

Interface®

# IMPACT



# REPORT

2025

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# REFLECTIONS FROM OUR CEO

**As we look back on 2025, I'm proud of how Interface continues to prove that strong performance and responsible business go hand in hand. It was a landmark year for our company. We delivered record results while advancing our commitment to create positive impacts for our people, our customers, and the planet. Our 2025 Impact Report reflects that commitment, and it highlights the incredible progress we have made across our environmental, social, and governance (ESG) initiatives.**

Sustainability is a part of our DNA. We remain dedicated to reaching our 2030 science-based targets (SBTs) and to becoming carbon negative by 2040, without offsets. Our commitment guides how we design, manufacture, and innovate. In 2025, we made significant progress unveiling the first cradle-to-gate carbon negative rubber flooring prototype and incorporating captured carbon into our U.S. and European carpet tile manufacturing. These achievements build on our decades of leadership and reinforce our belief that climate action and commercial success are interconnected. And we're proving that through how we operate and deliver for customers.

Our One Interface strategy continues to deliver meaningful, measurable impact. By unifying our global teams, enhancing commercial productivity, simplifying operations, and investing in automation and supply chain excellence, we achieved growth across regions and segments while expanding margins and improving efficiency. Importantly, these productivity gains are helping us reduce waste, operate more responsibly, and reinvest in product and material innovation.

For more than 50 years, we've run our business with purpose and without compromise. Our purpose-driven culture is why employees join our company, why customers choose our products, and why we are a leader in our industry. And this past year's record performance shows that operating responsibly and ethically can drive profitable growth and results for our shareholders.

We continue to live by our values. And we're staying true to who we are. That means advancing our sustainability ambition while being transparent about the work we do along the way. It's what fuels our culture, our innovation, and what sets us apart.

2025 was a record year for Interface. We accomplished a great deal, and our journey continues. Guided by purpose and powered by strong performance, we remain focused on scaling our impact. And inspiring others to follow our lead.

Laurel Hurd  
**Chief Executive Officer**



# ABOUT INTERFACE



**50+**  
**YEARS**  
OF FLOORING  
INNOVATION

SALES IN  
**100+**  
COUNTRIES



**6** MANUFACTURING SITES  
ON 4 CONTINENTS




**\$1.4 BILLION\***  
IN GLOBAL REVENUE

\*as of 2025 fiscal year

HEADQUARTERED  
IN  
**ATLANTA, GA**

CERTIFIED  
**GREAT  
PLACE TO  
WORK®**  
IN 9 COUNTRIES

**3,600** EMPLOYEES  
WORLDWIDE 

Interface, Inc. (NASDAQ: TILE) is a global flooring and sustainability leader dedicated to rethinking how spaces work for people and the planet. Our portfolio includes Interface® carpet tile and luxury vinyl tile (LVT), nora® rubber flooring, and FLOR® premium area rugs. Across every brand, we innovate in a way that combines design, performance, and sustainability, without compromise.

Trusted by architects, designers, and building professionals worldwide, we help bring bold visions to life with solutions that deliver real, measurable impact. Building on more than 30 years of sustainability progress and industry-first innovation, we remain 'all in' on our goal of becoming carbon negative by 2040, without the use of offsets.

# 2025 AWARDS & RECOGNITIONS



## *Top Corporate Sustainability Leader*

Ranked #6 in the 2025 GlobeScan-ERM Sustainability Leaders Survey. Interface is the only company to be recognized in every report since its inception, for over 28 consecutive years.



## *Manufacturer of the Year*

Named the winner for our 'all in' strategy and latest progress driving carbon reduction and storage.



## *Planet Positive Award Winner*

Recognized for our 'all in' strategy and commitment to become carbon negative by 2040.



## *Best of Year Winner*

Stellar Horizons carpet tile collection named winner in the Best Environmental Impact category.



## *Product Design Company of the Year*

Named winner for how we design a better way forward across materials, supply chain, and manufacturing processes.

# ESG STRATEGY & APPROACH

**For 30+ years, Interface has proven what's possible when a business pushes for more impact, more integrity, and more progress. What began in 1994 as a bold step toward sustainability has become central to who we are. And we're still pushing forward. We're committed to maintaining transparency for our customers and shareholders, driving continuous innovation across our products and operations, and holding ourselves to higher standards of performance and sustainability.**

## **Our ESG strategy guides how we:**

- Design and manufacture our products
- Partner with our suppliers
- Support our people and communities
- Operate ethically and responsibly
- Create long-term value to benefit all stakeholders, including employees, customers, shareholders, and the environment

The 2025 Impact Report highlights our efforts to reduce our environmental footprint, advance circularity, make Interface a great place to work, support our surrounding communities, and operate responsibly throughout our value chain. We set and track progress toward aggressive targets aligned with the level of action needed for sound corporate citizenship and environmental stewardship, 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, 2025, to December 31, 2025, unless otherwise noted. Information about the Board of Directors is current as of June 2026.
- This report was prepared with reference to the Global Reporting Initiative (GRI) Standards and is informed by the Sustainability Accounting Standards Board (SASB) and the Task Force on Climate-related Financial Disclosures (TCFD). Full indices for these frameworks can be found in the [Appendix](#).
- All Scope 1, 2, and 3 emissions data were verified by WAP Sustainability in accordance with ISO 14064-3:2019 Part 3.

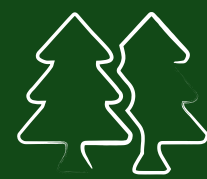
- Our greenhouse gas (GHG) inventory was prepared in accordance with the WRI/WBCSD Greenhouse Gas Protocol Corporate Accounting and Reporting Standard (Scope 1 and 2) and the WRI/WBCSD Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (Scope 3).
- Framework indices, verification statements and additional disclosures can be found in our [ESG Resources](#).



