Interface®

2024 IMPACT REPORT

ENVIRONMENTAL, SOCIAL & GOVERNANCE AT INTERFACE

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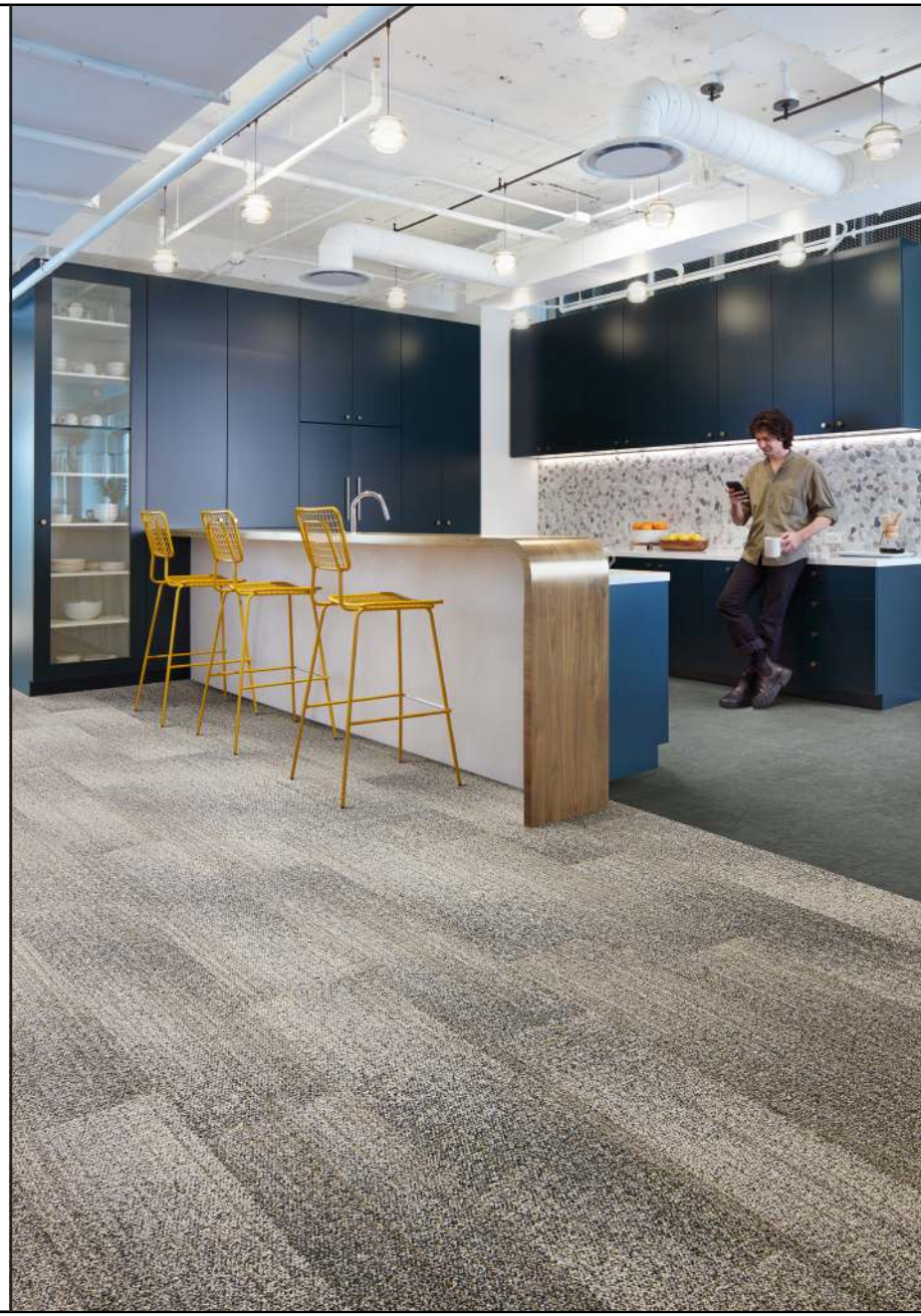


Reflections From Our CEO

As we prepare our 2024 Impact Report, I am reflecting on the incredible progress we have made across all our environmental, social, and governance initiatives. This report gives us a chance to collect and share the results of countless hours of dedicated work and passion that our teammates around the world have put into creating a thriving tomorrow for us all.

We find ourselves in one of the most dynamic times in recent history, affecting so many of us around the globe. I want to use this moment to reassure everyone – both inside and outside of Interface – that we are staying true to who we are. A company built with purpose and without compromise. We remain dedicated to achieving our ambitious goals and focusing on important initiatives that support our people and the planet. Today, we press forward with the same intensity, if not more, because it is the right thing to do.

Much of Interface's success directly connects to our purpose-driven culture and unwavering commitment to sustainability. These elements help make Interface special. They are why employees join our company, why customers choose our products, and why we are a leader in our industry.

Our One Interface strategy is an important foundation for our success. Introduced in 2023, we unified our global teams to drive strong results throughout our business while leading in design, performance, and sustainability. The team's disciplined execution of our strategy is yielding positive results and helping us bring more to our organization — more clarity, more alignment, more collaboration, and more progress.

Importantly, we also live by our values. We keep our word. And we are transparent about the work we do to support our people and the planet. This is how we build trust with our employees, partners, and customers, and is key to our 50+ years of success.

We had some amazing wins in 2024, and many of these accomplishments set the stage for future progress. We remain dedicated to fully realizing the outcome of these endeavors. Throughout our history, we have set our own course and inspired others with our actions. And our ambitious journey continues in 2025 and beyond.

Laurel Hurd
Chief Executive Officer

WE'RE MADE FOR MORE

Interface, Inc., (NASDAQ: TILE) is a global flooring solutions company and sustainability leader, offering an integrated portfolio of carpet tile and resilient flooring products that includes Interface® carpet tile and luxury vinyl tile (LVT), nora® rubber flooring, and FLOR® premium area rugs for commercial and residential spaces.

Interface is made with purpose and without compromise. We are trusted by the world's architects, designers, facility managers, and contractors to bring bold visions to life — creatively reliably, and with real impact. This is flooring that transforms spaces and lives, fusing design, performance, and sustainability.

Interface is 'all in' on carbon negative by 2040. We know what it takes, so we're doing our part to help solve the climate crisis. Carbon is the problem, but it's also the solution – as we avoid, reduce, and store more than ever before. We have 30 years of experience. Experience that tells us there's much more to do – together.

Who We Are

- **Leading** provider of commercial flooring: carpet tile, rubber, and LVT.
- **Established** brands with a history of innovation and commitment to sustainability.
- **Dedicated** to performance and improving the built environment, industry, and the world.
- **Global** manufacturer with a focus on local market needs.
- **Engaged** customer-centric and purpose-driven organization with deep design roots.

- Headquartered in Atlanta, GA
- Recognized leader in sustainability with 50+ years of innovation
- $1.3 billion in net sales in FY2024
- 3,600+ global employees
- 6 manufacturing locations on 4 continents
- Global sales platform with a physical presence in 18 countries
- Signatory of the United Nations Global Compact

Our Approach to ESG

In 1994, Interface began a radical business transformation toward sustainability that would lead us to become the purpose-driven company we are today. Thirty years later, we continue to push for more. More integrity, more transparency, more design, more innovation, more performance, and more climate action. We never settle. We remain committed to operating in an ethical manner with a focus on sustainability that benefits all stakeholders – employees, customers, shareholders, and the environment.

The 2024 Impact Report highlights our commitment to environmental, social, and governance (ESG) criteria. It details our continued efforts toward reducing our environmental footprint, making Interface a great place to work, supporting our surrounding communities, and conducting our business ethically and responsibly. We continue to set aggressive targets in line with the level of action needed for sound corporate citizenship and environmental responsibility — which are critical to our long-term success.

Reporting Scope, Framework Alignment, and Verifications

- The data in this report reflects Interface, Inc. and its subsidiaries from January 1, 2024, to December 31, 2024, unless otherwise noted. Information about the Board of Directors is current as of June 2025.
- This report has been prepared with reference to the Global Reporting Initiative (GRI) Standards. An index for the GRI Standard is in the Appendix.
- Other frameworks referenced include the following with full indices found in the Appendix:
  - Sustainability Accounting Standards Board (SASB)
  - Task Force on Climate-Related Financial Disclosures (TCFD)
- Our greenhouse gas inventory was prepared in accordance with the WRI/WBCSD Greenhouse Gas Protocol Corporate Accounting and Reporting Standard (Scope 1 and 2) and the WRI/WBCSD Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (Scope 3). Our Scope 1, 2, and 3 emissions data were verified by WAP Sustainability in accordance with ISO 14064-3:2019 Part 3.

2024 ESG Progress Highlights

ENVIRONMENTAL

We are 'all in' on carbon negative by 2040. How? By avoiding, reducing, and storing more carbon than ever before to reach our bold climate goals.

- Launched our 'all in' strategy to become carbon negative, enterprise wide, without carbon offsets.
- **Reduced the carbon footprint of all our product categories** through material and manufacturing innovation.
- Completed a supplier carbon maturity assessment to **identify opportunities for further collaboration across our supply chain.**
- Introduced our Environmental Policy Statement, reinforcing our ongoing commitment to environmental stewardship.
- **Continued developing our circular economy strategies**, including expanding recycling capabilities in Europe.

SOCIAL

We build world-class experiences for all employees and empower them to bring their whole selves to work every day.

- **Maintained Great Place to Work® certifications** in six countries and **added three newly certified countries.**
- Revamped our employee inclusion networks, including the **launch of two new employee resource groups.**
- Expanded our leadership development programs, **introducing a new initiative for our manufacturing population.**
- Enhanced health benefits at no additional cost to employees.

GOVERNANCE

We remain steadfast in conducting business ethically and responsibly and driving growth for all our stakeholders.

- **Established the Innovation & Sustainability Committee of our Board of Directors** to further support and develop our global sustainability and R&D strategies.
- Expanded the responsibilities of our Audit Committee and Compensation & Talent Development Committee as documented in the new Committee charters.
- **Streamlined our compliance training** tracking process to increase timely completion rates.
- Continued emphasis on cybersecurity tests and threat prevention.

ESG Goals & Targets

Environmental Impact

Goal	Topic	Target	Progress
Become Carbon Negative by 2040	GHG Emissions Reductions	Reduce GHG Emissions in line with our 2030 Science-Based Targets. 2030 Science-Based Targets vs. 2019 Baseline: ▪ Scope 1: Down 50% ▪ Scope 2: Down 50% ▪ Scope 3, Purchased Goods & Services: Down 50% ▪ Scope 3, Business Travel: Down 30% ▪ Scope 3, Employee Commuting: Down 30%	2024 vs. 2019 Baseline: ▪ Scope 1: Down 30% ▪ Scope 2: Down 28% ▪ Scope 3, Purchased Goods & Services: Down 42% ▪ Scope 3, Business Travel: Down 76% ▪ Scope 3, Employee Commuting: Down 17%
	Renewable Energy	Source 100% renewable energy in manufacturing	80% renewable energy in manufacturing, sourced directly and indirectly ▪ 100% Renewable Electricity ▪ 62% Renewable Thermal Energy In 2024, ~90% of our total energy use was from manufacturing
	Product Carbon Footprints	Reduce the carbon footprint of our products across all our product categories	▪ Carpet carbon footprint down 35% vs. 2019 ▪ LVT carbon footprint down 46% vs. 2019 ▪ Rubber carbon footprint down 21% vs. 2019
Expand Circularity	Material Innovation	Increase recycled, bio-based, or captured carbon materials in our products	▪ Carpet recycled/bio-based content at 67% ▪ LVT recycled/bio-based content at 39% ▪ Rubber recycled/bio-biobased content at 10%
	Waste Management	Drive waste reduction and divert manufacturing waste from disposal to recycling, reuse, or other recovery	▪ Total waste per unit of production was down 1% vs. last year ▪ 60% of our manufacturing waste was recycled
	End-of-Life Solutions	Develop end-of-life solutions for our products and continue to progress the circular economy	▪ Collected 9.2 million pounds of post-consumer carpet in 2024 and diverted from landfill ▪ Expanded recycling capabilities for post-consumer carpet tile in Europe

Product Responsibility

Goal	Topic	Target	Progress
Increase Product Transparency	Product Impacts	Provide Environmental Product Declarations (EPDs) for 100% of our standard flooring products	We have EPDs for all standard carpet tile and LVT globally. We also have EPDs for certain nora rubber products representing 89% of volume sold in 2024
	Material Health	Provide Health Product Declarations (HPDs) for 100% of our standard flooring products	We have HPDs for all standard carpet tile and LVT globally. We also have HPDs for certain nora rubber products representing 84% of volume sold in 2024
	Indoor Air Quality	Support health and well-being by eliminating materials of concern and certifying all standard flooring products as low VOC	▪ 100% of products are free of materials of concern as they were defined at the end of 2024 ▪ 100% of standard flooring and adhesive products have low VOC certifications

Social Responsibility

Goal	Topic	Target	Progress
Foster a Safe & Healthy Work Environment	Safety	Maintain a Total Reportable Injury Rate (TRIR) of <1.0 while continuously striving for zero incidents	2024 Total Reportable Incident Rate of 1.0 with zero fatalities
Cultivate an Inclusive Workforce	Collaboration	Deliver annual learning experiences that strengthen collaboration across geographies, languages, and working styles	Introduced three learning experiences in 2024 related to psychologically safe work environments, neurodiversity, and cross-cultural communications
	Belonging	Strengthen Inclusion Networks to foster connection, growth, and belonging for all employees	Enabled three employee-initiated global Inclusion Networks, including two new groups launched in 2024 where LGBTQ+ and Black employees lead knowledge-sharing forums that strengthen our competitive advantage through diverse thinking
Strengthen Employee Development and Engagement	Employee Experience	Gather regular employee feedback through our global culture survey every 18 months and with participation from at least 80% of our global workforce	Conducted the global culture survey in October 2024 with a 78% response rate
	Culture	Achieve Great Place to Work certification encompassing at least 95% of our global workforce	In 2024, successfully re-certified six countries (Canada, China, Germany, India, Singapore, and Spain) and achieved new certifications in Australia, France, and the United Kingdom, together representing 46% of our global workforce
	Learning & Development	Empower employee growth by strengthening training resources and increasing average training hours per person	In total, we provided over 13,000 hours of training to our global team, resulting in an average of 3.6 hours of training per person
	Performance Feedback	Cultivate a culture of continuous development by driving goal clarity and thoughtful performance planning, targeting 100% annual review completion for all in-scope employees	Achieved a 98% annual review completion rate for in-scope employees in 2024, reinforcing our commitment to providing employees with timely and actionable feedback
	Internal Mobility	Promote fairness and career mobility by posting 95% of job openings internally, ensuring we select the most qualified candidate—and that advancement is based on merit, not favoritism	In 2024, 99% of our open positions were posted internally
	Retention	Focus on employee retention with target turnover of <10% for our global organization Support long-term employee engagement, targeting tenure of more than 10 years for 50% of our employees	Our global turnover rate was 12% in 2024. In addition, the turnover rate for our hourly manufacturing employees was 16%, well below the industry average 48% of employees have been at Interface for more than 10 years

2024 Awards & Recognitions

2024 Reuters Sustainability Award for Net Zero Leadership:
Recognized for our decision to go 'all in' on becoming carbon negative without offsets.

Top Corporate Sustainability Leader:
Ranked #5 in the 2024 GlobeScan-SustainAbility Leaders Survey. Interface is the only company to be recognized in the survey every year since its inception.

Circularity Lighthouse in the Built Environment:
Named a Circularity Lighthouse by the World Economic Forum (WEF) and McKinsey & Company in 2024. Selected as one of three companies recognized for our pioneering circular solutions.

Green Builder Sustainable Product of the Year:
FLOR's carbon negative area rugs were selected in the Flooring and Surfaces category in 2024.

Forbes 50 Over 50:
CEO Laurel Hurd named to Forbes 2024 list of 50 women over 50 spurring innovation in their industry.

