Hook-Up
- Number 6
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#### World Meeting
- Interface hosted its first-ever World Meeting in Mexico, January 2007 and designed it as “hook-up” — the diverse international business of Interface, sustainability-focused programs, the conference with events and activities created by the “Dream Team.” Interface hooked up with local associates and matched funds to local high school projects. Interface hooked up with local associates and matched funds to local high school projects. Interface hooked up with local associates and matched funds to local high school projects.

#### Customers and Suppliers
- Interface sponsors a number of events to develop strong relationships with customers and suppliers that combine sporting events and sustainability. The “Why Connie?” sessions are the “Play to Win” program and provide the evidence that Interface's net impact metrics are being improved by employees and suppliers.
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#### Employee Need More
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**Problem:** Existing business practices are focused on producing and distributing goods and services. A multitude of economic distortions make it difficult, if not impossible, for markets to recognize the true cost of what they produce.

**Solution:** Interface is creating new methods of delivering value to customers changing its purchasing practices and supporting initiatives to bring about market-based incentives for sustainable commerce. It is focusing on the services delivered by multiple life cycles of its products. It is working to shift taxation away from economic and social benefits—such as labor, income and investment—to detriments including pollution, waste and the loss of primary resources.
In order to achieve sustainability, Interface must do two things: proceed in the proper direction and build shareholder value. Each step towards sustainability needs to build a platform for future steps, and must be confirmed by economic results as well as positive ecological effects. Interface is committed to shifting from linear industrial processes to cyclical ones. To do this, we use a company to guide us, and a set of tools to help us. They are both the result of The Natural Step, an ongoing scientific consensus process begun in Sweden under the leadership of Dr. Karl-Henric Roettger, and spreading to the rest of the world, including Ray Anderson’s alma mater, Georgia Tech.

A simple challenge: We need to understand the basic laws of nature and how they will affect the future of this and all companies. Just as we watch for long-term trends that could adversely impact our employees and shareholders, we have studied the consequences of our continued assault on nature and have determined that unless we change, we may be responsible for catastrophic losses to ourselves and others. Our concern for the environment is not a short-term matter. Lindbergh, in his book The Spirit of St. Louis, wrote about wealth:

Wealth is about power and control, not share. To enjoy wealth is to control what others must do. To enjoy wealth is to control the relationship between you and the other. To enjoy wealth is to control the world.

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The Science

The Natural Step teachings are rooted in four fundamental principles of science. The first principle states that matter and energy cannot be created or destroyed. Practically speaking, the waste products of industrial metabolism do not disappear; the concept of waste disposal is an illusion. The billions of tons of resources we consume every year are not actually consumed, but rather, they are converted systematically into industrial and molecular waste.

The second principle says that matter and energy tend to disperse over time, becoming less concentrated and therefore less valuable. Natural resources mined and concentrated for societal needs eventually dissipate back into nature. As their structure and concentration is dispersed and lost, they become waste, and their value drops precipitously. This third principle addresses consumption. Society consumes the quality, purity or structure of matter, not the matter itself. The availability and maintenance of this quality of matter determines the prosperity of humankind. If societal metabolism is systematically increasing waste in the world, then we are becoming richer, but poorer.

The Four System Conditions for Sustainable Human Society

Based on the principles of cycles and basic principles of physics, we can derive four conditions that need to be met to maintain the quality of living systems on Earth. The first three conditions describe non-negotiable ecological conditions governing human interaction with natural systems. The fourth condition outlines the economic state that must be achieved for the ecological conditions to be maintained.

1. The natural steps from the Earth's small (throughput of materials not systematically increased in nature). In a sustainable society, emissions, fossil fuel, wood, and other material flows can instead be maintained at the rate faster than they can be replenished and restructured. Life on the planet must be maintained at a stable rate lower than the rate faster than they can be replenished and restructured. This is maintained at the rate faster than they can be replenished and restructured, and is embodied in the diagram. This is maintained at a stable rate lower than the rate faster than they can be replenished and restructured, and is embodied in the diagram.

2. A sustainable society is one that does not systematically increase in value. Portables must not systematically increase in wealth. In a sustainable society, emissions, fossil fuel, wood, and other material flows can instead be maintained at the rate faster than they can be replenished and restructured. Life on the planet must be maintained at a stable rate lower than the rate faster than they can be replenished and restructured, and is embodied in the diagram.