# 2025 ESG HIGHLIGHTS

## *Environmental*

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



- Advanced our 'all in' strategy by accelerating direct carbon reductions and storage
- Added captured carbon to our carpet tile manufacturing processes to lower the carbon footprint and store more carbon
- Introduced the first-ever carbon negative rubber flooring prototype
- Embedded sustainability more deeply into procurement with supplier carbon maturity scores
- Accelerated our circular economy strategies through design, innovation, and material choices
- Influenced stronger sustainability standards and frameworks within our industry and beyond

## *Social*

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



- Advanced talent development with cohort-based and on-demand learning opportunities
- Launched an enterprise-wide sustainability learning experience to deepen understanding of our climate strategy
- Introduced a new Day of Service program for all full-time employees in the U.S.
- Expanded our employee feedback process and culture development with pulse surveys and dedicated culture coaching
- Standardized global compensation structures to strengthen pay equity

## *Governance*

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



- Invested in leadership development to enhance the continuous growth and capabilities of our global leadership team
- Retained a new external auditor to conduct our financial auditing, deliver value, and build trust
- Continued to fortify our robust cybersecurity program
- Enhanced our compliance training program with new modules addressing current topics like ESG and artificial intelligence (AI)

# ESG GOALS & TARGETS: ENVIRONMENTAL

## Become Carbon Negative by 2040

Target	Progress
Reduce GHG emissions in line with our 2030 science-based targets	Reduced emissions categories with science-based targets 42% compared to 2019 baseline
Source 100% renewable energy in manufacturing	Achieved 79% renewable energy, sourced directly and indirectly
Reduce the carbon footprint of our products across all our product categories	Continued reductions in carpet tile and rubber carbon footprints

## Expand Circularity

Target	Progress
Increase recycled, bio-based, or captured carbon materials in our products	51% of the materials used in our products are recycled, bio-based, or captured carbon
Drive waste reduction and divert manufacturing waste from disposal to recycling, reuse, or other recovery	Recycled 54% of our manufacturing waste in 2025
Develop end-of-life solutions for our products and continue to progress the circular economy	Collected 11.7 million pounds of post-consumer carpet in 2025 and diverted from landfill

## Increase Product Transparency

Target	Progress
Provide Environmental Product Declarations (EPDs) for 100% of our standard flooring products	EPDs available for all standard carpet tile and LVT globally, as well as 98% of nora rubber products sold in 2025
Provide Health Product Declarations (HPDs) for 100% of our standard flooring products	HPDs available for all standard carpet tile and LVT globally, as well as 84% of nora rubber products sold in 2025
Support health and well-being by eliminating materials of concern and certifying all standard flooring products for low volatile organic compounds (VOCs)	All products are free of materials of concern and have low VOC certifications

# ESG GOALS & TARGETS: SOCIAL

## Strengthen Employee Development & Engagement

Target	Progress
Gather regular employee feedback through our global culture survey every 18 months with participation from at least 90% of our global workforce by 2028	Conducted our latest global culture survey in 2024 with a 78% response rate; next survey planned for May 2026
Achieve Great Place to Work® certification encompassing at least 95% of our global workforce	Certified in nine countries, representing 46% of our global workforce
Empower employee growth by strengthening training resources and increasing average training hours per person	Delivered global training totaling 55,000+ hours, with an average of 15.4 hours per employee
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 95% annual review completion rate in 2025
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	Posted 99% of our open positions internally in 2025
Focus on employee retention with target turnover of < 10% for our global organization	Maintained a global turnover rate of 12% in 2025
Support long-term employee engagement, targeting tenure of more than 10 years for 50% of our employees	Achieved workforce tenure where 50% of employees have been at Interface for more than 10 years

## Foster a Safe & Healthy Work Environment

Target	Progress
Maintain a Total Reportable Injury Rate (TRIR) of < 1.0 while continuously striving for zero incidents	Had a TRIR of 0.9 in 2025 with zero fatalities

## Cultivate an Inclusive Workforce

Target	Progress
Deliver annual learning experiences that strengthen collaboration across geographies, languages, and working styles	Introduced new global learning experiences and significantly increased investment in leadership development
Strengthen Inclusion Networks to foster connection, growth, and belonging for all employees	Expanded impact and reach of our three employee-initiated global Inclusion Networks

# 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:

- Nominating & Governance Committee monitors and advises the management of matters related to the environment, social impact, and related governance for our organization.
- Innovation & Sustainability Committee reviews, monitors, and provides guidance on sustainability strategies, including those related to climate and circularity.
- Compensation & Talent Development Committee oversees human capital development, including employee engagement, corporate culture, and talent development.
- 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 Extended 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 Head of Global Sustainability Strategy, Chief Human Resources Officer, and the General Counsel are each responsible for one of the pillars of our strategy.



# ALIGNMENT WITH UN SDGs

Interface is committed to the UN Global Compact corporate responsibility initiative and its principles. We support the ambitions of the United Nations Sustainable Development Goals (SDGs), which aim to address our shared global challenges and achieve a sustainable future. Our actions align with the following SDGs, representing the areas where we have the greatest opportunity for impact.



## SDG 3

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



## SDG 5

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



## SDG 6

Managing water responsibly through reduction, reuse, and recycling initiatives and effective wastewater management.



## SDG 7

Increasing energy efficiency and renewable energy use across our business and supporting the transition to a low-carbon, sustainable energy system.



## SDG 8

Supporting the safety, well-being, and development of our people through responsible and ethical labor practices across our value chain.



## SDG 9

Contributing to a more sustainable and resilient built environment through the production of low-carbon products and advancing the circular economy.



## SDG 11

Producing safe, low-carbon products that help reduce embodied carbon in new construction and renovation.



## SDG 12

Developing circular economy solutions through thoughtful design, responsible and innovative material choices, and end-of-life solutions.



## SDG 13

Reducing our greenhouse gas emissions and the carbon footprint of our products with a goal to become carbon negative by 2040.

# CLIMATE GOVERNANCE

Interface has adopted an integrated, strategic approach to climate governance, ensuring we have an effective climate strategy and rigor around our metrics and targets. This approach includes:

- Board and Executive Leadership Team oversight of climate strategy, progress, and related governance
- Designated sustainability leadership responsible for enacting climate strategy and measuring progress, supported by cross-functional collaboration
- A science-based climate action plan aligned with our goals and long-term ambitions

Our Board Innovation & Sustainability Committee, chaired by our former Board Chairman and CEO, supports our global sustainability and R&D initiatives. It assists in reviewing strategy, establishing goals, monitoring progress, and elevating innovation and sustainability across Interface. The Committee reviews sustainability-related strategies, ambitions, and goals 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 General Counsel, the Head of Global Sustainability Strategy is responsible for developing and leading our climate strategy.