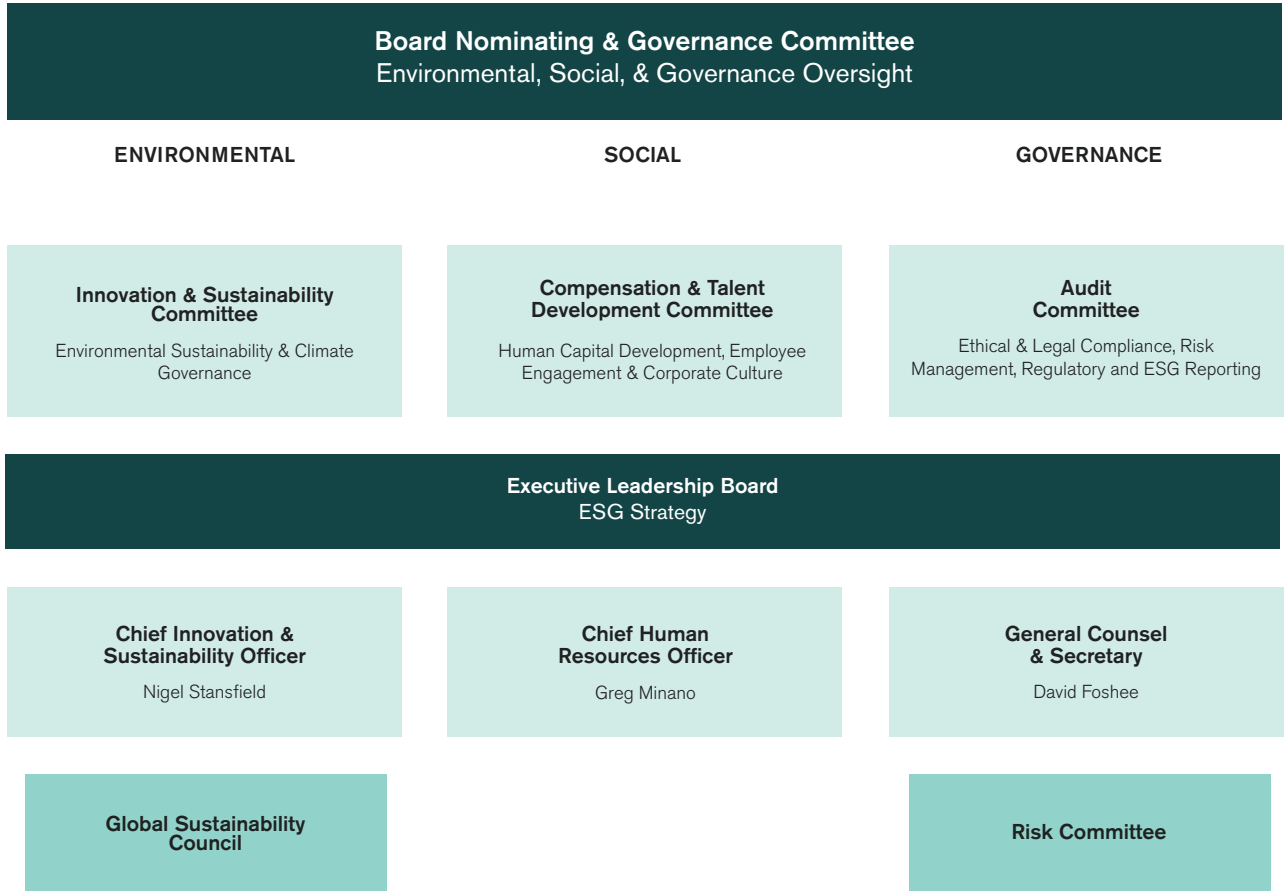
UK Green Business Awards' 2024 Manufacturer of the Year:
Recognized for our contributions to the green economy in the UK.

ESG Oversight

Our Board of Directors oversees all areas of ESG at Interface. Each of the Board's Committees does the following to advance our strategies, goals, and progress:

- Our Nominating & Governance Committee monitors and advises the management of matters related to the environment, social impact, and related governance for our organization.
- The Compensation & Talent Development Committee oversees human capital development, including employee engagement, corporate culture, and talent development.
- The Innovation & Sustainability Committee reviews, monitors, and provides guidance on sustainability strategies, including those related to climate and circularity.
- The Audit Committee oversees risk management, ethical compliance and ESG regulatory and reporting compliance in addition to its oversight of financial reporting and audit responsibilities.

The Executive Leadership Team is responsible for establishing our ESG strategy. This includes assessing our risks and opportunities related to environmental and social issues and ensuring effective governance across the organization. Our Chief Innovation & Sustainability Officer, Chief Human Resources Officer, and the General Counsel are each responsible for one of the pillars of our strategy.



Climate Governance

Interface has adopted an integrated, strategic approach to ensure effective climate strategy and measurement management. The approach includes:

- Guidance and oversight of climate strategy and issues by the Board of Directors and Executive Leadership Team.
- Designated individuals responsible for climate strategy and measurement.
- Implementation of a science-based climate action plan.
- Provision of an annual progress report on climate targets.

Last year, we established the Board Innovation & Sustainability Committee, co-chaired by our former Board Chairman and CEO, to further support our global sustainability and R&D initiatives. It assists in reviewing strategy, establishing goals, monitoring progress, and continuing to elevate innovation and sustainability across Interface. Climate-related risks and opportunities, ambitions, and goals are reviewed by the Committee every quarter. Our annual strategic planning and budget process incorporates the review and approval of annual budgets and capital expenditures with the full Board of Directors, including those related to climate-driven strategies.

Reporting to the CEO, the Chief Innovation & Sustainability Officer is responsible for developing and leading our climate strategy. This includes:

- Creating a framework to drive our climate goals and reduce our environmental footprint.
- Measuring and monitoring progress through our environmental metrics program, and our product Life Cycle Assessments.
- Identifying projects and activities to reduce climate emissions in alignment with our targets.
- Reporting internally and externally on our metrics, science-based targets, and innovation pipeline, including quarterly reports to the Board Innovation & Sustainability Committee.
- Leading a global team that offers technical assistance and support to achieve our sustainability goals across all levels of the business.

Our Chief Innovation & Sustainability Officer also leads our Global Sustainability Council. This group includes engaged and knowledgeable team members from across our global business in multiple functions. They collaborate to advance and align our approach to sustainability and accelerate our path forward.

Climate Risk Assessment

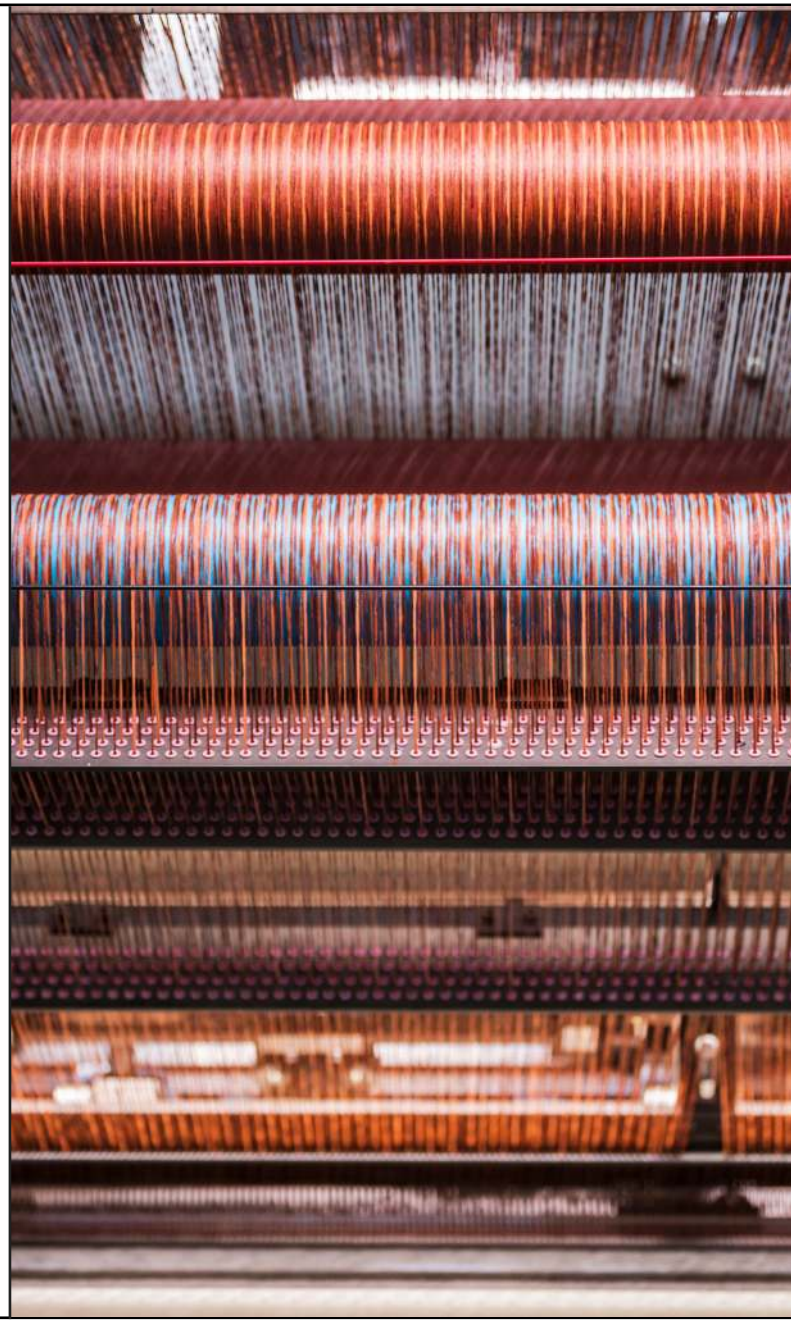
Interface monitors potential climate risks to our organization and has implemented strategies over the years to mitigate and adapt to future risks. In 2024, we partnered with an external consultant to conduct a detailed climate risk assessment using scenario analysis to better define and prepare for potential climate risks. This assessment focused on physical climate risks (both acute and chronic) and transitional risks associated with policy.

Physical Climate Risk Assessment

For our physical climate risk assessment, we utilized two different climate scenarios to predict potential exposure. The results of the assessment indicated that, in the next decade, we are at a low risk of physical climate impacts with the modeled average annual loss to our assets representing only 1.5% of our insured asset value. It is expected that the majority of the cost associated with potential losses would be recovered through insurance.

Policy Risk Assessment

For our policy risk assessment, we utilized three different climate scenarios to predict potential exposure to carbon pricing, climate policies, and regulations. Based on the high carbon price scenario, if all required policies to meet the 1.5-degree scenario are implemented and the costs associated with those policies are reflected in our direct expenses or passed to us through suppliers, Interface could be exposed to annual risk representing less than 1% of our total operating expenses in the near-term. We have determined this to be a low-risk situation and will continue to monitor climate policies, carbon pricing, and regulation to mitigate potential exposure as much as possible.



Alignment with UN SDGs

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

SDG 3

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

SDG 5

Commit to fostering equal rights, creating a more inclusive business for all, and encouraging our suppliers to do the same.

SDG 6

Focus on water as an important part of our environmental footprint reduction goals. We have significantly increased the water efficiency of our carpet tile manufacturing process, continue to reduce water use, and implement responsible water management.

SDG 7

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

SDG 8

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

SDG 9

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

SDG 11

Produce safe, low-carbon products that support reduced embodied carbon in new construction and renovation.

SDG 12

Develop a circular economy with recycled, bio-based, and captured carbon materials, and our ReEntry™ Recycling and Reclamation program.

SDG 13

Continue to reduce the carbon footprint of our products and develop innovative product technologies to become carbon negative by 2040.

Materiality Assessment

In 2024, Interface conducted a double materiality assessment to determine and prioritize the material impacts of our business and across our full value chain. This comprehensive assessment identified where we have the most meaningful opportunities for impact as a company. The results of this analysis will help inform our broader ESG strategy, ensure our sustainability priorities align with identified risks and opportunities, and deliver value to our stakeholders. We are currently engaging with key stakeholders to monitor and manage our material topics.

We conducted the double materiality assessment in alignment with ESG reporting frameworks. It assesses negative and positive impacts on the environment and society through an outward lens (impact materiality) and financial risks and opportunities that impact our business with an inward lens (financial materiality).

Our Materiality Assessment Process

As a foundation for the assessment, we held multiple workshops with cross-functional team members to map our full value chain and geographic footprint, identify key stakeholders in our business and develop a comprehensive list of sustainability matters relevant to our organization. We then identified the impacts, risks, and opportunities associated with Interface's activities and business relationships for each sustainability matter. This included determining the effects we have or could have on the environment and people (including effects on their human rights), as well as uncertain events or conditions that could have a positive or negative financial effect on Interface across its value chain. The identified impacts, risks, and opportunities were reviewed and validated through multiple rounds of collaboration with internal stakeholders.

After establishing an assessment mechanism including scoring criteria and assessment scales, each impact, risk and opportunity was evaluated and scored by a cross-functional group of Interface employees. These key internal stakeholders represented perspectives both inside and outside of our organization (including customers, suppliers, shareholders, employees, communities, business partners, and other external stakeholders) to reflect our global impacts across our full value chain. The scored assessments were then consolidated for review and discussion in validation sessions with the Executive Leadership Team where appropriate materiality thresholds were established.

Our Material Impacts, Risks, and Opportunities

Through our materiality assessment, we identified ten material impacts, risks, and opportunities (IROs). Each of these topics is actively managed in our standard operations and the risks are monitored through our regular Enterprise Risk Management (ERM) process.

ENVIRONMENTAL

- Climate Change
- Energy
- Circular Economy

SOCIAL

- Health & Safety
- Employee Well-Being
- Forced Labor & Child Labor
- Freedom of Association
- Product Transparency & Responsible Marketing
- Data Privacy

GOVERNANCE

- Ethical Business Practices

We plan to validate these results on an annual basis and conduct a full re-assessment every 2-3 years or as needed due to organizational changes or external factors.

ENVIRONMENTAL STEWARDSHIP

In This Section

- 30-Year Sustainability Journey
- Climate
- Circular Economy
- Biodiversity
- Product Impacts
- Energy, Waste, & Water
- Material & Product Innovation
- Our Ripple Effect
- Supply Chain & Suppliers
- Commitment to Transparency

More than three decades ago, we began our journey to transform our business to become restorative. In the intervening years, we succeeded in setting the standard for sustainability — not just for us but the entire flooring industry.

We now know that a flooring company can operate without compromising on anything – including the planet – and we will never stop pushing for more progress. Today, we continue to raise the bar with ambitious climate targets that show others what is possible. After all, it is going to take bold, relentless action from all of us to solve the climate crisis.

In April 2024, we announced that Interface is going 'all in' on carbon negative by 2040, without the use of carbon offsets. By repurposing offset investments, we are able to accelerate innovation in carbon reductions and storage. In fact, our efforts to incorporate new lower carbon raw materials led us to achieve carbon footprint reductions across all three of our product categories in 2024 for the second year in a row.

We also continue to drive progress toward achieving our 2030 science-based targets. We are more than halfway there and have reduced our most significant category – purchased goods and services – by 42% since 2019. This category represents about half of our emissions and is where we have the greatest opportunity. These incredible accomplishments took the dedication and cross-functional partnership of our sustainability, R&D, procurement, manufacturing, engineering, product design & development teams, and many more. We have a deeply embedded internal drive to continuously improve as we work toward a regenerative future, and our 2024 results illustrate this fact.

We are confident that we can achieve carbon negativity, and with our 30 years of experience, we know what we must do to get there. We need to avoid, reduce, and store more carbon than ever before. We have more work to do, but we are already making impressive strides — and our progress so far helps energize us to move forward.

Ultimately, we hope our efforts will inspire others to stay on their own paths because we know it will take all of us to solve the climate crisis. We are focused on our goals and ready to make more progress in 2025.

Nigel Stansfield
Chief Innovation & Sustainability Officer

30-Year Sustainability Journey

1994:
Began journey to become restorative after Founder Ray Anderson's "spear in the chest" moment.

1995:
Established ReEntry™ Reclamation & Recycling program, which keeps flooring out of landfills.

1996:
Created EcoMetrics™ environmental metrics program.

1997:
Published first Global Sustainability Report; Partnered with suppliers to develop recycled nylon.

2000:
Launched Mission Zero® journey, aiming to have zero negative impact on the environment by 2020.

2001:
Established carpet tile backing system featuring up to 81% recycled content.

2003:
Introduced first carbon neutral product program for carpet tiles; Introduced third-party verified Carbon Neutral Floors™ program as an interim strategy to offset impacts.

2006:
Unveiled TacTiles™, the industry's first innovative, glue-free flooring installation method.

2008:
Developed first carpet tile with 100% recycled nylon with yarn supplier Aquafil.

2009:
Became first flooring company to pilot Environmental Product Declarations (EPDs).

2012:
Launched Net-Works™ program to collect discarded fishing nets as a material stream for recycled nylon.

2016:
Introduced Climate Take Back™, which aimed to reverse global warming and set Interface on a path to become carbon negative by 2040.

2017:
Announced first-of-its-kind carbon negative carpet tile prototype, Proof Positive.

2018:
Developed first carbon negative carpet tile backing, CircuitBac™ Green; Expanded Carbon Neutral Floors™ program to all Interface flooring categories.

2019:
Celebrated achievement of Mission Zero goal, a year ahead of the 2020 target.

2020:
Introduced first cradle-to-gate carbon negative carpet tile and availability of CQuest™ backings, which make the innovation possible.

2021:
Set science-based targets to significantly reduce absolute emissions by 2030.

2022:
Became first flooring manufacturer to be a third-party certified Carbon Neutral Enterprise, investing in offsets for any emissions that could not be eliminated through innovation.

2024:
Announced we're 'all in' on the climate crisis, focusing on direct carbon reduction and storage — not offsets. Passed the halfway point in reaching our science-based targets.

Our Climate Impacts

Interface started collecting sustainability metrics, including greenhouse gas (GHG) emissions, in 1996 and released our first public sustainability report in 1997.

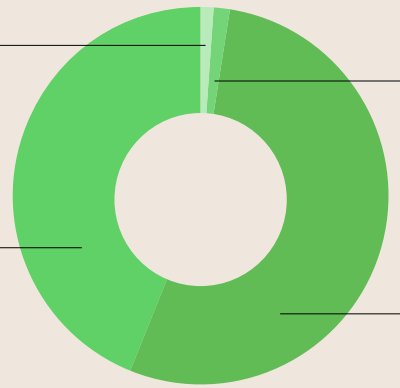
We continue to report annually on our global GHG emissions, accounting for all the carbon we are responsible for releasing into the atmosphere across our full business and value chain.

In 2024, we reduced our GHG emissions by 4% compared to 2023.

This result was largely driven by a 9% reduction in our Scope 3 upstream emissions as we prioritize low carbon raw materials, work with existing and new suppliers to reduce the carbon impact of our raw materials, and incorporate primary data into our emissions calculations.