3. The physical laws for the prosperity and identity of nature must not be systematically altered. Human health and economic prosperity depend on the capacity of life to respond to the demands of the human population and the demands of the human population. Our concern for the environment is not a short-term matter. Lindbergh, in his book The Spirit of St. Louis, wrote about wealth:

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A simple challenge: we need to understand the basic laws of nature and how they will affect the future of this and all companies. Just as we watch for long-term trends that could adversely impact our employees and shareholders, we have studied the consequences of our continued assault on nature and have determined that unless we change, we may be responsible for catastrophic losses to ourselves and others. Our concern for the environment is not a short-term attempt to improve our image, but a strategic change necessary to guide our corporation into and through the 21st Century.
The Interface culture is a blend of many diverse cultures, like a river with many tributaries. Its headwaters arose when founder, Ray Anderson, started the company in 1973, leaving a good job with an established company to go out on his own. As the original company survived and grew rapidly, two qualities became evident: an empowered, entrepreneurial attitude in its sales force, and a commitment to unique technology in its manufacturing. A high performance, well compensated sales force selling what it truly believed to be the best products in the world set David apart from the Goliaths of the day. This unshakable belief fostered a never-say-die, determined will-to-win that became ingrained throughout the organization.

From 1982 to this day, 40 acquisitions and two joint ventures have added people, products, services and customers, as well as plant sites and other facilities to the Interface mix. How have these diverse cultures come to be integrated today into a truly coherent whole? The answer is through a remarkable reinvention of the company. When the company hit hard times in 1991, the attributes of customer intimacy, entrepreneurial selling, unique technology and never-say-die attitude were simply not enough.

A worldwide recession overtook the company's primary market place, the corporate sector. Dramatic market shifts ensued, coupled with shifts in product preference to lower-priced products from new companies and established competitors. The founder, faced with massive changes in the marketplace and an over-extended management team, made a bold move. Ray hired me, the leader of his toughest competitor, as COO and asked me to reinvigorate the organization with new, experienced, proven talent.

I brought in Gordon Whitener, John Wells, David Oakey, Jeff Goldberg and others that followed. To deal with the intensity of change, I retained Dr. J. Zink, a well known family therapist, to be on call for the company. Any employee or employee family member could call him at any time and receive his professional counsel regarding a family problem. Dr. J. helped them assess the issue, take initial steps to relieve the emotional symptoms and find a competent local therapist to treat the problem. This program, which continues today, convinced Interface employees that the company was serious about getting them and their families the best available help to deal with the stresses of modern life.

One of the most significant changes at Interface was the “Play to Win” program brought to us by Pecos River Learning. Developed by corporate guru Larry Wilson, Pecos teaches through experiential learning and a formidable ropes course, effective and open communication, the sharing of feelings, the need to dominate opinions, which hurt and reject teammates, the need for support and acceptance and the possibility that we can create the finest company in the world.

Throughout these changes, our dedication to our customer remains our hallmark. We are reinventing technology to lead us through these dramatically changing times. We are a company not based on fear, but one that has the courage to look in the shadows for truth. We have abandoned bad habits, such as the need to be right, look successful, be emotionally comfortable—the symptoms of “Playing Not to Lose.” In their place is a receptivity, even a yearning, for change and the willingness to learn and search for a better way. We then add support, openness, sensitivity, optimism, confidence and compassion, especially for the children of today and tomorrow, and you have Interface, an organization that has become “hooked up” worldwide by these common, shared values.

Do these soft issues have a place in modern business? The Interface management team, beginning with Ray Anderson and myself, think so. Ray has devoted himself to seeking a higher purpose for the people of Interface to embrace—and they have. The vision of a petrochemically-intensive company becoming an environmentally-sustainable leader captures us all. The idea of achieving our goals of taking nothing from the Earth that is not renewable (not another drop of oil, for example) and doing no harm to the biosphere compels the company. Thus, to our devotion to product (the best in the world) and people (empowered, motivated, and productive) and to our customer-intimate persona has been added the devotion to an extraordinary place called planet Earth.
Amory Lovins is widely regarded as the most articulate industrial systems analyst in the world. As one of the world’s leading authorities on energy and the environment, he is a consulting physicist, a MacArthur Fellow, the youngest person to become a don at Oxford University, and the co-founder, with his wife, the Roddy Institute, in the Ivy League town of Snowmass, Colorado, a nonprofit resource policy center that focuses on resource efficiency and global security. Second, he is an award-winning building designer who evolved from a career in environmental politics to the field of sustainable design. His book, “The Future by Design,” published by New Society Publishers, is the first book to show how to design buildings that are not only energy-efficient but also beautiful. The book has been translated into more than 20 languages and has sold over 100,000 copies worldwide.

Jeffrey Pomm is quite probably the most known leader of the environmental movement in the United States. He is the principal of William McDonough + Partners and is a founder of the School of Architecture at the University of Virginia. His firm has designed the corporate campus for The Gap, a new production facility for Herman Miller and the environmental prototypes store for Walmart in Lawrence, Kansas. Bill consults directly with corporations who are applying ecological principles to products and manufacturing, including Monsanto and Steinhafels. For preparation for the World Trade Center, in 2000, the city of Hannover, Germany, commissioned Bill to author the Hanover Principles: Design for Sustainability, design guidelines for the first new building to be designed for the World Trade Center. His latest venture, McDonough Braungart Design Chemistry, is a collaboration with leading green chef, Michael Braungart.