Our climate strategy 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 (LCAs)
- Identifying projects and activities to reduce carbon 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
- Enabling a global team that offers technical assistance and support to achieve our sustainability goals across all levels of the business



# CLIMATE RISK ASSESSMENT

Interface monitors potential climate risks to our organization and has implemented strategies 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.

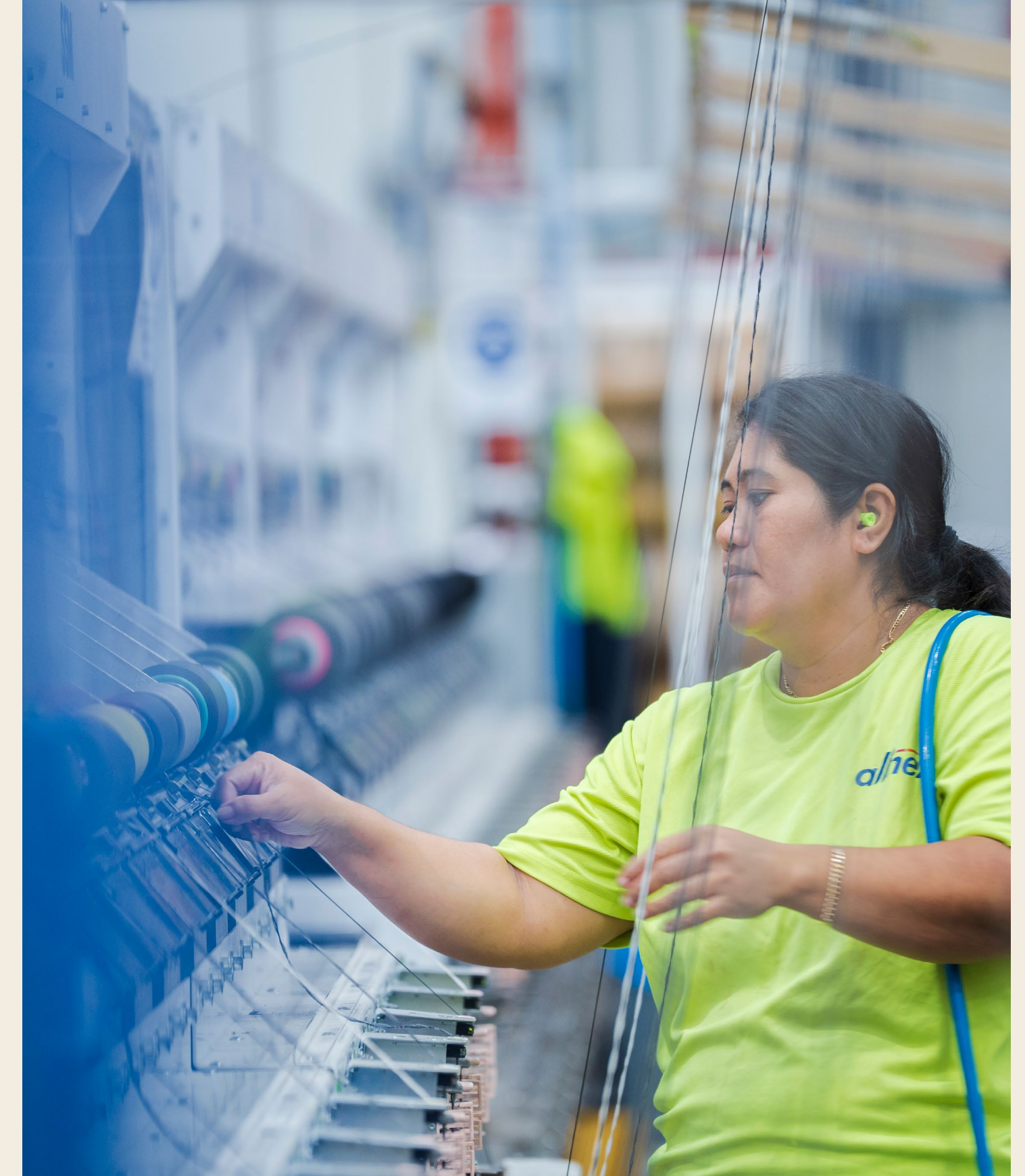
We plan to reassess our physical climate risks and policy risks in 2027.

## Policy Risk Assessment

Our 2024 policy risk assessment utilized three different climate scenarios to predict potential exposure to carbon pricing, climate policies, and regulations. Under a high carbon price scenario aligned with a 1.5-degree pathway, Interface could face annual risk of less than 1% of our total operating expenses in the near term if we implement all required policies and reflect associated costs in our direct expenses or have those costs passed to us through suppliers. 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.

## Physical Climate Risk Assessment

Our 2024 physical climate risk assessment utilized two different climate scenarios to predict potential exposure. The results of our 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 costs associated with potential losses would be recovered through insurance.



# MATERIALITY ASSESSMENT

Interface conducted a double materiality assessment to identify and prioritize the impacts, risks, and opportunities most relevant to our business and stakeholders across our full value chain. Completed in 2024, this assessment helps guide our broader ESG strategy, informs goal setting, and strengthens alignment with our stakeholders.

In February 2026, our Executive Leadership Team reviewed and reconfirmed the results of our 2024 double materiality assessment.

## Materiality Assessment Process

We conducted multiple workshops across our business with cross-functional team members to inform our materiality assessment and map our full value chain, geographic footprint, and key stakeholders. We identified the impacts, risks, and opportunities associated with each sustainability matter relevant to our organization and across our value chain. We then validated them through multiple rounds of collaboration with internal stakeholders.

Each impact, risk, and opportunity was evaluated and scored by a cross-functional group of Interface employees, representing perspectives both inside and outside 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 during validation sessions with the Executive Leadership Team, during which appropriate materiality thresholds were established.

The double materiality assessment supports our goal to benefit all stakeholders. While it informs our understanding of ESG-related impacts and financial considerations, it represents a subset of topics and does not replace our broader Enterprise Risk Management (ERM) program. The ERM program remains the primary process for identifying and managing organizational risks and reporting them to the Audit Committee of the Board of Directors.

We continue to engage internal and external stakeholders to monitor our material topics and integrate relevant insights into our strategy and governance processes.