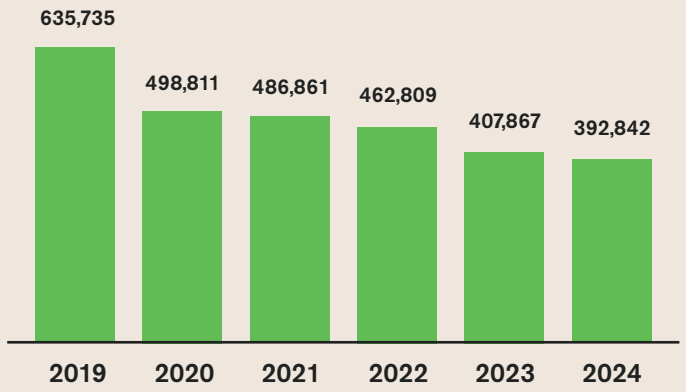
2024 Global GHG Emissions

392,842 MT CO_2e



Global GHG Emissions

(Total Market-Based Emissions in MT CO_2e)



Climate Goals

'All In' on Carbon Negative by 2040

Our 2030 science-based targets represent an important halfway milestone toward this goal. And our climate impact data shows that we are well on our way to reaching our 2030 targets. We are also doubling down on direct carbon reductions to meet the urgency of the climate crisis. In other words, we are not slowing down.

2030 Science-Based Targets

In 2021, we achieved third-party validation of our 2030 science-based targets by the Science Based Targets initiative (SBTi). Our 1.5°C aligned goals are in line with the level of ambition needed to reverse global warming. Few companies in any industry have made as much decarbonization progress as we have in our 30+ year sustainability journey. This also means we have a steeper hill to climb to our 2030 and 2040 goals because we had already decarbonized significantly across our operations, products, and supply chain when we established our 2019 baseline.

2024 Progress

Our targets commit to reductions over an 11-year period, from 2019 to 2030. After just five years, we have already passed the halfway point toward achieving each target.

Since those targets were set in 2021, we have:

- Made strides in reducing Scope 1 and Scope 2 emissions by driving energy efficiency and sourcing renewable energy both directly and indirectly.
- Reduced our Scope 3 emissions from Purchased Goods & Services, by far our largest impact category, through collaboration and coordination with our suppliers. Collaboration is key to driving meaningful, sustainable progress and our long-term collaborations with key suppliers continue to create value.
- Exceeded our targeted business travel reductions by leveraging virtual meetings where reasonable and reserving business travel for the most critical in-person activities.

We are focused on reducing the carbon footprint of each of our product categories – carpet tile, LVT, and rubber – and continue to develop a circular economy to drive further reductions in line with our science-based targets. Interface regularly evaluates and tests new opportunities and innovations across our products, supply chain, manufacturing processes, and more to reduce our emissions. We have several ongoing and early-stage research and development projects that aim to accelerate decarbonization over the next few years.

SCOPE 1 EMISSIONS

TARGET

↓ 50%

Reduction in Absolute Emissions vs. 2019 Baseline

2024 PROGRESS

↓ 30%

Reduction in Absolute Emissions vs. 2019 Baseline

SCOPE 2 EMISSIONS

TARGET

↓ 50%

Reduction in Absolute Emissions vs. 2019 Baseline

2024 PROGRESS

↓ 28%

Reduction in Absolute Emissions vs. 2019 Baseline

SCOPE 3 EMISSIONS

Category 1 Purchased Goods & Services:

TARGET

↓ 50%

Reduction in Absolute Emissions vs. 2019 Baseline

2024 PROGRESS

↓ 42%

Reduction in Absolute Emissions vs. 2019 Baseline

SCOPE 3 EMISSIONS

Category 6 Business Travel:

TARGET

↓ 30%

Reduction in Absolute Emissions vs. 2019 Baseline

2024 PROGRESS

↓ 76%

Reduction in Absolute Emissions vs. 2019 Baseline

SCOPE 3 EMISSIONS

Category 7 Employee Commuting:

TARGET

↓ 30%

Reduction in Absolute Emissions vs. 2019 Baseline

2024 PROGRESS

↓ 17%

Reduction in Absolute Emissions vs. 2019 Baseline

We're 'All In'

It is going to take bold, relentless action to solve the climate crisis. That is why Interface is 'all in' on carbon negative by 2040. We have always set the standard for sustainability, and we continue to raise the bar — not just for us, but the entire industry.

We have centered our climate action around four key activities to reach our climate targets, and to help our customers and supplier partners reach theirs.

Our plan is simple. We will continue to avoid, reduce, and store as much carbon as we can. And we will inspire others so that we can create a ripple effect for an even bigger positive impact.

To be carbon negative by 2040, we need to double down on direct carbon reductions, not offsets. By repurposing former offset investments into R&D and innovation, we will continue to accelerate carbon reduction and storage.

Our sustainability commitments impact everything we do as an organization. They have for over 30 years. Our experience driving climate action shows that our plan is working, but that there is still so much more to do.

AVOID.

- Reimagine product development and manufacturing, focusing on raw materials
- Drive circularity across our product categories and global markets

REDUCE.

Further reduce our carbon footprint through:

- Manufacturing and raw material innovations
- Increasing recycled content
- Engineering products to last longer
- Prioritizing energy efficiency and renewable energy sourcing
- Encouraging suppliers to produce low-carbon options

STORE.

- Increase bio-based materials in all of our products
- Use more carbon-storing raw materials

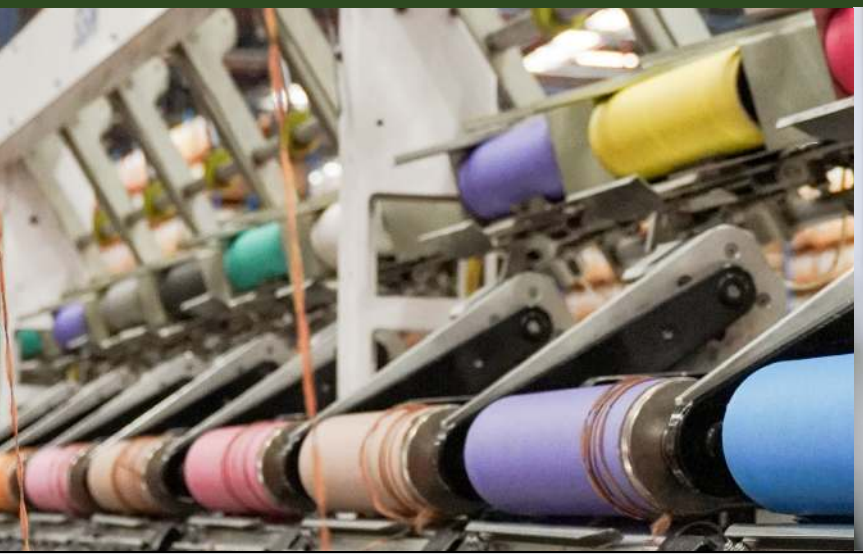
INSPIRE.

- Collaborate with supply chain partners to address emissions from our raw materials
- Encourage customers to ask for transparency and action from vendors
- Motivate internal champions and future leaders within Interface
- Lead others while continuing to learn from sustainability trailblazers

AVOID.

Avoid is the first component of our climate strategy. There are many examples of how we have avoided potential climate impacts by rethinking our products, processes, and supply chain over the last 30+ years – from shifting away from non-renewable energy sources and replacing raw materials with a high carbon footprint to dematerializing our products.

We remain focused on avoiding emissions through thoughtful design, dematerialization and waste reduction, our commitment to creating a circular economy, and efforts to further reduce our operational impacts.



Circular Economy

The circular economy plays a critical role in shaping a low-carbon future. Interface is committed to helping develop a circular economy. It is why we:

Design our products to be durable, reusable, or recyclable.

Make products with recycled, bio-based, or captured carbon materials.

Develop circularity strategies and recycling programs.

The modular design and glue-free installation of our carpet tile allows for reuse and replacement of individual tiles without updating the entire floorspace. In addition, all our flooring products are extremely durable, exceeding industry performance standards. Longevity is an important part of circularity. Our nora rubber flooring, in particular, has a very long life with some products staying in use for 40 to 50 years. Additionally, we have certified all Interface and nora manufacturing facilities worldwide to ISO 9001 Quality Management Systems. This demonstrates our commitment to product performance and quality.

Today, all our U.S.-made CQuest™ and GlasBac™ backed carpet tiles, and our Sound Choice™ backed LVT, are third-party certified as recyclable by GreenCircle Certified. We also prioritize the use of reusable and recyclable packaging materials for all our products. We package our carpet tile and LVT products in cardboard boxes that can be reused or recycled. Our rubber products are packaged on reusable wooden pallets wrapped in recyclable polyethylene film, using recyclable paper and recycled, reusable cardboard cores where needed.

Circular Approach Recognized by the World Economic Forum

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

ReEntry™ Reclamation & Recycling Program

We have reclaimed post-consumer carpet tile for almost 30 years. Through our ReEntry Reclamation & Recycling program, we take back products for reuse and recycling, effectively closing the loop for our eligible products.

We actively encourage our customers to send back their used flooring and collaborate with customers to provide take back solutions that support their goals and further develop our ReEntry program.

Based on the material's condition and composition, we divert returned products to their most sustainable option — reuse, recycling, or energy recovery. The direct reuse of post-consumer carpet tiles by local partners, charities, or community projects remains the first and most important part of ReEntry.

The development of our recycling efforts, combined with an ongoing focus on low-carbon material sourcing, has led to 52% of our raw materials being from recycled or bio-based sources.

Since 2016, we have collected 84.5 million pounds of post-consumer carpet:

12% Reused

56% Recycled in our processes

3% Recycled by others

29% Sent to Waste-to-Energy

Expanded Recycling Capabilities in Europe to Advance Circularity Efforts

In September 2024, we expanded capabilities at our recycling facility in Scherpenzeel, Netherlands. The plant will now use an innovative process to recycle post-consumer carpet tiles that cannot be reused. This will enable materials from old products to be used to make new carpet tiles for the European market.

Biodiversity

Interface is committed to avoiding any negative impacts on biodiversity. We are dedicated to preventing deforestation and supporting responsible land management. We monitor our manufacturing operations to avoid disruption of natural habitats and have implemented projects to conserve resources in the local ecosystem. We also prioritize sourcing materials that do not contribute to deforestation or biodiversity loss.

In 2024, we utilized a third-party platform to conduct a science-based risk assessment of the biodiversity and nature-related impacts across our global facilities and key suppliers. This enabled us to identify potential “sensitive locations” as defined by the Taskforce on Nature-related Financial Disclosures (TNFD).

Through this assessment, we determined that our manufacturing facility in Craigavon, N. Ireland, is located in close proximity (within 5km) of protected land and areas of special conservation interest. As a manufacturing operation, there is potential for negative impacts on this sensitive ecosystem. We are actively monitoring and managing our environmental impacts in this area to avoid and reduce harm.

In addition, we source natural rubber to incorporate into our rubber flooring products. Our nora rubber manufacturing team works closely with our natural rubber supplier in Southeast Asia to source natural rubber from sustainably managed forests. We were the first rubber flooring manufacturer awarded the Program for the Endorsement of Forest Certification (PEFC) Chain of Custody Certification. This certification provides independent verified assurance that the natural rubber we source originates from forests managed in line with challenging environmental, social, and economic requirements.

Materials of Concern

At Interface, we carefully consider the materials we use in our products. We are committed to creating products that are safe and healthy to support the well-being of people and the planet. We design our products and processes to avoid and reduce materials of concern. None of our products contain PFCs or PFAS. In addition, all Interface flooring and adhesives are third-party certified for low VOC emissions.

More information about how we avoid, reduce or eliminate materials of concern can be found in the Product Safety section of this report.

REDUCE.

We need to reduce the carbon footprint of our products, supply chain, and overall manufacturing to achieve our carbon negative goal by 2040. It is a core part of our climate strategy. We are always finding ways to reduce the impacts that we cannot avoid.

We work to reduce our operational footprint across all environmental impacts. All Interface and nora manufacturing facilities worldwide achieve ISO 14001 Environmental Management Systems certification. In addition, our nora manufacturing facility meets ISO 50001 Energy Management Systems standards.

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Product Impacts

We have made incredible progress reducing the carbon footprint of our flooring portfolio over the last 30 years, and we continue to invest in innovation across our product lines to drive further reductions. In 2024, we made meaningful carbon footprint reductions across all three of our product categories – carpet, LVT, and rubber – through material and manufacturing innovation.

Reducing the climate impact of our products helps us make progress toward our goals while supporting our customers' sustainability journeys. When they specify our low-carbon flooring solutions, we all get closer to achieving our goals, together.

Our substantial product carbon footprint reductions have also gotten us to a point where we can grow our business without increasing emissions. This "decoupling" of sales volume from emissions means that our economic growth is no longer directly tied to increased climate impact. This is essential to achieving sustainable business.

'All In' Strategy Recognized by Reuters

In October 2024, Interface received the highest distinction at the Reuters 2024 Sustainability Awards in the Net Zero: Leadership category for our decision to go 'all in' on becoming carbon negative without offsets.

The Net Zero category recognizes organizations that demonstrate tangible transitions toward a 1.5-Degree target through a publicly communicated net zero commitment with supporting data, disclosures, and investments. Interface was the only winning flooring company across all categories.

Carpet Tile

3.4kg CO_2e/m^2
avg carbon footprint*

↓ 35%
since baseline year of **2019**

67%
of materials used are recycled or bio-based

We continue to prioritize recycled content and bio-based materials and explore new material technologies to further drive impact reductions in our carpet tile products. We expanded our portfolio of carbon negative carpet tile products in 2024, particularly in Europe.

LVT

6.7kg CO_2e/m^2
avg carbon footprint*

↓ 46%
since baseline year of **2019**

39%
of materials used are recycled or bio-based

The recycled content of Interface LVT is among the highest in this product category within the industry. We continue to explore opportunities to increase use of recycled and bio-based content for this category.

Rubber

8.5kg CO_2e/m^2
avg carbon footprint*

↓ 21%
since baseline year of **2019**

10%
of materials used are recycled or bio-based

We are working to reduce the carbon footprint of our rubber flooring by increasing the use of responsibly sourced natural rubber versus synthetic rubber. We introduced the first carbon negative rubber flooring prototype in January 2025.

*Product carbon footprints in kg CO_2e/m^2 are based on cradle-to-gate sales weighted average.

Energy Efficiency & Renewable Energy

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

In 2024, we:

- Used **515,540 gigajoules (GJ)** of energy at our global manufacturing sites, which resulted in 15,037 kilojoules per square meter of production
- Sourced **80% of our manufacturing energy from renewable sources**
  - Increased renewable thermal energy sourcing to **62% renewable** in 2024
  - Maintained **100% renewable electricity** in manufacturing, sourced directly and indirectly

RE100 Support

Interface is a member of the RE100, a global corporate renewable energy initiative bringing together businesses committed to 100% renewable electricity. As a member, we help accelerate change towards zero carbon grids at scale. In 2025, we will support a joint statement on energy security in the hopes of further accelerating the deployment of renewable energy and energy efficiency efforts.

Waste Management

Interface prioritizes responsible waste management as part of our commitment to reduce waste in our manufacturing operations and divert it from landfill. We have made significant progress in reducing waste to landfill and will continue to drive waste reduction and recycling efforts across our business.

In 2024, we generated **15,121 metric tonnes** of non-hazardous manufacturing waste, a **10% reduction** versus the prior year.

Last year, we had 257 metric tonnes of hazardous waste. We avoid purchasing and processing materials that result in hazardous waste as much as possible and ensure proper handling and disposal according to local regulations.

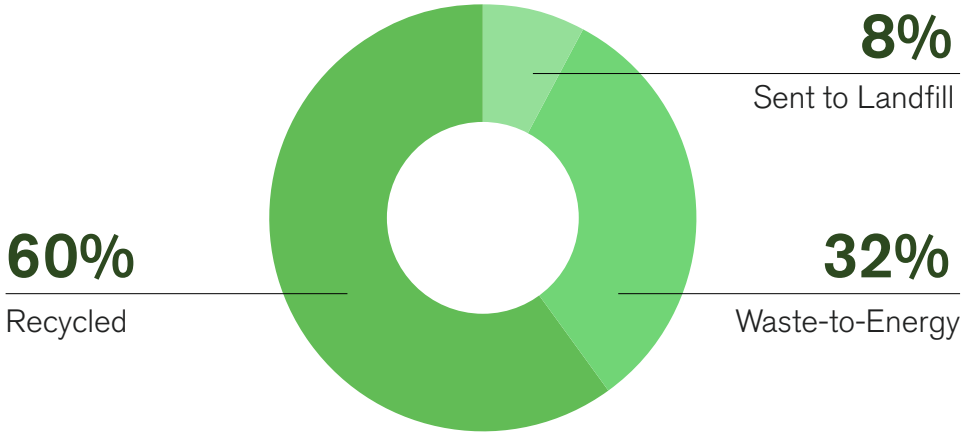
In addition to responsible waste management, Interface monitors non-GHG air emissions and measures in compliance with local air permitting and testing requirements. We work continuously to reduce these emissions and have active projects to reduce emissions beyond the local requirements.

Non-Hazardous Manufacturing Waste

15,121
metric tonnes generated in **2024**

↓10%
compared to **2023**

2024 Non-Hazardous Manufacturing Waste Breakdown



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Water Management

Interface is committed to responsible water management. In 2024, we used **56 million liters** of water at our global manufacturing sites. We will continue to focus on reducing water usage at these sites and properly managing water discharge while protecting water resources and contributing to restoration.

Water Conservation Efforts

- All of our carpet tile manufacturing processes recirculate water for cooling rather than requiring continuous flow-through water.
- Our facilities in Georgia (manufacturing and headquarters) and our manufacturing plant in China have rainwater collection systems to reduce demand for municipal water.
- We use solution-dyed yarn in our carpet manufacturing, resulting in much lower water usage than water-based dying processes.

In 2024, we mapped our manufacturing locations to identify any operations in areas of high-water stress and determined that our plant in Minto, Australia, is in a high-water stress region based on the World Resource Institute's Aqueduct Water Risk Atlas. This project also found that our manufacturing facilities in the U.S. and China are in regions of medium-high water stress, while our manufacturing locations in Europe are in low-water stress areas. These results will help us prioritize our water strategies as we continue to monitor and manage our water use responsibly across all of our facilities – and drive reductions to reduce our impact.