The dream team is David Brower, the best environmental leader of the environmental movement in North America, fighting on behalf of the environment since 1926. Brower is a maverick, conservationist, organizer, rebel, and environmental activist. He has led the charge against the building of dams on the Klamath, Idaho, Smoky’s, and the Peace River. He founded the Sierra Club, which has helped create many national parks and wilderness areas including those in the Klamath, Idaho, Smoky’s, and the Peace River. He has founded the League of Conservation Voters, the Earth, the Earth Island Institute, Trustees for Conservation, and the John Muir Institute for Environmental Studies.

Bill Browning is one of the leading practitioners and spokespersons in the world for green architecture. Before getting his M.S. at MIT in Real Estate Development, Bill worked with Buckminster Fuller on his Dymaxion House. Browning presently directs Rocky Mountain Institute’s Green Development Services, a program on environmentally responsible real estate development. Projects have included the Greening of the White House, the Pentagon, the Grand Canyon National Park and the Sydney Olympics in 2000. He has just finished co-authoring Green Development: Integrating Ecology and Real Estate, published in the fall of 1997. He presently serves as National Real Estate Advisor to The Nature Conservancy and serves on the board of the US Green Building Council and Greening of America.

Bernadette Courteau is one of the most important community and social activists in America. She has worked as a community organizer around such diverse but related issues as housing, hunger, institutional racism, violence, employment and the environment. In 1980, while working with the New York City Department of Parks, she founded the Greening of Harlem Coalition. Working with teenagers and the unemployed, Greening has grown to include twenty community organizations operating thirty garden projects across Harlem, ranging from schoolyard vegetable patches to urban farms providing food for soup kitchens and the homeless. Bernadette was the only gardener invited to participate in the Greening of the White House project. In 1996, she was the first recipient of Global Green’s Millennium Award for individual Environmental Activism.

David Brower is in question without the question. The original dream team leader, Brower has just celebrated 40 years at the forefront of environmental politics and activism. He is a maverick, conservationist, organizer, rebel, and environmental activist. He has led the charge against the building of dams on the Klamath, Idaho, Smoky’s, and the Peace River. He founded the Sierra Club, which has helped create many national parks and wilderness areas including those in the Klamath, Idaho, Smoky’s, and the Peace River. He has founded the League of Conservation Voters, the Earth, the Earth Island Institute, Trustees for Conservation, and the John Muir Institute for Environmental Studies.

Paul Hawken is a businessman, environmentalist and author. He is author of several books including Seven Thomayer, a business and the best-sellers Growing a Business and The Ecology of Commerce. His books have been translated into 27 languages. Growing a Business became the best-seller of 1977 and 1978. Hawken has co-authored seven books: a paper, a member of the California Bar, helped establish an innovative urban forestry and environmental education group called the California Conservation Project and ran for Congress in 1980. He has been a frequent and recognized public speaker, working with staff, students, clients and providing a stream of ideas, data, people and resources to Silicon Valley. He was appointed member of the first Factor 10 Club, and is one of the 28 people in the world most likely to meet with the New York City Department of Parks, he founded the Greening of Harlem Coalition. Working with teenagers and the unemployed, Greening has grown to include twenty community organizations operating thirty garden projects across Harlem, ranging from schoolyard vegetable patches to urban farms providing food for soup kitchens and the homeless. Bernadette was the only gardener invited to participate in the Greening of the White House project. In 1996, she was the first recipient of Global Green’s Millennium Award for individual Environmental Activism.

L. Hunter Lovins, Esq. is President and Executive Director of Rocky Mountain Institute (RMI). Hunter holds B.A. in Political Studies, along with a B.A. in Sociology from Pitzer College, a J.D from Loyola University School of Law, and a honorary doctorate from Fordham University. He is a member of the California Bar, a member of the California Bar, helped establish an innovative urban forestry and environmental education group called the California Conservation Project and ran for Congress in 1980. He has been a frequent and recognized public speaker, working with staff, students, clients and providing a stream of ideas, data, people and resources to Silicon Valley. He was appointed member of the first Factor 10 Club, and is one of the 28 people in the world most likely to meet with the New York City Department of Parks, he founded the Greening of Harlem Coalition. Working with teenagers and the unemployed, Greening has grown to include twenty community organizations operating thirty garden projects across Harlem, ranging from schoolyard vegetable patches to urban farms providing food for soup kitchens and the homeless. Bernadette was the only gardener invited to participate in the Greening of the White House project. In 1996, she was the first recipient of Global Green’s Millennium Award for individual Environmental Activism.