## Our Material Impacts, Risks, and Opportunities

Through our materiality assessment, we identified ten material impacts, risks, and opportunities. We manage these topics through our standard operations and monitor relevant risks through our ERM program. This includes annual risk assessments, mitigation planning, and regular reporting to the Audit Committee.

We will continue to review these results annually and conduct a full reassessment every two or three years, or as needed due to organizational changes or external factors.



## 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



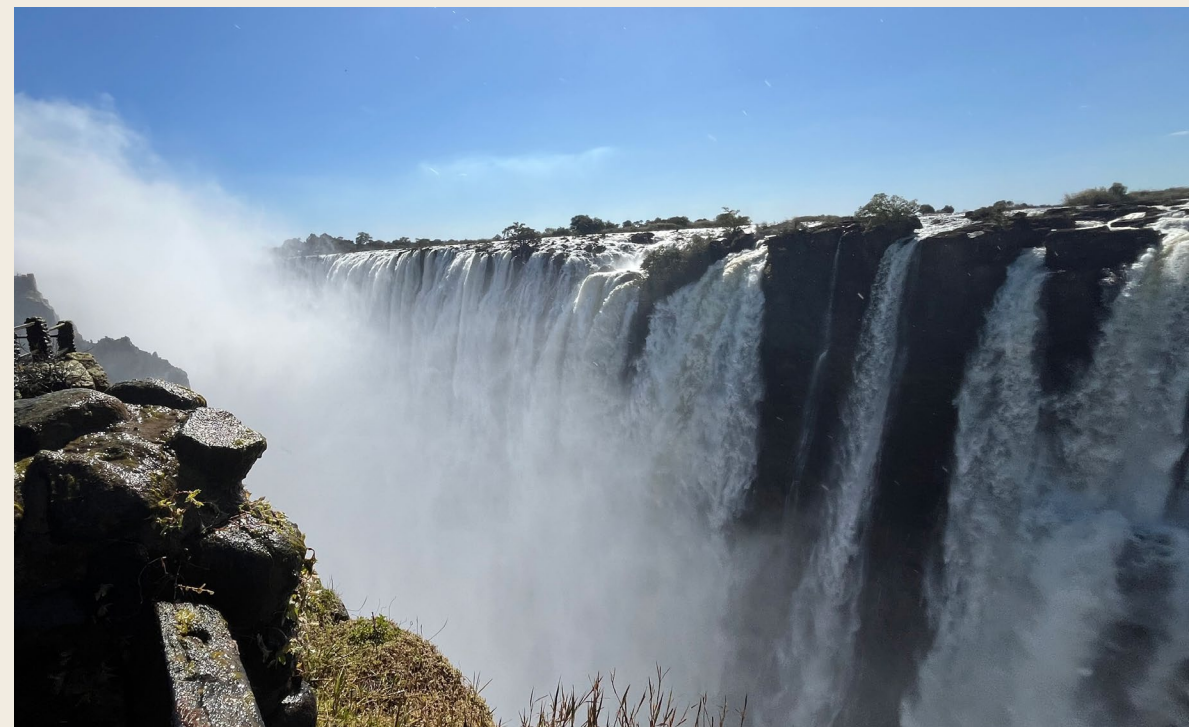
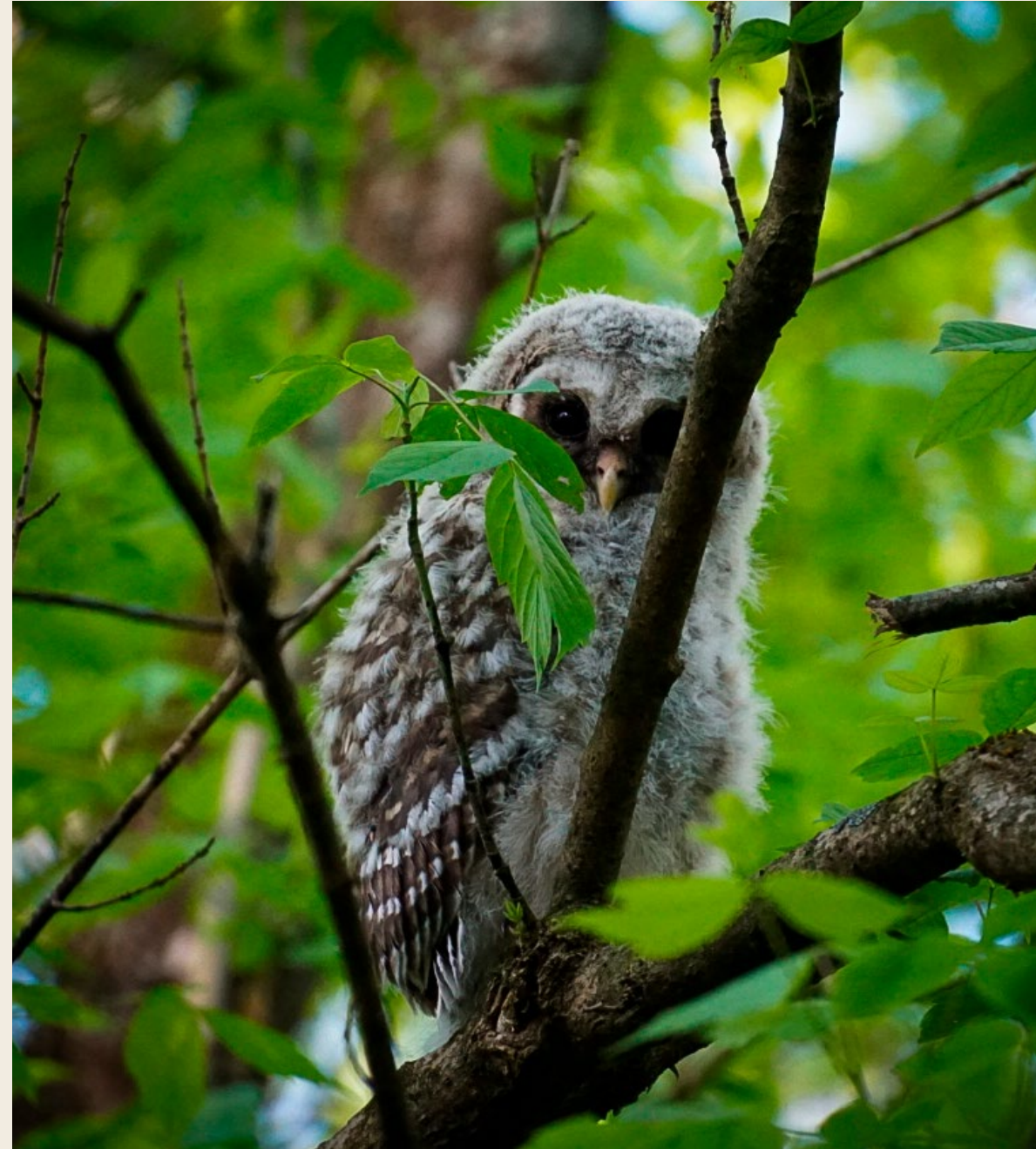
## Governance