STORE.

Less carbon in the air, more stored in our products. Carbon storage is key to accelerating our path to carbon negative by 2040. We know it is possible to store more carbon than we emit — our carbon negative carpet tile innovation proves it is possible. Now, we are challenging ourselves to push for more.

We are defining new pathways, exploring new innovative approaches and ideas, and continuing to collaborate with others to accelerate progress.

Material Innovation

The use of recycled and bio-based materials is essential to further develop the circular economy. We use these materials in many parts of our carpet tile, LVT, and rubber flooring. Bio-based materials are an important solution for dramatically reducing the carbon footprint of our products because they allow us to take carbon from the atmosphere and use it to create products that store carbon.

We will continue to investigate new raw materials and innovative solutions to help us avoid, reduce, and store more carbon in our products and operations, and throughout our supply chain. As we continue to explore and invest in these materials, we hope to create a ripple effect for our industry and beyond as others realize the opportunity to migrate away from virgin and fossil-fuel-based materials.

In 2025, we will introduce captured carbon as a key raw material to store more carbon and lower the carbon footprint of our carpet tile products. Captured carbon is a low carbon raw material that avoids carbon emissions that would otherwise be released into the air by capturing and reintegrating them into an existing raw material. This captured carbon material has the same proven performance as the material we have used in our products for years.

% of recycled and bio-based material used across product lines in 2024:

48% RECYCLED MATERIALS + **4%** BIO-BASED MATERIALS = **52%** MATERIALS FROM RECYCLED OR BIO-BASED SOURCES

Carbon Negative Products

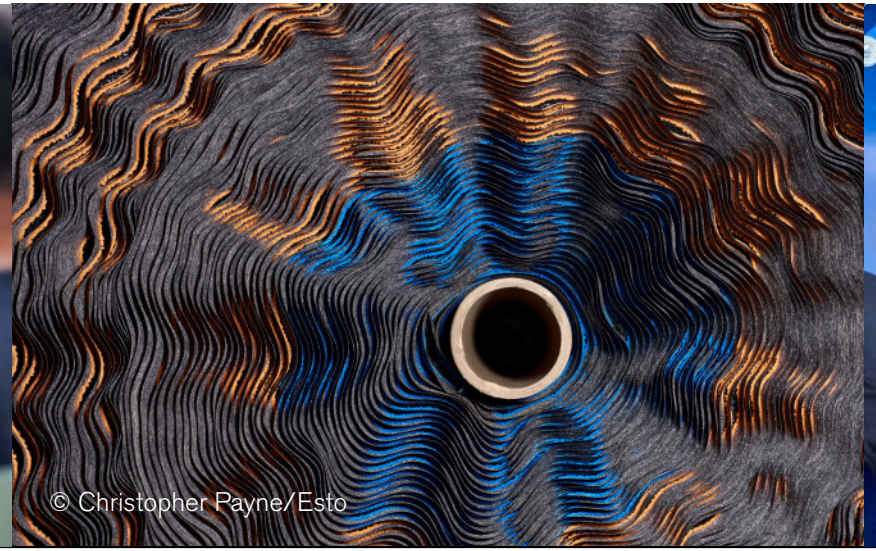
We are carbon-storing flooring experts. In fact, as of the end of 2024, we offer nearly 400 SKUs of carbon negative carpet tile to our customers. How did we get there? In 2020, we launched the first-ever carbon negative carpet tile—achieved through a mix of design and material innovations. The manufacture of the product stores more carbon than it emits, cradle to gate. This innovation changed everything for Interface, and we continue to demonstrate the commercial viability of this innovation.

In January 2025, Interface announced its latest innovation: a first-of-its-kind carbon negative nora rubber flooring prototype. The nora rubber flooring prototype has a carbon negative footprint when measured cradle-to-gate, storing more carbon than it emits from raw material extraction through manufacturing and packaging. Learning from our carpet tile innovation, Interface sourced and incorporated bio-based and carbon-storing raw materials into its rubber manufacturing to create this industry-first prototype.

Interface aims to make the carbon negative rubber product commercially available in 2026. This proof-of-concept prototype will be further refined and prepared for commercialization over the coming months, ensuring it meets the highest levels of design, quality, and performance required for all Interface products.

INSPIRE.

Our carbon negative goal is bold, but we are not the only company with ambitious climate goals. Working together is the only way that we will all achieve our climate ambitions. That is why we want to inspire more companies to follow our lead, and why we are radically transparent about our journey and climate impacts.



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Our Ripple Effect

Through inspiration and education, we hope to create a ripple effect for an even bigger positive impact beyond what we could achieve alone.

In addition to customer and industry engagement, we regularly interact with emerging leaders in design and business through engagements with universities, business organizations, and other partnerships to educate future leaders on climate action and foster an interest in sustainable design and development.

Interface Design Studio Carbon Metrics

In October 2024, we made it easier for customers to understand the carbon impact of their product selections by including project-specific embodied carbon metrics on all floor plans created by the Interface Design Studio (IDS). We use a unique combination of technology and data to calculate the carbon footprint of a project's flooring. Now customers can quickly obtain a complete picture of their project's carbon impact, during design or post-installation. All without any extra time or effort. We are the first flooring manufacturer to deliver embodied carbon metrics as standard on floor plans.

'Beyond Zero' Screening

In 2020, Director Nathan Havey premiered his film, Beyond Zero, a 90-minute documentary that chronicles Interface's sustainability journey over the last 30+ years. Interface has partnered with Nathan to host screenings of his film as a way for us to inspire others to follow in our footsteps. We continue to host screenings of the film with key customers and audiences all over the world.

We Mean Business Partnership

In 2024, Interface, along with other businesses with ambitious climate goals and progress, helped We Mean Business prepare a Business Action Checklist. The checklist provides near-term guidance for companies on moving from fossil fuels to clean energy solutions. The checklist launched publicly in March 2025. This partnership represents another way that we drive climate action beyond our four walls via collaboration with other leaders.

Carbon Love and Learn Series

Carbon Love and Learn is a five-part educational series offered to Interface employees and external members of the architect and design community. The events drive awareness and knowledge about embodied carbon and actionable solutions. Over four years, nearly 500 people have completed the program.

Continuing Education with a Sustainable Lens

Members of our Market Sustainability team serve as internal and external advocates for sustainability and the importance of climate action across the building sector. They connect with our customers to share more about our sustainability journey, industry trends, and relevant lessons learned, often through Continuing Education Units (CEUs), Continuing Professional Development (CPDs), and other educational formats. In 2024, the team in the U.S. delivered 174 CEU presentations on sustainability-related topics.

Supply Chain & Suppliers

Our Scope 3 emissions account for 97% of our overall carbon footprint, with upstream purchased goods and services making up 46% of our total emissions. Collaborating with our global suppliers to accelerate product and material innovation – for us and for others – is critical to drive carbon footprint reductions. This is key to reducing our climate impacts and making progress toward our goals.

Supplier Carbon Maturity Assessment

In 2024, we completed our first carbon maturity assessment among our most critical suppliers, representing 80% of our emissions from purchased goods and services. Following a comprehensive review and assessment of our key suppliers, we developed a carbon maturity profile for each to identify and prioritize opportunities. This has been a useful tool to prompt deeper engagement with our suppliers on their carbon goals and sustainability activities, fostering meaningful collaboration to drive more climate action.

Supplier Code of Conduct

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

Scope 3 Peer Group Participation

Interface participates in the Scope 3 Peer Group, a cross-industry, global collective of peers tasked with supply chain emissions reductions. The Group aims to help organizations make better decisions, investments, and actions to reduce their Scope 3 emissions by providing the best practices, case studies, and plans needed to help drive change. It also works to support suppliers in providing better data to track potential emission reductions. Liz Minné, Head of Global Sustainability Strategy at Interface, is a member of the Advisory Board for the Scope 3 Peer Group.

Sustainable Purchasing Leadership Council Membership

Interface is a member of the Sustainable Purchasing Leadership Council (SPLC), a global community of purchasers, suppliers, advocates, and experts dedicated to driving positive impact through the power of procurement. Mikhail Davis, Director of Global Market Sustainability, is co-chair of SPLC's Procurement Climate Collaborative, helping to develop effective procurement strategies to increase the purchase of lower-emission goods and services from suppliers.

Commitment to Transparency

Interface is committed to product transparency and the voluntary disclosure of the materials and chemicals used in our manufacturing processes. We have led the way in transparency, disclosing product ingredients through Environmental Product Declarations (EPDs), technical documents that detail the environmental impact of a product across its lifecycle. In 2009, Interface was the first flooring company in North America to pilot and publish EPDs for our products. We also provide additional ingredient details through Health Product Declarations (HPDs). We now have EPDs and HPDs for all standard carpet tile and LVT globally as well as the majority of our nora rubber products.

All Interface flooring products meet indoor air quality standards for low VOC emissions. This is certified through several IAQ standards, including:

- CRI Green Label Plus
- FloorScore
- ACCS
- GUT
- Global GreenTag
- Blue Angel
- CDPH
- GreenGuard Gold
- + Other regionally specific standards.

Many of our products have also achieved additional strict environmental and health standards and certifications, including Cradle to Cradle®, NSF 140, and several others.

Over the last 30 years, we have helped create, standardize, and/or popularize many of the most common sustainability measurement and reporting tools, including:

- Life Cycle Assessment (LCA)
- Environmental Product Declarations (EPDs)
- GHG Protocol
- Global Reporting Initiative (GRI)
- EPA SmartWay (Freight)
- Health Product Declarations (HPDs)
- Leadership in Energy and Environmental Design (LEED)
- Social Equity Assessment Method (SEAM)
- Common Materials Framework (CMF)

American Center for Life Cycle Assessment Membership

We support the American Center for Life Cycle Assessment (ACLCA), the largest nonprofit membership organization for environmental LCA professionals in North America. Connie Hensler, our Global Director of Environmental Management and Product Stewardship, is chair of ACLCA, helping advance investments in new resources and tools to empower growth, foster innovation, and unite the LCA community.

Q&A with Luca Achilli, Global Innovation & Sustainability Projects Director

Interface announced its 'all in' strategy in April 2024. What does this mean to you?

The 'all in' announcement was an important message for us to share externally and put our stake in the ground on the level of action needed to address the climate crisis. Internally, it hasn't changed much for our team – we've always been focused on finding the best opportunities to drive carbon reductions and carbon storage across our enterprise, and our climate targets and internal calculations never incorporated carbon offsets.

What were the most important sustainability milestones for Interface in 2024?

2024 was a milestone year for Interface in terms of innovation. Our innovation and sustainability teams advanced important product and material technologies in alignment with our 'all in' strategy.

These efforts resulted in two important announcements in 2025 – our carbon negative rubber prototype and the use of captured carbon materials in our carpet tile manufacturing processes. We've been collaborating with internal and external players to bring these innovations to market, building on lessons learned from our 30-year sustainability journey.

Looking at each product line, what advancements were made in 2024 to lower carbon footprints or advance innovation?

For nora rubber, we had a large focus on increasing the use of natural rubber across our most popular nora products, investing in new machinery that helps increase the percentage of natural rubber in our products. This also helps us make progress toward our science-based targets.

Specific to LVT, we saw a big decrease in our carbon footprint year-over-year — down by nearly 24%. This large decrease was primarily a result of more accurate data from our suppliers. We now have a more accurate picture of the climate impact of our products in this category.

For carpet tile, we saw regional differences in what drove reductions. In the Americas, we made backing updates across products to help lower our footprint. In Europe, we integrated lower impact yarns into our carpet products, which drove impressive reductions for us compared to 2023.

Q&A with Luca Achilli, Global Innovation & Sustainability Projects Director (Continued)

A lot of these innovations were achieved in collaboration with your suppliers. Can you talk more about how we partnered with suppliers to identify opportunities for further reductions?

In 2024, we conducted our first carbon maturity assessment of our top suppliers. This project is a critical piece of our climate strategy as it helped us look at the suppliers who are contributing to 80% of our purchased goods and services emissions – our largest emissions category – and determine how their climate goals align with ours.

With this methodology, we assigned each supplier a carbon maturity score based on publicly available climate information and engaged in one-on-one conversations with sustainability experts at each company to better understand their approach to climate. This allows us to better understand where our suppliers are today and where they hope to be in the next few years. It also gives us the chance to engage more closely and regularly with our suppliers, which will be critical to be carbon negative by 2040.

We are also showing our suppliers where we are as an organization, and why we need their help to decarbonize our biggest climate impacts, which are our Scope 3 emissions. This has been a really fruitful exercise, and I'm excited about the direction it is taking us in.

Looking ahead to the next few years, how will you determine what innovations to prioritize?

We recently mapped out all of the possible innovations in our pipeline and the potential carbon impact, allowing us to identify which projects will contribute the most toward our climate goals. Overlaying those results with the economics of each project will help us refine our roadmap to achieve our 2030 and 2040 targets.

SOCIAL & COMMUNITY IMPACT

In This Section

- Culture & People Metrics
- Employee Engagement
- Human Rights
- Health & Safety
- Employee Benefits
- Learning & Talent Development
- Community Engagement

Interface is built on a foundation of purpose without compromise.

Our core values reflect this commitment and guide everything we do. They remind us that how we achieve success is as important as success itself.

Our values are not just words; they are actions, behaviors, and beliefs our people live out every day. This Impact Report showcases these values through the significant progress we achieved.

Last year, we introduced Made for More, our new brand attitude. It sparked something powerful within our organization. Our people connected with it immediately, bringing undeniable energy to our organization. It quickly became clear that this was more than just a better way to tell our story to customers — it reflected who we are as an employee community. More importantly, Made for More reflects who we are becoming in these times of change.

In 2024, we doubled down our purpose-driven spirit, building on our strong foundation and making intentional progress to make our vision a reality for everyone in the organization. Through collaboration, belonging, and respect, we are creating an environment where every individual feels empowered to thrive. And we took meaningful steps to realize our strategy — from expanding our learning and development programs globally to enhancing the employee experience for our global manufacturing population.

We are made for customers — it everyone feels respected, included, and valued. We are made for evolution — constantly learning, growing, and advancing. And we are made for impact — leveraging our collective strength to create meaningful change in our organization and the world around us.

We are proud of what we have achieved in 2024. Looking ahead to 2025, we are excited to accelerate this journey with new, innovative programs and initiatives that will push us even further as we create a workplace where everyone can truly say they are Made for More.

Greg Minano
Chief Human Resources Officer

Our Values

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

2024 People Highlights

Improved Our Great Place to Work Status

Interface was re-certified as a Great Place to Work in six countries and newly certified in three additional countries. We achieved a record-high survey participation rate of 78% of our entire global workforce while capturing valuable feedback from all areas of the organization, including our manufacturing employees. This strong level of engagement makes the survey data even more impactful, reflecting the diverse perspectives across our global team.

Expanded Global Participation in TAP Leadership Program

We launched another TAP (Talent Accelerator Program) cohort in 2024. This year's program focused on supporting the development of emerging leaders who are new to managing others and navigating the complex challenges we face in our business every day. This ongoing investment strengthens our global leadership pipeline and drives our future success.

Piloted Our RISE Leadership Development Program

We launched the RISE (Respect, Inspire, Support, Excel) leadership development program for our global supply chain leaders in response to feedback from our Great Place to Work survey. This initiative addresses the difference in employee experience between our production and non-production teams, and the need for a different type of leadership. Through RISE, we are setting clear expectations for leadership at Interface. We want all employees, regardless of their role or location, to feel that Interface is a great place to work.

Launched Two New Employee Inclusion Networks

We introduced two new employee inclusion networks, which, like all of our inclusion networks, are open to all Interfacers – Pride@Interface and the Black Employees Network. The networks empower employees to connect, share experiences, and support one another's professional and personal growth, fostering a collaborative, inclusive workplace. We also re-energized empowHER with executive sponsorship from our Chief Executive Officer.

3,636
EMPLOYEES

41%
FEMALE

57%
RACIALLY DIVERSE IN THE U.S.

13,000+
TRAINING HOURS

9
GREAT PLACE TO WORK CERTIFIED™ COUNTRIES

Employee Engagement & Purpose-Driven Culture

Creating a world-class experience for all employees has always been a priority for Interface. We value feedback as a tool for learning and development. It helps us identify where we can do better and continue to grow as an organization.

Last year, Interface completed our 2024 Global Culture Survey in partnership with Great Place to Work. The survey helps us identify areas where our culture excels and how we can do more for our people. This was our third survey, which we have committed to conducting every 18 months, and we had our strongest participation ever.

Our results improved overall compared to previous years, demonstrating our efforts to make Interface an even better place to work.

In 2024, we earned Great Place to Work certification in:

- Australia **NEW**
- Canada
- China
- France **NEW**
- Germany
- India
- Singapore
- Spain
- United Kingdom **NEW**

Importantly, we saw meaningful improvements in three additional manufacturing sites. Plus, the survey showed an overall higher score across a significant part of our global manufacturing employee population, which we invested in over the last several years.

Culture Investments

We made several investments in our employee experience last year in response to our recent Global Culture survey results. Examples include:

- Launching the RISE leadership development program with 44 participants across three manufacturing sites, fostering consistent leadership that aligns with our core values and unique culture. Building on the success of this initiative, we plan to expand the program in 2025 to all manufacturing sites and other business functions.
- Launching the new Recruiting and Hiring site within our global intranet to share internal job postings, interview tools, training courses, and other resources. Our employees wanted more visibility into internal openings. We never want a good candidate to miss out on an open role, so this group was a great way to support both our employees and organization.