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This is the dream team, a collection of experts and friends who have joined with me to realize Interface into a leader of sustainability. I met John Pickard at the Sierra Club in 1984 and he became an instant friend. He was helping Southern California Gas Company build the Energy Resource Center as a demonstration “green building.” I want him advising Interface too, so John became our first environmental consultant. Then after reading the Ecology of Commerce, I arranged to meet author Paul Hawken. I was further impressed so much so that I asked him to become a consultant to Interface to help develop our “map” to sustainability—to be a voice of conscience. Reading Daniel Quinn’s Ishmael led to a similar meeting and outcome. Soon after we put John, Paul and Daniel together in a meeting with a group of customers and asked them who else should be there. Their answer was David Brower, the patriarch of the American environmental movement. Other names wait however meaning more of their outstanding experts: Bill McDonough, Amory Lovins, Bill Browning, Jonathan Porritt in the UK, and Bernadette Courteau. One by one I met them, liked them, and felt each brought a unique perspective to our journey toward sustainability. What a marvelous team they have become: the Interface Eco Dream Team.

—Ray Anderson
Today Interface is a global company. We produce in 29 manufacturing sites, located in the United States, Canada, the United Kingdom, Holland, Australia, and Thailand. We sell our products in more than 110 countries. We manufacture and sell 40% of all the carpet tile used in commercial buildings today, enjoying the largest market share in nearly every one of those 110 countries. We also produce commercial broadloom carpet, textiles, chemicals, and architectural products, specifically access floor systems.
If we understand that design leads to the manifestation of human intention, and if what we make with our hands is to be sacred and honor the earth that gives us life, then the things we make must not only rise from the ground but return to it, soil to soil, water to water, so that everything that is received from the earth can be freely given back without causing harm to any living system. This is ecology. This is good design. It is of this we must now speak.

*William McDonough*
Our Mission

Interface will be the first name in commercial and institutional interiors worldwide through its commitment to people, product and place. We will strive to create an organization wherein all people are accorded unconditional respect and dignity, one that allows each person to continuously learn and develop. We will focus on product through constant emphasis on quality and engineering which we will combine with superior attention to our customers’ needs. We will honor the places where we do business by endeavoring to become the first name in industrial ecology, a corporation that cherishes nature and restores the environment. Interface will lead by example and validate by results, leaving the world a better place than when we began.

April 12, 1997
Proclamation of the Board

Whereas, Interface was founded by Ray C. Anderson 24 years and 1,000 days before the beginning of the third millennium of the modern era.

Whereas, Interface, under the leadership of Anderson and other talented officers and associates who he assembled, has in the 24 succeeding years metamorphosed from a startup domestic manufacturer of a single office floor covering product — fusion-bonded carpet tile — into a true multi-national producer of a broad range of textile and architectural products for commercial interiors.

Whereas, Interface today is a corporation with more than $1 billion in sales, with 6,000 employees in more than 140 countries.

Whereas, Anderson and Charles B. Eitel, whose vision and skill Anderson brought to Interface in 1993, have conceived of a new corporate paradigm for the future — of a corporation with a commitment to its products and its place in the universal ecosystem unprecedented in the world in this time.

Whereas, they are determined to lead Interface through a new metamorphosis so that Interface will dramatize this new business model as the corporate leader at the dawn of the new millennium.

Whereas, they organized and have now concluded on the island of Maui a worldwide meeting allowing the Interface family of associates to capture the new concept and to harness the individual power of each member of Interface’s family into a single unified vision.

Whereas, the meeting has drawn upon the talents of Interface officers and associates, of an environmental dream team, of external consultants in a variety of disciplines, of an enlightened resort hotel staff, and of a roster of the world’s foremost speakers and entertainers.

Now, therefore, be it resolved, that Interface, Inc., acting by and through its Board of Directors, with grateful thanks to

commends Ray C. Anderson and Charles B. Eitel for their insight that the business corporation that our descendants of the seventh generation will require to employ, supply and protect them must break from the traditions of the past, and that Interface and the Interface associates must be the leaders.

commends the Interface environmental dream team for their aid in concept-building and communicating the implications of the new corporate model, commends all of the Interface associates and consultants who developed the programs and materials of the Maui meeting.

commends the people of Maui and the management and staff of the Grand Wailea hotel for their hospitality and enthusiastic participation.

commends the dedicated suppliers who contributed essential financial support to the Maui conference.

and commends each person in attendance at the Maui conference for his or her participation, for hooking it up at Interface worldwide, and for implementing for posterity — in the next 1,000 days and thereafter — the new Interface model of a corporate citizen of the universe.

Thank you.

There is no “away.”

not throw it away.

When you are

Please pass it on to

appreciate, learn

that you think might

and/or be inspired

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