- Ethical Business Practices

# ENVIRONMENTAL STEWARDSHIP

The planet is at an inflection point. And it will take bold, relentless action to solve the climate crisis. That's why we're 'all in' on carbon negative by 2040. And why we're accelerating direct carbon reduction and storage across our operations and value chain, without offsets.

With the help of our people, partners, and customers, we're well on our way to meeting our timebound commitments. And we'll continue to raise the bar for sustainability across the flooring industry and beyond, without compromise.



Photos captured by the following Interface employees (clockwise from top left): Ashton Brasher, Margie Heard, Christine Needles, and Margie Heard.

# ENVIRONMENTAL GOALS & PROGRESS

Goal	Target	2025 Progress
Become Carbon Negative by 2040	Reduce GHG emissions in line with our 2030 science-based targets	Reduced emissions categories with science-based targets 42% compared to 2019 baseline
	2030 science-based targets vs. 2019 baseline: <ul style="list-style-type: none"> <li>Scope 1: Down 50%</li> <li>Scope 2: Down 50%</li> <li>Scope 3, Purchased Goods &amp; Services: Down 50%</li> <li>Scope 3, Business Travel: Down 30%</li> <li>Scope 3, Employee Travel: Down 30%</li> </ul>	2025 emissions vs. 2019 baseline: <ul style="list-style-type: none"> <li>Scope 1: Down 23%</li> <li>Scope 2: Down 31%</li> <li>Scope 3, Purchased Goods &amp; Services: Down 43%</li> <li>Scope 3, Business Travel: Down 72%</li> <li>Scope 3, Employee Travel: Down 20%</li> </ul>
	Source 100% renewable energy in manufacturing	<ul style="list-style-type: none"> <li>79% renewable energy in manufacturing, sourced directly and indirectly</li> </ul>
	Reduce the carbon footprint of our products across all our product categories	<ul style="list-style-type: none"> <li>Carpet carbon footprint down 40% vs. 2019 and down 9% vs. 2024</li> <li>LVT carbon footprint down 45% vs. 2019 and up 2% vs. 2024</li> <li>Rubber carbon footprint down 24% vs. 2019 and down 3% vs. 2024</li> </ul>
Expand Circularity	Increase recycled, bio-based, or captured carbon materials in our products	<ul style="list-style-type: none"> <li>Carpet recycled, bio-based, and captured carbon content at 66%</li> <li>LVT recycled and bio-based content at 39%</li> <li>Rubber recycled and bio-based content at 10%</li> </ul>
	Drive waste reduction and divert manufacturing waste from disposal to recycling, reuse, or other recovery	<ul style="list-style-type: none"> <li>Total non-hazardous waste increased in 2025, primarily due to the disposal of unusable material that was in storage</li> <li>54% of our manufacturing waste was recycled</li> </ul>
	Develop end-of-life solutions for our products and continue to progress the circular economy	<ul style="list-style-type: none"> <li>Collected 11.7 million pounds of post-consumer carpet in 2025 and diverted from landfill</li> </ul>
Increase Product Transparency	Provide Environmental Product Declarations (EPDs) for 100% of our standard flooring products	<ul style="list-style-type: none"> <li>Published EPDs for all standard carpet tile and LVT globally, and for nora rubber products representing 98% of volume sold in 2025</li> </ul>
	Provide Health Product Declarations (HPDs) for 100% of our standard flooring products	<ul style="list-style-type: none"> <li>Published HPDs for all standard carpet tile and LVT globally, and for nora rubber products representing 84% of volume sold in 2025</li> </ul>
	Support health and well-being by eliminating materials of concern and certifying all standard flooring products as low VOC	<ul style="list-style-type: none"> <li>100% of products are free of materials of concern as they were defined at the end of 2025</li> <li>100% of standard flooring and adhesive products have low VOC certifications</li> </ul>

# INTERFACE SUSTAINABILITY JOURNEY



## 1994:

A customer asked, "What's your company doing for the environment?" Ray didn't have an answer. So he read Paul Hawken's book, *The Ecology of Commerce*. This "spear in the chest" moment changed Ray's perspective on business and sustainability.



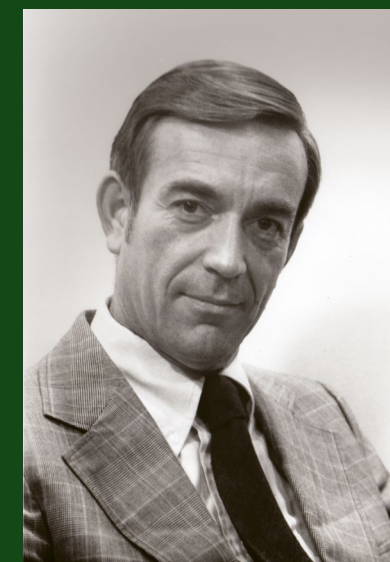
## 2000-2009:

A decade of big innovations. The world's first biomimetic carpet tile. Blended, varied, and unique, like nature. Our glue-free TacTiles™ installation system. Pioneered products made with post-consumer recycled nylon. And first in the US to publish Environmental Product Declarations (EPDs).



## 2020-2025:

Years of material research and development became commercial reality with CQuest™Bio/BioX backings. We launched the world's first cradle-to-gate carbon negative carpet tile. Then built on this knowledge to create a one-of-a-kind carbon negative nora® rubber prototype.