Inclusivity & Belonging

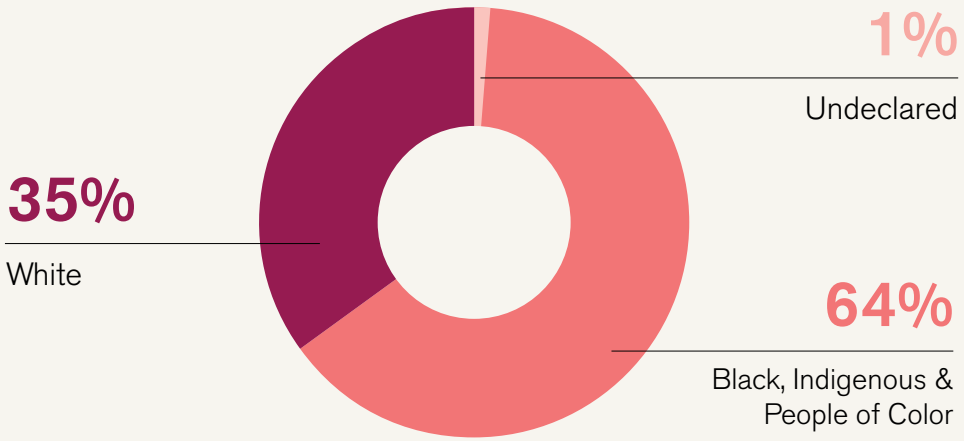
At Interface, we are dedicated to creating a workplace where all employees feel like they belong. We seek input from our employees and collaborate to ensure we capture a broad range of perspectives. We are curious, genuinely caring, and use data and research to drive our people-oriented decisions.

Recruiting & Hiring

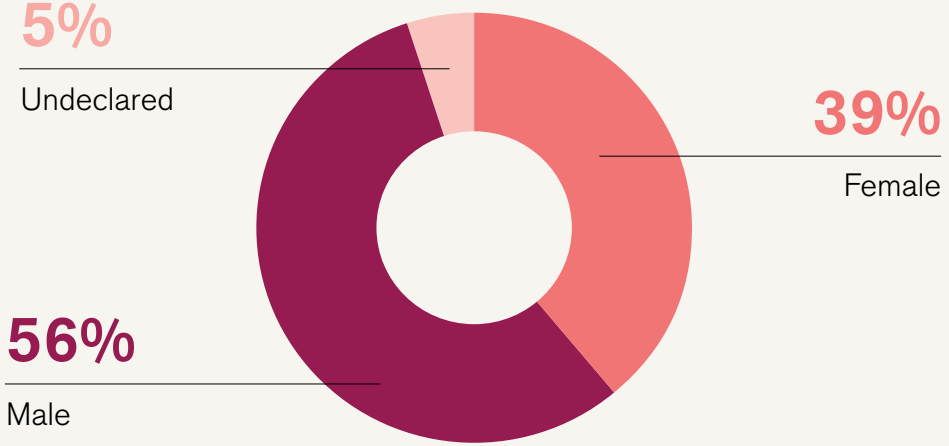
We focus on fair hiring practices, provide relevant employee training programs, and actively promote awareness and dialogue to support our people. Through sharing, teaching, and leading, we energize others to help us make meaningful progress — internally at Interface and with our customers, suppliers, and partners.

In 2024, we further invested in solutions and training to help our people prioritize better hiring practices. This included launching a Global Interview Training program and a LinkedIn Learning® path to help us all become more effective interviewers. In addition, we have interview guides available for both people leaders and individual contributors to help interviewers conduct consistent and unbiased interviews.

New Hire Ethnicity Data
(U.S. Only)



New Hire Gender Data



Inclusivity & Belonging

Recruiting Strategy

In 2024, we overhauled our external recruiting profiles on LinkedIn, Indeed, Glassdoor, and others to better highlight our commitment to our purpose-driven and inclusive culture. We also introduced a new Employee Spotlight Series that highlights our people around the globe and shows how we are Made for More as an organization.

We continue to advance a recruiting strategy featuring our job postings on a wide array of job boards to attract broad interest in our current employment opportunities. We remain focused on reviewing key roles and areas within our business that would benefit from broader perspectives. And we ensure our recruitment aligns with this approach to create a global workforce as unique as our stakeholders and customers.

The new Recruiting and Hiring site on our global intranet provides our employees with clear visibility into internal job openings. We support the upward mobility of our people and encourage professional growth and development for all employees. In 2024, 34% of our job openings were filled by internal candidates.

Inclusion Networks

The strength of our culture depends on the engagement and success of every Interfacer. All our employees should know they are welcome, safe, and celebrated every day. Our Inclusion Networks are employee-founded and employee-led groups open to all Interfacers. They foster collaboration and inclusion in the workplace — creating space to connect, share experiences, and support one another's personal and professional growth. While each network may focus on particular topics or communities, all our employees are welcome and encouraged to contribute and shape a workplace where everyone can thrive. In 2024, we introduced two new Inclusion Networks: Black Employees Network and Pride@Interface.

- **Black Employees Network** fosters meaningful connections and mentorship, encouraging professional development, community engagement, and strategic efforts that support a culturally rich and inclusive workforce.
- **empowHER** is dedicated to building a supportive community that inspires personal and professional growth. It offers mentorship, development opportunities, and programs that empower members to lead with confidence and innovation.
- **Pride@Interface** promotes a culture of inclusion and acceptance, creating space for dialogue, education, and advocacy. The network builds a connected community, driving visibility and conversation across the organization.

Q&A with Betsy Coxwell, Director of Global Talent Acquisition

How has hiring and recruiting evolved in recent years?

We've grown our talent acquisition function into a truly global team and repositioned it to more closely align with the company's growth strategy. Interface also made significant investments in recruiting, particularly in technology and process optimization. We implemented Workday as our global Human Capital Management system and applicant tracking system to standardize and streamline our processes. And in our second year of the LinkedIn Enterprise Program, we now have unlimited job slots and recruiter seats, empowering our global recruiters and HR partners.

Tell us about the role of training in the interview and recruitment process.

Training is essential. We are committed to consistent, fair, and inclusive interviewing practices, ensuring equal opportunities for all internal and external candidates. To support this, we launched interview guides to standardize the process and launched a LinkedIn Learning path for all people leaders. This helps our leaders conduct effective and unbiased interviews. Moving forward, we'll continue curating relevant content through our LinkedIn Learning platform and expanding training resources to strengthen our interview and recruitment practices.

Interface has a low turnover rate and many long-tenured employees – are there specific aspects of Interface's culture that you'd attribute that to?

As someone who has been with Interface for 13 years, I truly believe Interface is a special place. I'd attribute our low turnover rate and long-tenured employees to our strong, people-centric culture. Our people are our true differentiator. They go above and beyond to align with Interface's objectives and support the business. While we work hard, we also have fun along the way.

What was your proudest moment in 2024?

Stepping away from day-to-day recruitment and transitioning into a leadership role within the function. Recruitment has been my passion for nearly a decade. I built the function and am deeply protective of its reputation and the value it brings to the business. In 2024, I had the opportunity to rely on my team to manage the job requisitions. Seeing them rise to the challenge and receive positive feedback from new hires and managers was incredibly rewarding.

Looking ahead to 2025, what are your priorities?

My priorities will continue to align with those of the past few years while evolving to meet the emerging needs of a global, dynamic business. We will continue leveraging the synergy of our people and systems to foster a positive recruitment experience while driving continuous improvement. Our focus remains on maintaining fair and inclusive practices, efficiently recruiting top talent, and optimizing resources to reduce costs. Guided by our Made for More brand attitude, we aim to strengthen our talent brand and create a seamless, positive candidate experience.

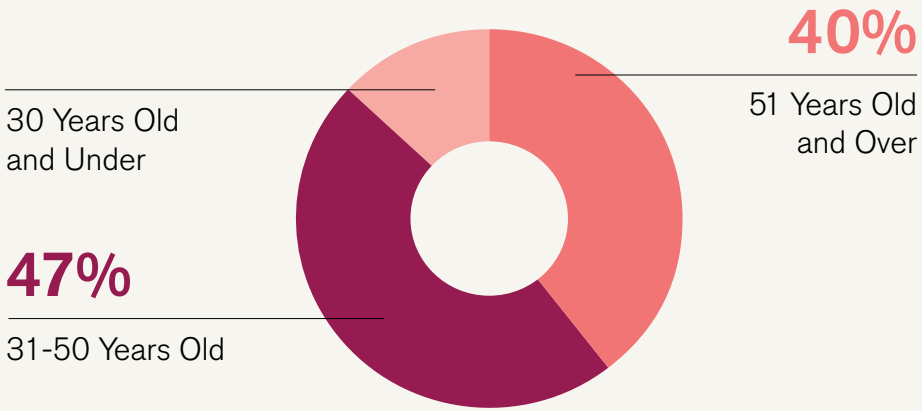
Fair Compensation

Fair compensation is essential to fostering a culture of inclusivity and belonging at Interface. We are committed to providing equal pay for equal work.

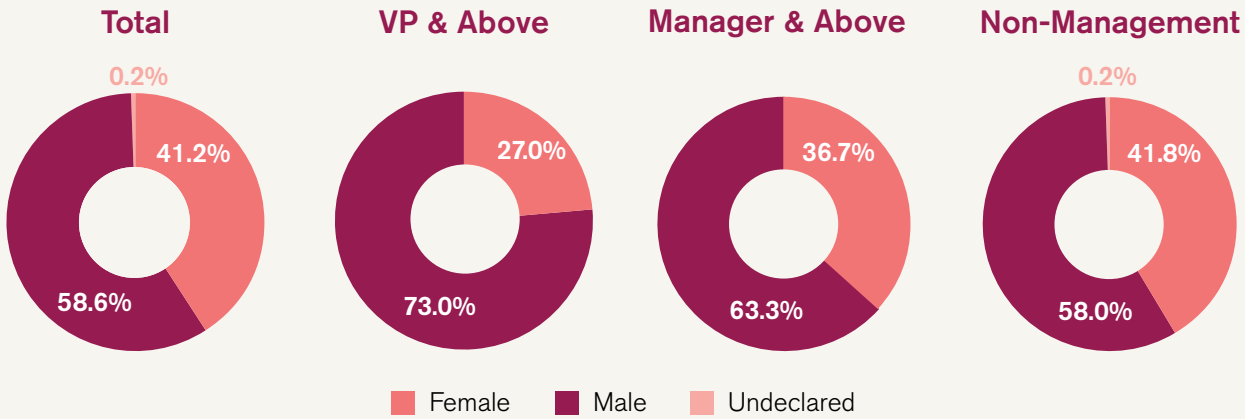
In 2024, we had 99% gender pay equity, indicating that the mean base pay of our female employees is 99% of the mean base pay of our male employees. We are pleased with this result as we target gender pay at 100%. We continue to work towards pay equity across all of our employee demographics and have continuously improved the consistency of our compensation data across the business to better measure and manage the impact we have on our people through compensation.

We also work to ensure that our employees are paid a fair and competitive market wage. In the United States, we use third-party compa-ratio data to compare employee salaries to the median compensation for similar positions. Using this data, we can confirm that our U.S. employees are paid competitively and fairly.

Global Age Breakdown



Global Gender Breakdown



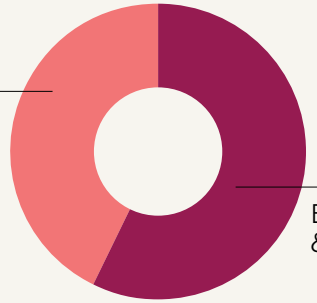
Collective Bargaining

We recognize our employees' lawful right to freedom of association and rights under applicable law to choose a collective bargaining representative if desired. Approximately 36% of our employees are represented by a works council, union, or other enterprise bargaining unit (EBU), with approximately 27% of our employees represented by formally elected employee representatives. Interface promotes productive relationships with these groups through our company leadership teams for the benefit of our employees.

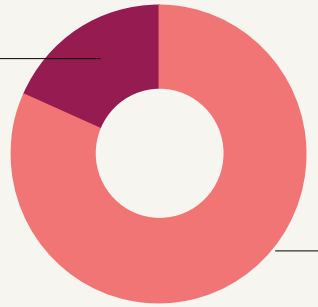
U.S. Ethnicity Data

The following charts reflect U.S. Ethnicity Data for U.S. employees only as of December 31, 2024, as reported in equal employment opportunity (EEO) data. Manager level and above represents Executives, Senior Officials & Managers, and First/Mid Officials and Managers, aligned with EEO classifications.

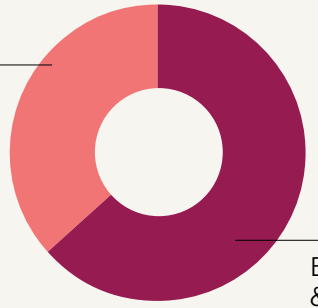
Total



Manager & Above



Non-Management



Commitment to Human Rights

At Interface, we believe in supporting and protecting fundamental human rights for all — starting with our employees and extending throughout our entire supply chain. We want everyone connected to our business to feel safe, respected, valued, and to be paid a fair wage.

Our Human Rights Commitment is a global statement that captures this belief. Shaped in partnership with a group of key stakeholders across the organization, the commitment upholds that each individual has duties to others and to the community to which they belong. And that companies are responsible for respecting people's rights.

The commitment includes all employees, suppliers, business partners, customers, and stakeholders across our full value chain. It articulates our human rights commitment and expectations, including:

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

Our CEO and Executive Leadership Team lead this work, making sure that every part of our business understands our responsibility. Interface reviews our human rights risks and initiatives annually to assess progress. Then, we communicate the results to our Board of Directors and in key stakeholder communications.

Health & Safety

Safety always comes first and is a shared responsibility. It requires that we all look out for ourselves, our colleagues, and anyone who spends time at Interface.

We stand by our commitment to create a safe, healthy experience for our people. This extends beyond our four walls. Our goal is to have zero safety incidents and to create a workplace where we leave work every day as healthy as when we arrived.

Safety Programs

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

Our industry-leading Safety Connections, Safety Corrections, and Critical Risk Survey programs are active at all of our manufacturing locations and apply to manufacturing employees and contractors on site. These programs help us stay ahead of health & safety risks by ensuring that our workforce is:

- Continuously conscious of potential risks
- Fully engaged in minimizing these risks
- Trained on proper, up-to-date safety procedures

These programs require monthly reporting on demonstrable metrics as we work toward our goal of zero safety incidents. We also hold monthly Safety Meetings with our manufacturing leaders and safety staff to share and learn from incidents and discuss safety improvements. In 2024, there were no fatalities at any of our manufacturing locations.

Total Reportable Injury Rate = *1.0*

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

Lost Time Injury Rate = *0.8*

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

Commitment to Product Safety

We are constantly working to improve the quality of our products and lessen their impact on human health and the environment. We have a global program identifying and targeting the elimination of materials of concern. We aim to have zero materials of concern across our entire product portfolio. We continue to increase the scrutiny of our materials as new information becomes available, paying particular attention to potential impacts on human health.

No PFAS

Years ago, Interface eliminated all highly fluorinated chemicals (including PFAS) from our products, so all of our products are PFAS-free. In fact, in 2010, we became the first U.S. carpet manufacturer to remove PFAS coatings from all standard yarn systems and initiated a global phase-out the same year.

Low VOCs

Our products are designed to support the health and well-being of occupants in the buildings where they're installed, with all standard Interface products achieving certifications for low volatile organic compounds (VOC) emissions.

Employee Benefits & Support

Our benefits programs around the world give our people and their families the resources, tools, and support they need to thrive inside and outside the workplace. These programs support physical, mental and financial wellbeing — at low or no cost to our employees. These value-added benefits vary by location and may include the following:

- Health, Pharmacy, Dental, & Vision Insurance
- Life Insurance
- Disability Insurance
- Paid Time Off
- Parental Leave & Various Leave Programs
- Telehealth Services
- Retirement or Pension Plans
- Employee Assistance Plans
- Wellness Offers
- Emergency Medical Assistance
- Flexible Working Hours & Telecommuting
- Mental Health Resources & Counseling Benefits
- Healthcare Flexible Spending Accounts
- Commuter Spending Accounts
- Tuition Reimbursement
- Paid Time Off for Volunteer Work

2024 U.S. Benefit Enhancements

Interface remains committed to offering our employees competitive, high-quality benefits. We continue to invest in additional programs and services to support well-being. In 2024, the following new enhancements were offered to our benefits-eligible U.S.-based employees:

- **Enhanced Dental and Orthodontia Coverage:** We increased the yearly maximum amounts for dental services across plans and increased the lifetime limit for orthodontia coverage for children up to the age of 19.
- **Increased Healthcare FSA Annual Limit:** We increased our Healthcare FSA annual limit to further assist employees in paying out of pocket healthcare expenses throughout the calendar year.
- **Increased Commuter Spending Limit:** Our Commuter Transit and/or Parking program limit increased, helping employees save money on expenses associated with their daily commute.
- **Improved Life and Disability Coverage:** We adjusted our life insurance and short-term and long-term disability coverage to better correspond with the market; these coverages remain employer-paid benefits.

Investments in Employee Mental Health

Through Modern Health, all benefits-eligible U.S.-based employees and their immediate families can access personalized preventative mental health resources to support their emotional, social, financial, professional, and physical well-being. Since launching the program in 2023, we have seen positive responses and increased use across our U.S.-based employees participating in coaching and therapy sessions, and app-based programs.

In 2024, we drove awareness of this offering for all eligible employees. Via the program, employees and their families have access to:

- Private sessions with a certified mental health professional or financial well-being coaches
- Private sessions with licensed clinical therapists
- Unlimited group support sessions
- A digital library of guided meditations and self-paced development courses
- Ongoing well-being assessments to check-in on their well-being over time

Financial Literacy Programs

For our U.S.-based employees at manufacturing facilities, we offered several in-person 401k information sessions to help our people maximize their retirement savings. We also offered one-on-one Hot Spot Sessions for employees to get more personalized guidance and assistance from experts. These sessions discussed 401k basics and ROTH fundamentals.

Added Benefits for U.S.-based Employees in 2025

- A voluntary Critical Illness Policy with additional coverage options for employees and their family
- A voluntary Pet Insurance plan with health and dental coverage for pets
- A paid Day of Service for employees to support causes of their choosing

Learning & Talent Development

Design a Better Way is more than a core value at Interface — it's a driving force behind our Learning & Talent strategy. As a people-centric, values-driven organization, we continually invest in our employees and support their personal and professional growth. In 2024, we made targeted investments in new programs and initiatives to make Interface an even better place to work, reinforcing our commitment to continuous improvement. This focus on talent development directly reflects our values. It guides everything we do and ensures that our actions align with our intentions and objectives.

"

"The RISE program was a clear, succinct way of giving us the right set of tools to engage with our teams, have constructive conversations and develop team members. Feedback is powerful when provided in the right way at the right time. I found the learnings valuable for myself and my team leaders and allow us to build high performing teams."

– Mark Dixon, Operations Director

RISE Leadership Development Program

We recognized a long-standing need for management training based on feedback from culture and engagement surveys. In response, we co-created the RISE (Respect, Inspire, Support, Excel) leadership development program in partnership with industry-leading experts and world-class facilitators.

The three-month program equips leaders with the mindset, skills, and behaviors necessary to lead with empathy and purpose. It also aligns with our core values and unique culture. In 2024, we piloted RISE with 44 participants at three manufacturing sites. These participants completed over 1,200 hours of live instructor-led training and collaboration sessions. And the program received outstanding feedback.

In 2025, we hope to extend the program cross-functionally as we continue to build leadership excellence across the organization. We have plans for all supply chain leaders to participate in a RISE cohort by 2026.

Talent Accelerator Program

We launched the TAP (Talent Accelerator Program) in 2022. Since then, it's evolved into a cohort-based initiative that invests in different segments of our global employee population each year. In 2024, we had a truly global cohort with a significant increase in non-U.S. applications, resulting in 40% of participants from outside the U.S. This growth reflects our commitment to developing leadership talent across our global organization.

For the 2024 cohort, we prioritized emerging leaders — those new to managing others amid everyday challenges. Their applications demonstrated a strong commitment to personal and professional growth and a shared belief that great leaders will continue to make Interface a great place to work.

The twelve participants in 2024 completed over 200 hours of coaching, training, and discussions, including:

- Six months of unlimited virtual coaching through EZRA
- Personalized, six-month development plan
- Monthly meetings with an ELT mentor to activate their development plan
- Hogan Leadership Series and 360 Assessment
- Buddy partnership with a participant from last year's TAP pilot program
- Cohort meetings with other participants to share insights and real-life applications
- Panel discussions and events with CEO Laurel Hurd and members of the Interface Board of Directors
- Access to curated content through Headspace

"

"The TAP program was a special opportunity that allowed me to recognize and confront the thought processes that had previously held me back. My experience with my coach gave me the confidence to listen to my intuition and step further into my leadership role by more actively contributing to the conversation and pushing back when necessary. Hearing firsthand about the experiences and journeys of other successful colleagues was also invaluable. I continue to reflect on the lessons I've learned in those discussions when I encounter challenging situations."

- Maggie Ivester, Finance Manager

Interface Coaching Experience

We launched the Interface Coaching Experience (ICE) in 2023 in response to the overwhelmingly positive feedback from the Talent Accelerator Program. ICE is functionally sponsored to provide personalized coaching and development opportunities. It began with the Americas Sales organization in 2023 and expanded in 2024 to include both Americas Sales and Global Supply Chain cohorts.

In 2024, we launched two ICE cohorts — one for the Americas Sales organization and another for our global supply chain function — providing personalized coaching to employees within these functions to support their growth and development.

Across the two ICE cohorts, the 26 participants completed over 400 hours of coaching, training, and discussions, including:

- Six months of unlimited virtual coaching through EZRA
- Personalized, six-month development plan
- Cohort meetings with other participants to share insights and real-life applications

"My experience with the ICE program changed how I see myself and my coworkers, helping me become a more empathic leader at Interface. Working with my EZRA coach allowed me to identify strengths that contribute to my success and areas for development that I need to focus on. I also developed a leadership action plan to refine my interpersonal skills. I am grateful that Interface has invested in me, and I am confident this will pay dividends for both parties now and in the future."

– Peter Sullivan, Regional Sales Director

On-Demand Learning

In 2023, we launched the LinkedIn Learning platform in direct response to feedback from our Great Place to Work survey. The survey highlighted employee demand for more training and development opportunities. What started as an on-demand learning platform has evolved into our preferred learning library. It now complements our compliance training program and enables content curation across all levels of the organization — global, functional, team, and individual.

Since its launch, the platform has seen increasing adoption and has become a vital resource for reinforcing key business topics and programs. It also provides additional education in areas that are most important to our employees. We carefully curate content based on learner data, industry trends, and evolving business needs to ensure it remains relevant and impactful.

In 2024, we launched optional quarterly learning paths designed to enhance collaboration across geographies, languages, and working styles to support our One Interface business model. These paths included topics such as:

- Building an Inclusive & Psychologically Safe Work Environment
- Supporting Neurodiversity
- Supporting Cross-Cultural Communication
- Tips for Communicating in a Culturally Diverse Workplace

Commitment to Ongoing Training

In combination with tailored training and development programs, we offer ongoing training and learning resources to all of our employees. We believe this is key to activating their ambitions, creating value for each individual, and driving growth for our entire organization.

Employee training topics in 2024 included:

- Product & Design
- Sustainability
- Technology & Software
- Sales & Marketing
- Compliance & Legal
- Culture & Teamwork
- Health & Safety
- Information & Cybersecurity
- Insider Trading
- Anti-Harassment & Discrimination
- Change Management
- Leadership Development
- Communication

In 2024, our people completed:

13,000+

HOURS OF TRAINING

6,500

HOURS OF LIVE TRAINING

4,600

HOURS OF DIGITAL TRAINING

2,000

HOURS OF TRAINING WITHIN LINKEDIN LEARNING

3.6

HOURS OF TRAINING
PER EMPLOYEE ON AVERAGE

Performance Management

At Interface, we are building a culture of accountability through goal clarity, performance planning, and timely, actionable feedback.

All digitally enabled employees can access our performance management process, powered by Workday. The process fosters collaboration between managers and employees. Plus, it empowers our people to set objectives that align with our global priorities and core values. The Mid-year and Annual Reviews reinforce this by encouraging purposeful conversations around progress and development. In 2024, the program had an impressive 98% adoption rate.

Beyond the Workday performance process, we emphasize the importance of ongoing performance and career development discussions — both formal and informal. This ensures that employees receive continuous feedback, focus on the right priorities, and feel supported in their growth and development. It also helps employees stay aligned with our strategic direction.

Community Engagement

Living our values means we extend our mission and purpose beyond our employees and facilities to the communities where we live and work. We are Genuine and Generous to all people and the planet and work to support the needs of local communities through regional efforts like food drives, flooring installations, group volunteer projects, and donations.

A few examples of activities in 2024 include:

Participated in the annual Girl's Day in Germany, an initiative designed to encourage girls to explore professions where females are historically underrepresented. Our nora team hosted girls at our manufacturing facility in Weinheim to inspire interest in technical roles.

Volunteered at The Grocery Spot in Atlanta, GA, to help combat food insecurity and promote food justice. Our team **helped stock the shelves at the free grocery store** and get it ready for its shoppers.

Collected and donated coats, socks, and blankets to support those in need within our Atlanta community. We donated all items to Atlanta Mission, a non-profit organization that supports The Shepherd's Inn men's shelter, My Sister's House shelter for women and children, and The Potters House recovery program for men.

Supported The Smith Family's Digital Learning Essentials program in Australia through a digital re-use program, which **reduces IT waste by extending the lifecycle of the digital assets the company purchases.** The program raised $10,000 in 2024, which was donated to the Smith Family's digital learning program in Q1 2025 to give young Australians access to the technology they need to thrive in their education.

Entered a partnership with Make-A-Wish with FLOR, our high-end area rug brand, to help grant life-changing wishes for children battling critical illnesses. FLOR features a **point-of-sale donation option for customers and will donate a percentage of proceeds on select products to Make-A-Wish.**

Donated to organizations that align with our purpose, including the United Way, Chattahoochee Riverkeeper, local K-12 schools and many other impactful organizations around the world.

GOVERNANCE, COMPLIANCE & ETHICS

In This Section

- Corporate Governance
- Board of Directors
- Responsible Business
- Ethics & Compliance
- Cybersecurity & Data Privacy

Corporate Governance

Interface commits to conducting business with ethics and responsibility at the forefront of all decision-making, anchored by our company values. Our robust corporate governance framework ensures our actions benefit all stakeholders — our employees, customers, shareholders, and the environment. It strengthens the accountability of our Board of Directors and management, fostering a culture of trust and responsibility while building confidence in our company.

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

Executive Leadership
Board of Directors
Board Committee Composition
Governance Documents
Annual Report and Proxy Statements
SEC Filings
Contact Information

Note: Specific details from this section incorporate data from 2025.

2024 Accomplishments

Our focus on corporate governance helps us create the structure, resources, and tools that support ethical business and a strong corporate culture. Notable achievements in 2024 include:

- **Established the Board Innovation & Sustainability Committee to support global sustainability and R&D strategies**
- **Updated our Audit Committee and Compensation & Talent Development Committee charters, expanding the oversight responsibilities of these Committees**
- **Launched a Generative AI Use policy, highlighting the unique issues raised by GenAI and how teams can use these tools the right way to drive efficiencies**
- **Streamlined our compliance training tracking process to increase timely completion rates**
- **Continued emphasis on cybersecurity tests and threat prevention, with the completion of external and internal cybersecurity penetration tests**

2025 Governance Priorities

As we look forward to 2025, Interface and our Board of Directors have identified key areas to advance our strong governance position and important programs and initiatives, including:

- **Onboard a new external auditor, Ernst & Young, to conduct our annual audit, deliver more value, and build trust**
- **Introduce a new leadership model that aligns with our business strategy, creates development opportunities for our leaders, and fosters more collaboration globally**
- **Continue to enhance our compliance training program with new training modules, including sessions related to ESG and GenAI**

"Interface is committed to doing business and creating products that have a positive impact on people's lives, work, home, and environment. We pioneered the concept of a purpose-driven organization three decades ago and put our stake in the ground as a company that operates without compromise. Every one of our associates is proof that we are made for more, always pushing the standards of what's possible in design, performance, and sustainability. We continue to transform our operations, supply chain, and products to store more carbon and contribute to a circular economy as we work to become carbon negative by 2040. We're also focused on operating ethically and responsibly, knowing that only by doing so are we truly optimizing our sustainability. Our strong governance structure leaves us well positioned as we conduct ourselves in a way that makes us all proud to be a part of Interface."

- Chris Kennedy, Chairman of the Board of Directors

Board of Directors

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

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

2025 Board Skills Matrix

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

Interface Board of Directors

As of June 2025:

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

The Board appointed Mr. Kennedy to serve as Chairman of the Board in March 2024. Prior to this, Daniel T. Hendrix served as Chairman for nearly 13 years; Hendrix is still on the Board and leads the Innovation & Sustainability Committee.

Committees of the Board

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

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

2024 Committee Updates

In 2024, we made the following updates to our committees:

- Introduced the Innovation & Sustainability Committee with our Board of Directors to accelerate innovation and support our forward-thinking leadership in sustainability.
- Renamed the Compensation Committee as the Compensation & Talent Development Committee, and added oversight of human capital development strategies, including employee engagement, corporate culture enhancement, and talent recruitment, retention, assessment, and succession to the Committee's responsibilities.
- Updated our Audit Committee Charter to expand the Committee's responsibility to include oversight of compliance with legal and regulatory reporting requirements and ethical standards.

Innovation & Sustainability Committee

In March 2024, Interface and our Board of Directors established an Innovation & Sustainability Committee. This committee, led by Daniel T. Hendrix, focuses on accelerating innovation and sustainability initiatives across our business to achieve our 2030 science-based targets and 2040 carbon negative enterprise goal. The new committee aligns with our robust and enduring commitment to innovation and sustainability. The Board created the charter in 2024, and its members support our global sustainability and R&D teams to help inform our strategy, set goals, monitor progress, and align to overall business activities across our organization.

Responsible Business

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

We recognize that, as a global manufacturing business, our operations have the potential for adverse impacts on human rights and the environment, including potential impacts related to labor practices, supply chain transparency, the community, greenhouse gas emissions, pollution, and waste generation, among others. Through ongoing management practices, we actively seek to identify, prevent, mitigate, and/or remedy potential or actual adverse impacts.

Through our Commitment to Human Rights and our Environmental Policy Statement, we publicly report our objectives, and actions taken to systematically assess and manage human rights and environmental risks. Our approach is integrated with Interface's broader sustainability commitments, reflecting our belief that respect for human rights and environmental stewardship are fundamental to responsible business. During the reporting period, we diligently worked to operate in accordance with our strategy and objectives, and to the best of our knowledge, all identified material risks were managed in line with these commitments.

Governance Documents

Audit Committee Charter

Clawback Policy

Compensation & Talent Development Committee Charter

Corporate Governance Guidelines

Innovation & Sustainability Committee Charter

Majority Voting Director Resignation Policy

Nominating & Governance Committee Charter

Policies & Commitments

Code of Conduct

Anti-Bribery and Anti-Corruption Policy

Environmental Policy Statement

Human Rights Commitment

Insider Trading Policy

Supplier Code of Conduct

Policy Snapshot

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

Code of Conduct

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

Anti-Corruption and Anti-Bribery

We demonstrate our commitment to ethical business practices through our Anti-Bribery and Anti-Corruption Policy, which provides guidelines and procedures to prevent, detect, and respond to corrupt practices and bribery. Any form or offer of direct or indirect bribe to sway someone into using their authority to secure or maintain business for Interface is strictly forbidden. All Interface employees globally must adhere to this policy and ensure compliance with its principles.

Generative Artificial Intelligence Tool Usage Policy

In 2024, we published our new Generative Artificial Intelligence Tool Usage Policy. This document highlights the unique issues raised by generative artificial intelligence (GenAI) and guides our employees to use these tools responsibly. It encourages employees to use GenAI to drive efficiencies and spur creativity while remaining vigilant about security, accuracy, and intellectual property risks associated with these tools. As a continuation of this policy, we will introduce new training and continue to support our business and employees in this quickly evolving space.

Environmental Policy Statement

Our Environmental Policy Statement, released in February 2024, reaffirms our commitment to environmental stewardship. With this new policy, we are outlining our principles, objectives and commitment to environmental responsibility across multiple fronts. It reaffirms our dedication to upholding the highest standards of environmental responsibility as we continue to innovate and lead by example in our industry.

Policy Snapshot

Commitment to Human Rights

Our Commitment to Human Rights is a global statement that captures our beliefs and expectations for supporting fundamental human rights for all. We strive for our employees and all stakeholders throughout our value chain to feel safe, respected, valued, and paid a fair wage. The commitment recognizes that:

1. Each individual has duties to others and the community to which they belong.
2. Companies are responsible for respecting people's rights.

Developed among a group of key stakeholders across the organizations, it aligns with:

- The International Bill of Human Rights (including the principles set out in the Universal Declaration of Human Rights)
- The principles in the International Labour Organization's (ILO) Declaration on Fundamental Principles and Rights at Work
- The foundational principles applicable to business enterprises enumerated in the United Nations Guiding Principles on Business and Human Rights (UNGPs)
- The Ten Principles of the United Nations Global Compact (UNGC)

Policy Snapshot

Supplier Code of Conduct

The Interface Supplier Code of Conduct sets forth our expectation that suppliers comply with all relevant environmental regulations and conduct business ethically and responsibly. We expect our suppliers to adhere to the Code standards regarding environmental practices, health and safety, conflict minerals, and ethical employment practices, including modern slavery and conflicts of interest within its operations.

New suppliers must agree to comply with our Supplier Code of Conduct. We are also asking current suppliers to agree to comply with our Code as existing contracts come up for renewal.

Below are the key areas we assess with our suppliers:

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

We regularly conduct supplier audits focusing on key suppliers across our global business. In 2024, we conducted 15 supplier audits with suppliers in Europe, China, Thailand, and the U.S., focusing on our largest suppliers and those at higher risk of environmental or human rights concerns.

Ethical Standards

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

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

- Our Code of Conduct and additional guidelines, including our Anti-Bribery and Anti-Corruption Policy, Human Rights Commitment, and Insider Trading Policy, serve as a go-to resource for all employees.
- Regular compliance training reinforces ethical standards and serves as a reminder for all employees of our policies and expectations.
- Our Ethics Hotline allows employees to confidentially and anonymously report suspected unethical behavior.
- Our Global Culture Survey lets employees share confidential feedback on their experience at Interface, including fairness, respect, and ethical behavior.

We do not make political contributions or directly engage in lobbying activities. However, we are active members of industry and trade associations that advocate for sustainable business practices that align with our corporate values, such as product transparency, material safety, green building, and circular economy.

Interface Ethics Hotline

The Interface Ethics Hotline – through EthicsPoint – is a simple, risk-free way for employees to confidentially and anonymously report actual or suspected unethical behavior or other concerns related to the topics below. Reporting categories may be limited in certain countries to comply with country-specific data privacy regulations.

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

There were eight reports in 2024, all related to human resources issues, with a 100% resolution rating.