## 1973:

Talk about a revolution. Founder Ray Anderson started one in 1973 when he brought European carpet tiles to America. His idea soon spread worldwide, making Interface #1 in modular flooring globally.



## 1994-1999:

Authors. Activists. Scientists. Entrepreneurs. All were part of Interface's Eco Dream Team. They helped map our sustainability journey to Mission Zero, a vision for no negative impacts on the environment. We also launched ReEntry™ to reuse, recycle, and recover our carpet tiles.



## 2010-2019:

We didn't just meet our Mission Zero goal. We reached it ahead of schedule. By innovating and partnering with suppliers on 100% recycled content nylon with industry-wide ripple effects. Then, we expanded our reach with LVT and nora® rubber. And set a new ambition: carbon negative by 2040.



## Today:

Solving the climate crisis requires bold, relentless action from all of us. We know what it takes, so we're doing our part to become carbon negative by 2040. Our plan? Avoid carbon. Reduce carbon. Store carbon. Interface is all in. Are you?

# 'ALL IN' ON CARBON NEGATIVE BY 2040

Our 'all in' strategy centers on four key activities: avoid emissions where possible, reduce what we can't avoid, store more carbon than we emit, and inspire others for an even bigger impact. And it's how we plan to get to carbon negative by 2040.

In 2025, we successfully transitioned away from offsets and focused on direct carbon reduction and storage across our value chain. Through deeper collaboration with suppliers, continued investment in product and data transparency, and a strong focus on raw material innovation and circularity, we accelerate progress toward our targets and support customer needs.

## *Avoid*

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

## *Reduce*

- Lower carbon footprint through manufacturing and raw material innovations
- Reduce use of virgin petrochemical-derived raw materials
- Engineer products to last longer
- Prioritize energy efficiency and renewable energy sourcing
- Encourage suppliers to produce low-carbon options

## *Store*

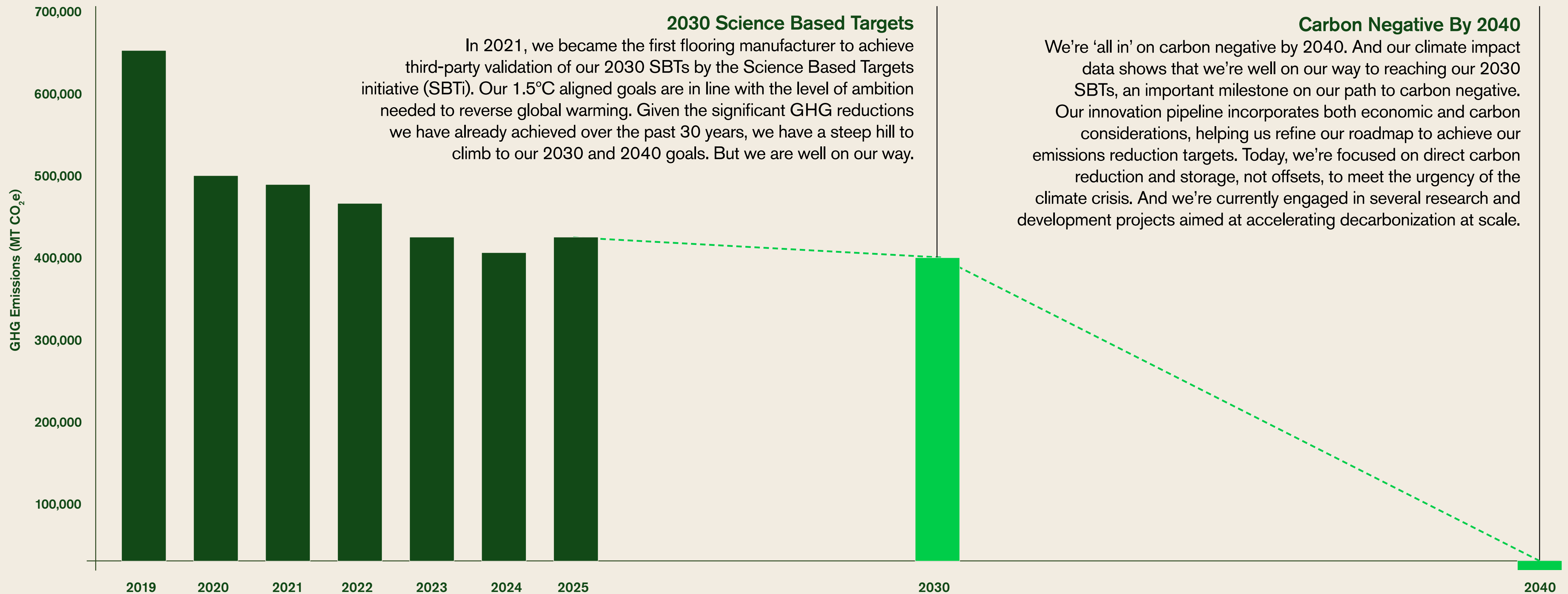
- Increase bio-based materials in all of our products
- Use more carbon-storing raw materials