Compliance Training

Interface provides compliance training programs that address key risks on a global and regional basis. Our mandatory compliance training targets all digitally-enabled employees globally. We target our compliance program with this employee group (representing approximately 55% of our global employee population) because they are at higher risk of being exposed to compliance issues like corruption, data privacy, and other concerns.

In 2024, Interface's mandatory compliance training included the following campaigns:

- Code of Conduct
- Insider Trading
- Global Sanctions
- General Data Protection Regulation (GDPR)

In addition to these quarterly compliance campaigns, we launched cybersecurity training related to data privacy, confidentiality, and information security for all digitally enabled and hourly production employees globally. We also conducted Anti-Harassment and Discrimination training for all new hires in the U.S., as well as all current employees in California, Colorado, Connecticut, Delaware, District of Columbia, Illinois, Maine, Massachusetts, New York, Rhode Island, Vermont, and Virginia, per state law.

In 2024, employees completed more than 4,200 hours of compliance and legal training. We will continue to roll out quarterly compliance training campaigns in 2025, covering topics such as Code of Conduct, Anti-Bribery, Generative AI, and Conflicts of Interest.

Q&A with Andrea Peters, Senior Counsel & Global Head of Compliance

How has compliance evolved in recent years?

Our program has grown significantly. A key driver was introducing our updated Code of Conduct and related quarterly compliance training in 2023. The annual compliance training program is designed to be engaging and informative, with short sessions highlighting the most important topics for our business each year. Training modules are available digitally and in multiple languages to ensure accessibility for all digitally enabled employees.

Each year, we offer Code of Conduct and Cybersecurity training, while other topics evolve based on where we think it's needed. Compliance training is essential. But that doesn't mean it has to be boring — we make it engaging and fun so employees are excited to tune in. And it's working.

We've also focused on increasing internal awareness of key compliance resources, like the Ethics Hotline. We have regular internal communications campaigns to explain how it works and what behaviors can be reported. Starting in 2025, we're highlighting the Hotline in all compliance training sessions.

How would you describe internal attitudes toward compliance training?

Very positive! In early 2025, I had a moment that validated that what we're doing matters to our employees. At our annual sales meeting, a few sales team members asked for a live compliance session tailored to them. I told our team: "When sales asks for compliance training, we need to deliver it." So, we're exploring more ways to reach this group.

Can you explain the role of internal communications and visibility for the compliance and legal teams?

We assign compliance topics quarterly and through one-off training — but compliance is important year-round. That's why we regularly share updates about laws, regulations, and best practices via internal channels.

We also aim to make the legal and compliance team accessible to employees. In 2024, I launched a 'Love Your Lawyer' series on our intranet platform to help employees get to know us and feel comfortable coming to us with questions or concerns.

What was your proudest moment in 2024?

I'm most proud of our partnership with the global learning team to automate how we escalate notices of incomplete trainings. Previously, we manually tracked completions and reached out to individuals to share reminders.

Now, Workday completely automates this process — all thanks to the learning team. The system regularly sends automated emails reminding people to complete the training. Workday then escalates to managers when employees have not completed training within a specified window. We didn't send any manual emails in 2024 — and we hit our required completion rate on every training course within two weeks of the due date.

Enterprise Risk Management

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

Our ERM approach is informed by an annual cross-functional survey conducted by the risk committee. The survey gathers insights from our top global leaders and the Board to evaluate the likelihood, impact, and velocity of potential risks, including emerging ones. For the year 2024, our focus areas included:

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

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

In 2024, we conducted a double materiality assessment in alignment with best practices outlined in ESG frameworks to determine and prioritize the positive and negative material impacts of our business and across our full value chain. Unless they were already represented, we incorporated the material risks identified in this assessment into our ERM process. Here, the risks are actively managed and monitored by our Risk Committee and overseen by the Audit Committee. We will review and validate our double materiality assessment annually and conduct a complete re-assessment every two to three years, or as needed to reflect organizational changes or external factors.

Cybersecurity & Data Privacy

Cybersecurity and data privacy are of paramount importance to Interface and to maintaining the trust of our stakeholders. We are committed to protecting the privacy and data of our employees, customers, and suppliers. Each of us is responsible for safeguarding our company data and systems, so we continue to provide our people with the right tools and solutions needed for cybersecurity protection.

Our cybersecurity platform includes email security, identity security, AI-based risk management and detection, and vulnerability management.

In 2024, we continued to advance our cybersecurity posture. This included investing in new and enhanced technologies, providing more training, and conducting additional security assessments. We remained diligent in monitoring for and providing education on new and evolving cyber threats to keep our employees active and aware.

2024 Cybersecurity Highlights

Improved End-Point Detection and Response

We deployed technology to protect between 3,500 and 5,000 end-points across end-user devices. This end-point detection and response technology helps identify, respond to, and mitigate malware and other cyber threats across all devices, including laptops, desktops, and mobile phones. It also allows us to learn from attempted data breaches and adjust our security posture in response.

Enhanced Multi-Factor Authentication & Password Complexity

In 2024, we enhanced our use of multi-factor authentication (MFA) for all digitally-enabled employees to require the use of an authenticator application. The authenticator application offers a more robust and secure solution than SMS text two-factor authentication. MFA is also applied for Remote Desktop Protocol (RDP) access between internal servers. In addition, we improved our password requirements to help our employees create stronger passwords and increase security.

Enriched our Vulnerability Management Program

Along with our ongoing vulnerability management practices, we underwent a comprehensive vulnerability management exercise in 2024 that helped us identify potential risks. This exercise informed new mitigation strategies as we manage our threat landscape.

Invested in Additional Email Security Measures

Interface continued to enhance its email security infrastructure in 2024. This includes a new email security feature that helps verify the security of URLs before and after employees click links to them. We also conduct monthly phishing simulation tests to help our employees learn how to identify potentially dangerous emails. Employees who do not successfully pass the phishing simulation are required to attend additional training sessions on spotting phishing attempts and how to combat threats to our organization.

Conducted Security Assessments

In 2024, we completed internal and external penetration tests to identify vulnerabilities in our system. This was our first external penetration test in several years to test our security protocols and prevent malware attacks. We passed both tests with favorable results. In 2025, we will complete a crisis management tabletop exercise with the executive leadership team to mimic a cybersecurity incident and test our policies and procedures.

APPENDIX

In This Section

- Cautionary Statements
- Key Environmental & Social Metrics
- 2024 GRI Index
- 2024 SASB Index
- 2024 TCFD Index

Cautionary Statements

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

Although Interface believes that the expectations reflected in these forward-looking statements are reasonable, the Company can give no assurance that these expectations will prove to be correct or that savings or other benefits anticipated in the forward-looking statements will be achieved. Important factors, some of which may be beyond the Company's control, that could cause actual results to differ materially from management's expectations are the risks and uncertainties associated with economic conditions in the commercial interiors industry as well as the risks and uncertainties discussed under the heading "Risk Factors" included in Part I, Item 1A of the Company's Annual Report on Form 10-K for the fiscal year ended December 29, 2024, and in Part II, Item 1A of the Company's Quarterly Report on Form 10-Q for the fiscal quarter ended March 30, 2025, each filed with the SEC, which discussions are hereby incorporated by reference.

Forward-looking statements speak only as of the date made. The Company assumes no responsibility to update or revise forward-looking statements and cautions readers not to place undue reliance on any such statements. Unless another date is indicated, this report is dated as of June 24, 2025, and the information contained herein should not be considered accurate as of any other future date. Interface expressly disclaims any obligation to update the information contained herein. References and links to websites contained herein are for reference purposes only, and the content of such websites is not a part of this report or incorporated by reference herein.

Key Environmental & Social Metrics

Environmental Metrics		2019	2020	2021	2022	2023	2024
Energy - Total Company							
Total Energy Use (MWh)	Total Energy Use	181,381	155,689	170,756	162,613	154,281	161,691
	Non-Renewable Energy Use	64,197	55,050	58,700	47,483	45,976	47,789
	Renewable Energy Use	117,184	100,639	112,056	115,130	108,306	113,902
Energy Use by Type (MWh)	Fuel consumed	74,653	57,880	67,003	66,510	63,626	67,046
	Electricity consumed	76,803	70,923	75,000	72,763	68,690	71,529
	Heat consumed	4,662	4,655	4,723	2,904	2,805	2,459
	Steam consumed	21,694	19,254	21,370	18,218	16,994	18,186
	Cooling consumed	3,553	2,917	2,643	2,211	2,162	2,178
	Self-generated Renewable Energy consumed	16	60	17	7	4	291
Energy - Manufacturing Operations							
Energy Use (MWh) in Manufacturing Operations		155,478	134,015	147,431	145,543	137,373	143,206
Energy Intensity of Manufacturing Operations of Carpet (kWh / sqm of production)		2.61	3.04	3.10	3.04	3.33	3.40
Energy Intensity of Manufacturing Operations of Rubber (kWh / sqm of production)		8.50	8.38	8.49	8.00	8.20	8.71
Renewable Energy % in Manufacturing Operations (thermal energy and electricity)		75%	75%	76%	79%	79%	80%
Renewable Thermal Energy % in Manufacturing Operations		56%	53%	57%	61%	61%	62%
Renewable Electricity % in Manufacturing Operations		100%	100%	100%	100%	100%	100%
Product Carbon Footprint (cradle-to-gate per sqm from raw material and manufacturing stages based on sales-weighted averages)							
Carpet Cradle-to-Gate Carbon Footprint (Avg kg CO_2e per sqm)		5.2	4.8	4.8	4.2	3.7	3.4
LVT and Other Resilient Cradle-to-Gate Carbon Footprint (Avg kg CO_2e per sqm)		12.5	8.7	9.1	9.1	8.9	6.7
Rubber Cradle-to-Gate Carbon Footprint (Avg kg CO_2e per sqm)[1]		10.8	9.3	8.9	8.9	8.6	8.5
Materials							
Recycled/Bio-based Materials % in Flooring Products		46%	48%	50%	52%	51%	52%

[1]Note: Rubber Carbon Footprint for 2023 has been restated.

Environmental Metrics	2019	2020	2021	2022	2023	2024
GHG Emissions						
Total GHG Emissions, market-based (MT CO_2e)	635,734	498,811	486,861	462,809	407,867	392,842
Scope 1 Emissions (MT CO_2e), net of certificates	6,782	5,383	5,923	4,968	4,935	4,777
Scope 2 Location-Based Emissions (MT CO_2e)	39,820	35,310	33,839	32,807	31,078	31,106
Scope 2 Market-Based Emissions (MT CO_2e)	8,332	7,673	8,178	6,238	5,843	5,962
Scope 3 Emissions - all Categories (MT CO_2e), including biogenic CO_2e	620,620	485,755	474,760	451,603	397,089	382,103
Net GHG Emissions (Scope 1 + Scope 2 Market-Based)						
Net GHG Emissions (MT CO_2e)	15,114	13,056	14,101	11,206	10,778	10,739
Net GHG Emissions Intensity per $ Revenue (MT CO_2e / Net Sales USD)	0.000011	0.000012	0.000012	0.000009	0.000009	0.000008
Net GHG Emissions Intensity per Employee (MT CO_2e / Employee)	3.7	3.5	3.9	3.1	3.0	3.0
Manufacturing Net GHG Emissions (Scope 1 + Scope 2 Market-Based)						
Net GHG Emissions in Manufacturing Operations (MT CO_2e)	7,961	7,075	7,374	6,355	5,975	5,960
Net GHG Emissions Intensity in Manufacturing per unit of production (MT CO_2e / sqm of production)	0.00018	0.00021	0.00020	0.00017	0.00018	0.00017
Waste						
Total Waste from Manufacturing Operations (MT)[1]	19,182	15,187	18,494	19,209	16,911	15,383
Total Non-Hazardous Waste (MT)	19,182	15,187	18,494	19,209	16,791	15,126
Waste to Landfill (MT)	751	822	869	1,890	1,068	1,229
Waste-to-Energy (MT)	7,012	6,312	7,838	7,460	4,978	4,875
Waste Recycled (MT)	11,419	8,053	9,787	9,859	10,745	9,022
Total Hazardous Waste (MT)	N/A	N/A	N/A	N/A	120	257
Waste Intensity from Manufacturing Operations per unit of production (MT / sqm of production)	0.0004	0.0004	0.0005	0.0005	0.0005	0.0004
Waste Intensity from Manufacturing Operations per $ Revenue (MT / Net Sales USD)	0.0000014	0.000014	0.000015	0.000015	0.000013	0.000012

[1]Note: Total Waste does not include Hazardous Waste in 2019-2022 as we were not consolidating this data at that time. Historical waste intensity data has been revised to include Recycled Waste in Total Waste.
N/A = Not Available

Environmental Metrics	2019	2020	2021	2022	2023	2024
Water						
Water Withdrawal in Manufacturing Operations per unit of product (liters / sqm of production)	1.22	1.27	1.44	1.50	1.49	1.64
Total Water Withdrawal in Manufacturing Operations (megaliters)	56	43	53	58	50	56
Total Water Discharge in Manufacturing Operations (megaliters)	N/A	N/A	43	45	41	46
Total Water Consumption in Manufacturing Operations (megaliters)	N/A	N/A	11	12	9	11

N/A = Not Available

Social Metrics	2019	2020	2021	2022	2023	2024
Employee Data						
Employee Count	4,110	3,742	3,646	3,671	3,619	3,636
Safety TRIR[1]	1.0	0.7	1.0	0.7	0.9	1.0
Safety LTIR[2]	N/A	N/A	N/A	N/A	0.4	0.8
Average Hours of Training per Employee	N/A	N/A	1.9	2.3	3.4	3.6
Gender Pay Equity[3]	N/A	N/A	N/A	95%	94%	99%
Turnover %	N/A	N/A	N/A	21%	15%	12%

2024 Gender Breakdown	Total Employees	VP & Above	Manager & Above	Non-Management	Board of Directors (As of June 2025)
% Male	59%	73%	63%	58%	70%
% Female	41%	27%	37%	42%	30%
% Undeclared	0%	0%	0%	0%	0%

2024 U.S. Ethnicity Breakdown[4]	Total	Manager & Above	Non-Management
% White, Non-Hispanic	43%	81%	37%
% Black or African American	52%	14%	58%
% Hispanic or Latino	2%	1%	2%
% Asian	1%	2%	1%
% Native Hawaiian or Other Pacific Islander	0%	0%	0%
% American Indian or Alaska Native	0%	0%	0%
% Other	2%	2%	2%

[1] Total Reportable Injury Rate (TRIR) = (Total Reportable Injuries (TRI) * 200,000) / Total Hours Worked
[2] Lost Time Injury Rate (LTIR) = (Total Lost Time Injuries (LTI) * 200,000) / Total Hours Worked
[3] Average compensation of females to males
[4] Equal Employment Opportunity (EEO) data. Manager & Above represents Executives, Senior Officials & Managers, and First/Mid Officials and Managers, aligned with EEO classifications.
N/A = Not Available

2024 Global Reporting Initiative (GRI) Index

Interface, Inc., has reported the information cited in this GRI content index for the period of January 1, 2024-December 31, 2024, with reference to the GRI standards. Board composition is based on our 2024 Board of Directors.

GRI Standard	Disclosure	Response
GRI 2: General Disclosures 2021	2-1 Organizational details	2024 Annual Report, Item 1: Business; Page 3
	2-2 Entities included in the organization's sustainability reporting	2024 Annual Report, Item 1: Business; Page 3
	2-3 Reporting period, frequency and contact point	The reporting period for this information is January 1, 2024 - December 31, 2024. The information will be published annually. Any questions can be directed to investor@interface.com.
	2-4 Restatements of information	There are no restatements of information.
	2-5 External assurance	This report has not been externally assured, however, GHG emissions data in this report has been third-party verified. GHG Inventory Verification
	2-6 Activities, value chain and other business relationships	2024 Annual Report, Item 1: Business; Pages 3-6
	2-7 Employees	2024 Annual Report, Item 1: Business; Page 10
	2-8 Workers who are not employees	2024 Annual Report, Item 1: Business; Page 10
	2-9 Governance structure and composition	2025 Proxy Statement; Pages 14-19
	2-10 Nomination and selection of the highest governance body	2025 Proxy Statement; Pages 14-19
	2-11 Chair of the highest governance body	Board of Directors
	2-12 Role of the highest governance body in overseeing the management of impacts	Introduction → ESG Oversight
	2-13 Delegation of responsibility for managing impacts	Introduction → ESG Oversight
	2-14 Role of the highest governance body in sustainability reporting	Introduction → ESG Oversight

GRI Standard	Disclosure	Response
GRI 2: General Disclosures 2021	2-15 Conflicts of interest	Code of Conduct
	2-16 Communication of critical concerns	Governance → Interface Ethics Hotline
	2-17 Collective knowledge of the highest governance body	Corporate Governance Guidelines 2025 Proxy Statement
	2-18 Evaluation of the performance of the highest governance body	Corporate Governance Guidelines 2025 Proxy Statement
	2-19 Remuneration policies	Compensation & Talent Development Committee 2025 Proxy Statement
	2-20 Process to determine remuneration	Compensation & Talent Development Committee 2025 Proxy Statement
	2-21 Annual total compensation ratio	2025 Proxy Statement; Page 46
	2-22 Statement on sustainable development strategy	Introduction → Alignment with UN SDGs
	2-23 Policy commitments	Governance Documents
	2-24 Embedding policy commitments	Code of Conduct
	2-25 Processes to remediate negative impacts	Code of Conduct Governance → Interface Ethics Hotline
	2-26 Mechanisms for seeking advice and raising concerns	Code of Conduct Governance → Interface Ethics Hotline
	2-27 Compliance with laws and regulations	2024 Annual Report; Page 9