## *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

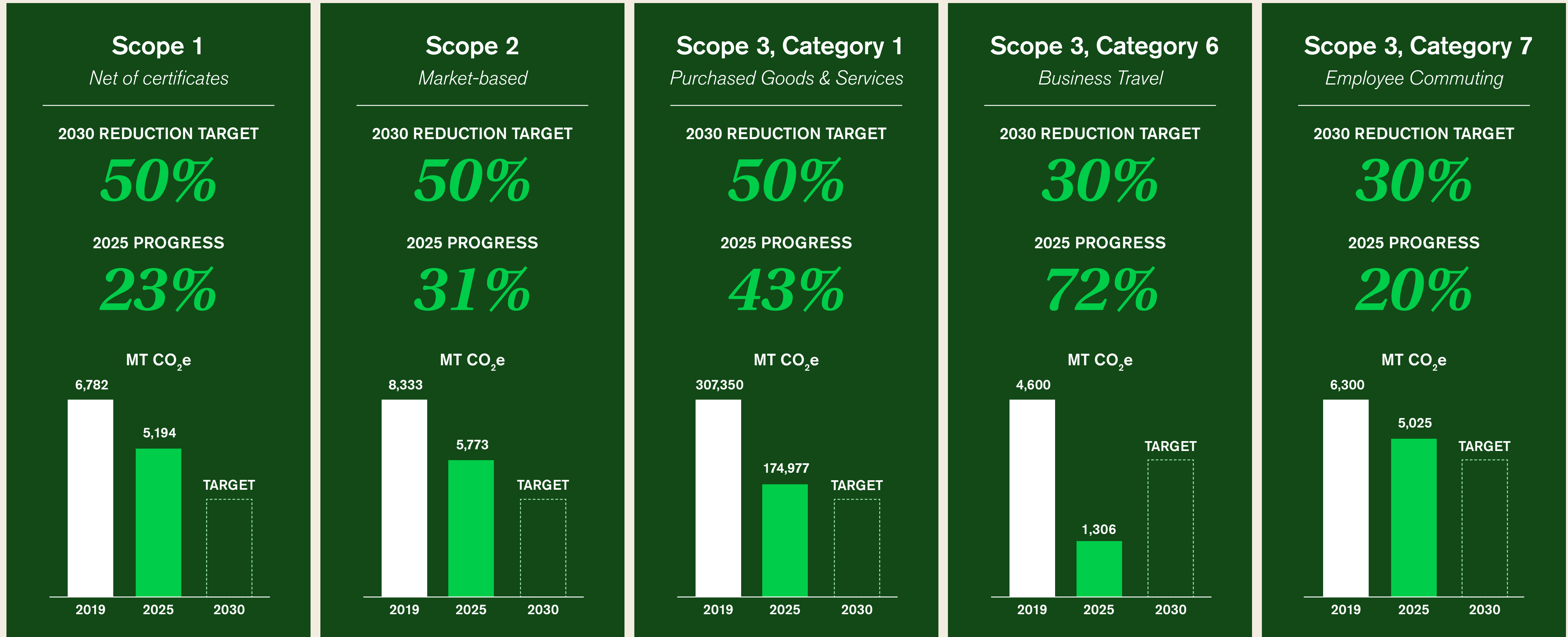
# CLIMATE COMMITMENTS

We started calculating our GHG emissions in 1996 and have made significant decarbonization progress on our 30+ year sustainability journey. We're committed to continuing this progress on our path to carbon negative by 2040.

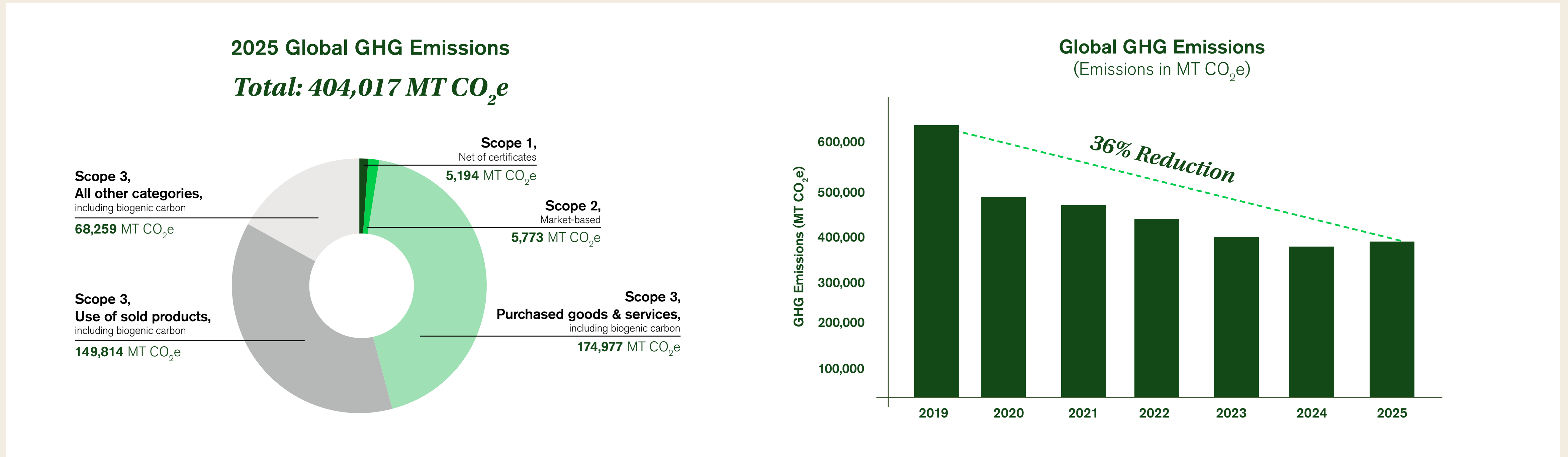


# SCIENCE BASED TARGETS

Interface's science-based targets reflect absolute reductions set against a 2019 baseline.