GRI Standard	Disclosure	Response
GRI 2: General Disclosures 2021	2-28 Membership associations	**Sustainable Business / Environmental Organizations** ▪ American Center for Life Cycle Assessment ▪ Building Transparency ▪ Carpet America Recovery Effort (CARE) ▪ Dutch Green Building Council (DGBC) ▪ Eco organisme Valdelia ▪ German Sustainable Building Council (DGNB) ▪ Green Building Council of Australia (GBCA) ▪ Living Future ▪ Materials & Embodied Carbon Leaders' Alliance (MECLA) ▪ RCA Foundation ▪ Scope 3 Peer Group ▪ Stiftung Allianz für Entwicklung und Klima (Germany) ▪ Sustainable Purchasing Leadership Council (SPLC) ▪ UK Green Building Council (UKGBC) **Industry Associations** **Architecture & Design** ▪ International Interior Design Association (IIDA) **Product** ▪ Australia Resilient Flooring Association (ARFA) ▪ European Carpet and Rug Association (ECRA) ▪ European Resilient Flooring Manufacturer's Institute (ERFMI) ▪ Resilient Floor Covering Institute (RFCI) ▪ Vinyl Sustainability Council (VSC) **Education** ▪ EdMarket ▪ Association 4 Learning Environments (A4LE) ▪ American Institute of Architects/Committee of Architects in Education (AIA/CAE) ▪ Coalition for Adequate School Housing (CASH) ▪ Council of Education Facility Planners International (CEFPI) ▪ National Association of Independent Schools (NAIS) **Healthcare** ▪ The Center for Health Design (CHD) ▪ Nursing Institute for Healthcare Design (NIHD) ▪ American Society for Healthcare Engineering (ASHE) ▪ International Institute for Sustainable Laboratories (I2SL) ▪ Labs2ZeroCoalition for the Advanced Understanding of School Environments (CAUSE) **Biopharma & Life Sciences** ▪ International Institute for Sustainable Laboratories (I2SL) ▪ Labs2Zero

GRI Standard	Disclosure	Response
GRI 2: General Disclosures 2021	2-29 Approach to stakeholder engagement	Interface appreciates the importance of stakeholder collaboration in sustainable business. We have a multi-stakeholder approach to our business that focuses on delivering value to our employees, customers, shareholders and the environment. We regularly engage in two-way dialogue with stakeholders across our value chain, including employees, customers, shareholders, suppliers, industry partners, and community members to seek input, identify risks and opportunities, educate and learn.
	2-30 Collective bargaining agreements	Social & Community Impact → Collective Bargaining
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Introduction → Materiality Assessment
	3-2 List of material topics	Introduction → Materiality Assessment
	3-3 Management of material topics	Introduction → Materiality Assessment
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	2024 Annual Report
	201-2 Financial implications and other risks and opportunities due to climate change	Introduction → Climate Risk Assessment 2024 Annual Report; Item 1A: Risk Factors; Pages 12-20
	201-3 Defined benefit plan obligations and other retirement plans	2024 Annual Report; Page 87-95
	201-4 Financial assistance received from government	2024 Annual Report
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Interface does not currently report on this.
	202-2 Proportion of senior management hired from the local community	Interface does not currently report on this.
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Interface does not currently have formalized plans for supporting infrastructure investments and services.
	203-2 Significant indirect economic impacts	2024 Annual Report; Item 1A: Risk Factors; Pages 12-20 2024 Annual Report; Item 7: Management's Discussion and Analysis of Financial Condition and Results of Operations; Pages 27-45
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Interface does not currently report on this.
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Code of Conduct Supplier Code of Conduct
	205-2 Communication and training about anti-corruption policies and procedures	Anti-Bribery and Anti-Corruption Policy Code of Conduct Supplier Code of Conduct Governance, Compliance & Ethics → Compliance Training

GRI Standard	Disclosure	Response
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	Interface had no confirmed material instances of corruption in 2024.
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Interface had no legal actions for anti-competitive behavior, anti-trust, or monopoly practices in 2024.
GRI 207: Tax 2019	207-1 Approach to tax	2024 Annual Report
	207-2 Tax governance, control, and risk management	Corporate Governance Guidelines Governance, Compliance & Ethics → Enterprise Risk Management
	207-3 Stakeholder engagement and management of concerns related to tax	2024 Annual Report Corporate Governance Guidelines Governance, Compliance & Ethics → Enterprise Risk Management
	207-4 Country-by-country reporting	Interface does not report on taxes country-by-country. However, we do provide a breakdown of U.S. versus Foreign operations in our Annual Report. 2024 Annual Report
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Material use information can be found in our Environmental Product Declarations (EPDs).
	301-2 Recycled input materials used	Environmental Stewardship → Material Innovation Environmental Product Declarations (EPDs)
	301-3 Reclaimed products and their packaging materials	Environmental Stewardship → Circular Economy
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Appendix → Key Metrics
	302-2 Energy consumption outside of the organization	Interface does not currently report on this.
	302-3 Energy intensity	Appendix → Key Metrics
	302-4 Reduction of energy consumption	Environmental Stewardship → Energy Efficiency & Renewable Energy Appendix → Key Metrics
	302-5 Reductions in energy requirements of products & services	Environmental Stewardship → Product Impacts
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Interface does not currently report on this information.
	303-2 Management of water discharge-related impacts	Environmental Stewardship → Water Management
	303-3 Water withdrawal	Appendix → Key Metrics
	303-4 Water discharge	Appendix → Key Metrics
	303-5 Water consumption	Appendix → Key Metrics

GRI Standard	Disclosure	Response
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	Environmental Stewardship → Biodiversity
	101-2 Management of biodiversity impacts	Environmental Stewardship → Biodiversity
	101-3 Access and benefit-sharing	Environmental Stewardship → Biodiversity
	101-4 Identification of biodiversity impacts	Environmental Stewardship → Biodiversity
	101-5 Locations with biodiversity impacts	Environmental Stewardship → Biodiversity
	101-6 Direct drivers of biodiversity loss	Environmental Stewardship → Biodiversity
	101-7 Changes to the state of biodiversity	Environmental Stewardship → Biodiversity
	101-8 Ecosystem services	Environmental Stewardship → Biodiversity
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Environmental Stewardship → Our Climate Impacts Appendix → Key Metrics
	305-2 Energy indirect (Scope 2) GHG emissions	Environmental Stewardship → Our Climate Impacts Appendix → Key Metrics
	305-3 Other indirect (Scope 3) GHG emissions	Environmental Stewardship → Our Climate Impacts Appendix → Key Metrics
	305-4 GHG emissions intensity	Appendix → Key Metrics
	305-5 Reduction of GHG emissions	Environmental Stewardship → Our Climate Impacts Environmental Stewardship → Our Climate Goals Appendix → Key Metrics
	305-6 Emissions of ozone-depleting substances (ODS)	Interface measures these emissions annually through our environmental metrics program, but they are de minimis and we do not report them publicly.
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	In 2024, Interface calculated 69 MT of location-based nitrous oxide (14 MT market-based).
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Environmental Stewardship → Waste Management Appendix → Key Metrics
	306-2 Management of significant waste-related impacts	Environmental Stewardship → Waste Management
	306-3 Waste generated	Environmental Stewardship → Waste Management Appendix → Key Metrics

GRI Standard	Disclosure	Response
GRI 306: Waste 2020	306-4 Waste diverted from disposal	Environmental Stewardship → Waste Management Environmental Stewardship → Circular Economy Appendix → Key Metrics
	306-5 Waste directed to disposal	Environmental Stewardship → Our Climate Impacts Appendix → Key Metrics
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Environmental Stewardship → Supply Chain & Suppliers Governance, Compliance & Ethics → Policy Snapshot
	308-2 Negative environmental impacts in the supply chain and actions taken	Interface diligently seeks to identify, prevent, mitigate, and/or remedy potential or actual negative impacts in its supply chain. During the reporting period, to the best of Interface's knowledge, any negative environmental impacts in the supply chain were appropriately managed in line with this commitment.
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	2024 New employee hires: 462 2024 Turnover rate: 12%
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee benefits vary by country of employment. Interface does not currently report on this information comprehensively. Social & Community Impact → Employee Benefits & Support
	401-3 Parental leave	Parental leave policies vary by country of employment. Interface does not currently report on this information comprehensively. Social & Community Impact → Employee Benefits & Support
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Interface does not currently report on this.
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Social & Community Impact → Health & Safety
	403-2 Hazard identification, risk assessment, and incident investigation	Social & Community Impact → Health & Safety
	403-3 Occupational health services	Social & Community Impact → Health & Safety Social & Community Impact → Employee Benefits & Support
	403-4 Worker participation, consultation, and communication on occupational health and safety	Social & Community Impact → Health & Safety Social & Community Impact → Employee Engagement & Purpose-Driven Culture
	403-5 Worker training on occupational health and safety	Social & Community Impact → Health & Safety
	403-6 Promotion of worker health	Social & Community Impact → Health & Safety Code of Conduct
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Social & Community Impact → Health & Safety Code of Conduct
	403-8 Workers covered by an occupational health and safety management system	Social & Community Impact → Health & Safety The health and safety management systems at our carpet manufacturing operations in Europe, Australia and China are ISO 45001 certified.

GRI Standard	Disclosure	Response
GRI 403: Occupational Health and Safety 2018	403-9 Work-related injuries	Social & Community Impact → Health & Safety
	403-10 Work-related ill health	Interface does not currently report on this.
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Social & Community Impact → Learning & Talent Development
	404-2 Programs for upgrading employee skills and transition assistance programs	Social & Community Impact → Learning & Talent Development
	404-3 Percentage of employees receiving regular performance and career development reviews	Social & Community Impact → Learning & Talent Development
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Social & Community Impact → 2024 Employee Data Appendix → Key Metrics
	405-2 Ratio of basic salary and remuneration of women to men	Social & Community Impact → Fair Compensation
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Interface does not currently report on this externally.
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Per our Supplier Code of Conduct, our operations and suppliers are governed by guidelines that ensure the rights of workers to freedom of association and collective bargaining and we have not found operations and suppliers at significant risks for such incidents.
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Per our Supplier Code of Conduct, our operations and suppliers are governed by guidelines prohibiting incidents of child labor, and we have not found operations and suppliers at significant risks for such incidents.
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Per our Supplier Code of Conduct, our operations and suppliers are governed by guidelines prohibiting incidents of forced or compulsory labor, and we have not found operations and suppliers at significant risks for such incidents.
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	Interface does not currently have a formalized process for training security personnel on human rights policies and procedures.
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	Interface did not experience any incidents of violations involving rights of indigenous peoples in 2024.
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Social & Community Impact → Community Engagement
	413-2 Operations with significant actual and potential negative impacts on local communities	Interface diligently seeks to identify, prevent, mitigate, and/or remedy potential or actual negative impacts on local communities. During the reporting period, Interface did not identify any actual or potential significant negative impacts on local communities.
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Governance, Compliance & Ethics → Policy Snapshot
	414-2 Negative social impacts in the supply chain and actions taken	Interface had no knowledge of material negative social impacts in its supply chain in 2024.

GRI Standard	Disclosure	Response
GRI 415: Public Policy 2016	415-1 Political contributions	Interface did not use corporate funds to make any political contirbutions in 2024.
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	We share health and safety impacts of our products via Health Product Declarations (HPDs). All Interface flooring products meet indoor air quality standards for low VOC emissions. Environmental Stewardship → Commitment to Transparency
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Interface did not experience any material incidents of noncompliance concerning the health and safety impacts of products and services in 2024.
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Environmental Stewardship → Commitment to Transparency
	417-2 Incidents of non-compliance concerning product and service information and labeling	Interface did not experience any material incidents of non-compliance concerning product and service information and labeling in 2024.
	417-3 Incidents of non-compliance concerning marketing communications	Interface did not experience any material incidents of noncompliance concerning marketing communications in 2024.
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Interface did not experience any significant losses of customer data or complaints regarding customer privacy in 2024.

2024 Sustainability Accounting Standards Board (SASB) Index

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

Topic	Accounting Metrics	Code	Reponse	
Energy Management in Manufacturing	1. Total Energy Consumed	CG-BF-410a.1	515,540 GJ of energy in manufacturing in 2024	✓ Third-party verified by WAP Sustainability
	2. Percentage grid electricity	CG-BF-130a.1	46% of energy use in manufacturing was grid electricity, while 54% was thermal energy	
	3. Percentage renewable	CG-BF-410a.2	80% of Interface's total energy usage comes from renewable sources through direct purchase or environmental attribute certificates. 100% of electricity was renewable or made renewable through the purchase of environmental attributes, such as Renewable Energy Credits (RECs) and Guarantees of Origin (GOs). 62% of thermal energy was made renewable through the purchase of biogas certificates.	
Management of Chemicals in Products	Description of processes to assess and manage risks and/or hazards associated with chemicals in products	CG-BF-250a.1	Interface has established an aggressive approach to the management of chemicals in our raw materials and finished products. Interface's goal is to have no chemicals of concern in our entire portfolio of products. Interface determines chemicals of concern based on a rigorous review of medical and scientific literature, regulations, and market trends and adopts global goals for their substitution and phase out for all product lines. Using this approach, Interface has phased out the use of numerous categories of chemicals including the elimination of ortho-phthalate esters, formaldehyde, fluorocarbons (including PFAS) and flame retardants.	
	Percentage of eligible products meeting volatile organic compound (VOC) emissions and content standards	CG-BF-250a.2	All Interface flooring products meet indoor air quality standards for low VOC emissions. This is certified through several IAQ standards including CRI Green Label Plus, FloorScore, ACCS, GUT, GreenTag, Blue Angel, CDPH, GreenGuard and other regionally specific standards.	✓ Certified through various product standards

Topic	Accounting Metrics	Code	Reponse	
Product Lifecycle Environmental Impacts	Description of efforts to manage product lifecycle impacts and meet demand for sustainable products	CG-BF-410a.1	Interface uses life cycle assessment to inform and drive the reduction in the environmental impact of its products. We assess the environmental footprint of our products and publish the results of these assessments in Environmental Product Declarations (EPDs). EPDs show the progress Interface has made to reduce the environmental impacts of our products using various strategies including reducing the energy used to manufacture products, using renewable energy to make products, the use of recycled and bio-based materials, and the reduced use of chemicals of concern in products. All EPDs are publicly available and are published on company websites. Interface has significantly reduced the carbon footprint of our products. As of 2024, the global sales weighted average product carbon footprint (cradle-to-gate) was 3.4 kg CO2e/m2 for our carpet tile products, 8.5 kg CO2e/m2 for nora rubber and for 6.7 kg CO2e/m2 for our LVT flooring. Interface's ReEntry program collects used carpet tile for reuse and recycling. Since 2016, we have recovered over 38,000 metric tonnes of post-consumer carpet through our global ReEntry programs. From that total, more than 27,000 metric tonnes were given a second life through recycling internally or reused/recycled through one of our ReEntry partners.	✓ EPDs verified by UL and IBU
	1. Weight of end-of-life material recovered	CG-BF-410a.2	In 2024, Interface recovered 4,152 metric tonnes of post-consumer carpet through its global ReEntry program. This material was either recycled by Interface internally, reused, or sent to waste-to-energy if it was not suitable for recycling or reuse.	
	2. Percentage of recovered materials recycled	CG-BF-410a.2	In 2024, 33% of the post-consumer material recovered by Interface was recycled by Interface internally, 12% was reused, and 55% was sent to waste-to-energy facilities.	
Wood Supply Chain Management	1. Total weight of wood fiber materials purchased 2. Percentage from third-party certified forestlands 3. Percentage by standard 4. Percentage certified to other wood fiber standards 5. Percentage by standard	CG-BF-430a.1	This category is not material to our business as we do not source wood materials.	

Task Force on Climate-Related Financial Disclosure (TCFD) Index

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

GOVERNANCE	Disclosure	Response
Disclose the organization's governance around climate-related risks and opportunities.	Describe the board's oversight of climate-related risks and opportunities.	2024 Impact Report – Climate Governance Additional details found in our 2024 Climate Disclosure Project (CDP) response.
	Describe management's role in assessing and managing climate-related risks and opportunities.	2024 Impact Report – Climate Governance Additional details found in our 2024 Climate Disclosure Project (CDP) response.
STRATEGY	**Disclosure**	**Response**
Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.	Description of processes to assess and manage risks and/or hazards associated with chemicals in products	2024 Impact Report – Climate Risk Assessment Additional details found in our 2024 Climate Disclosure Project (CDP) response.
	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	Refer to our 2024 Climate Disclosure Project (CDP) response.
	Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Refer to our 2024 Climate Disclosure Project (CDP) response

RISK MANAGEMENT	Disclosure	Response
Disclose how the organization identifies, assesses, and manages climate-related risks.	Describe the organization's processes for identifying and assessing climate-related risks.	2024 Impact Report – Climate Risk Assessment 2024 Impact Report – Materiality Assessment Additional details found in our 2024 Climate Disclosure Project (CDP) response.
	Describe the organization's processes for managing climate-related risks.	2024 Impact Report – Climate Goals Additional details found in our 2024 Climate Disclosure Project (CDP) response.
	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	2024 Impact Report – Climate Governance 2024 Impact Report – Enterprise Risk Management Additional details found in our 2024 Climate Disclosure Project (CDP) response.
METRICS AND TARGETS	**Disclosure**	**Response**
Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	2024 Impact Report – Our Climate Impacts 2024 Impact Report – Climate Goals Additional details found in our 2024 Climate Disclosure Project (CDP) response.
	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	2024 Impact Report – Our Climate Impacts Additional details found in our 2024 Climate Disclosure Project (CDP) response.
	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	2024 Impact Report – ESG Goals & Targets 2024 Impact Report – Our Climate Impacts 2024 Impact Report – Climate Goals Additional details found in our 2024 Climate Disclosure Project (CDP) response.

2024 IMPACT REPORT

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