# CLIMATE PROGRESS



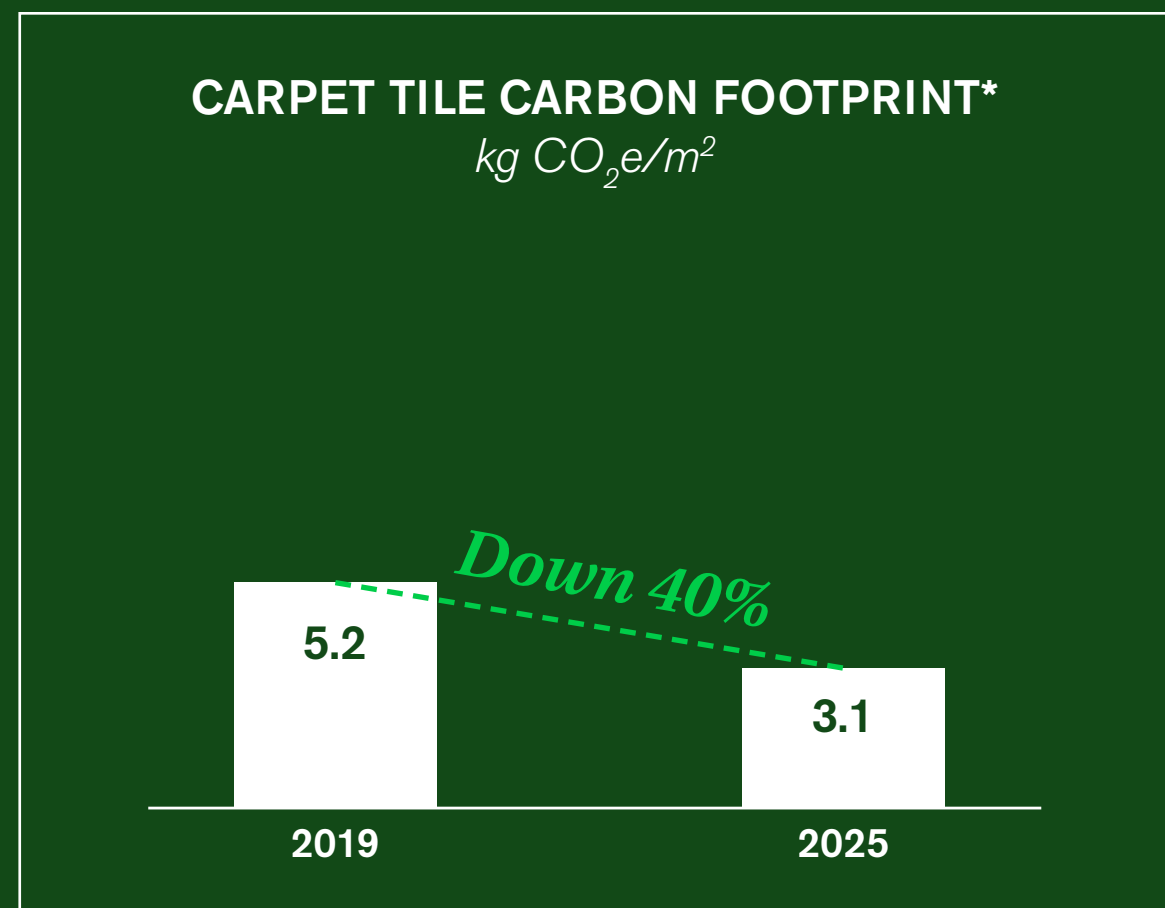
Our total GHG emissions increased by 3% in 2025 compared to 2024. The largest contributor was the optional Scope 3 category for use of sold products, which is based on estimated maintenance and cleaning over their lifetime. Excluding this optional category, our total emissions were essentially flat year-over-year. Importantly, we made significant progress on our Scope 3 emissions from purchased goods and services, our largest emissions category, which were down 2% year-over-year. We achieved this reduction through continued investment in low-carbon raw materials and supply chain collaboration, a key component of our emissions reduction strategy.

# PRODUCT IMPACTS

We remain committed to reducing the carbon footprint of our flooring products to support our emissions reduction goals and those of our customers. In 2025, we focused on expanding the use of low-carbon and carbon-storing raw materials, improving data accuracy, and scaling circularity across all three product categories: carpet tile, LVT, and rubber.

## CARPET TILE

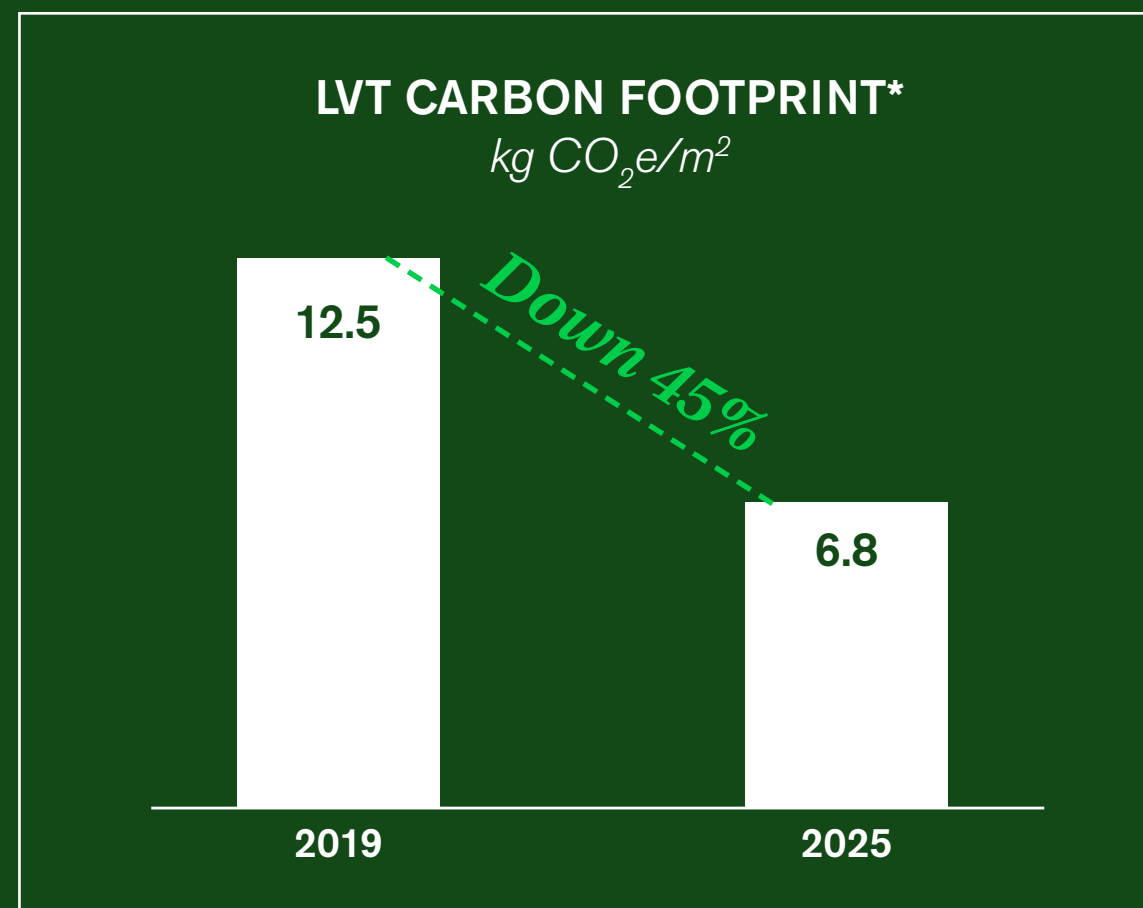
**66%** RECYCLED, BIO-BASED, OR CAPTURED CARBON MATERIALS



We added captured carbon in 2025 – an innovative raw material that avoids carbon emissions that would otherwise be released into the air.

## LVT

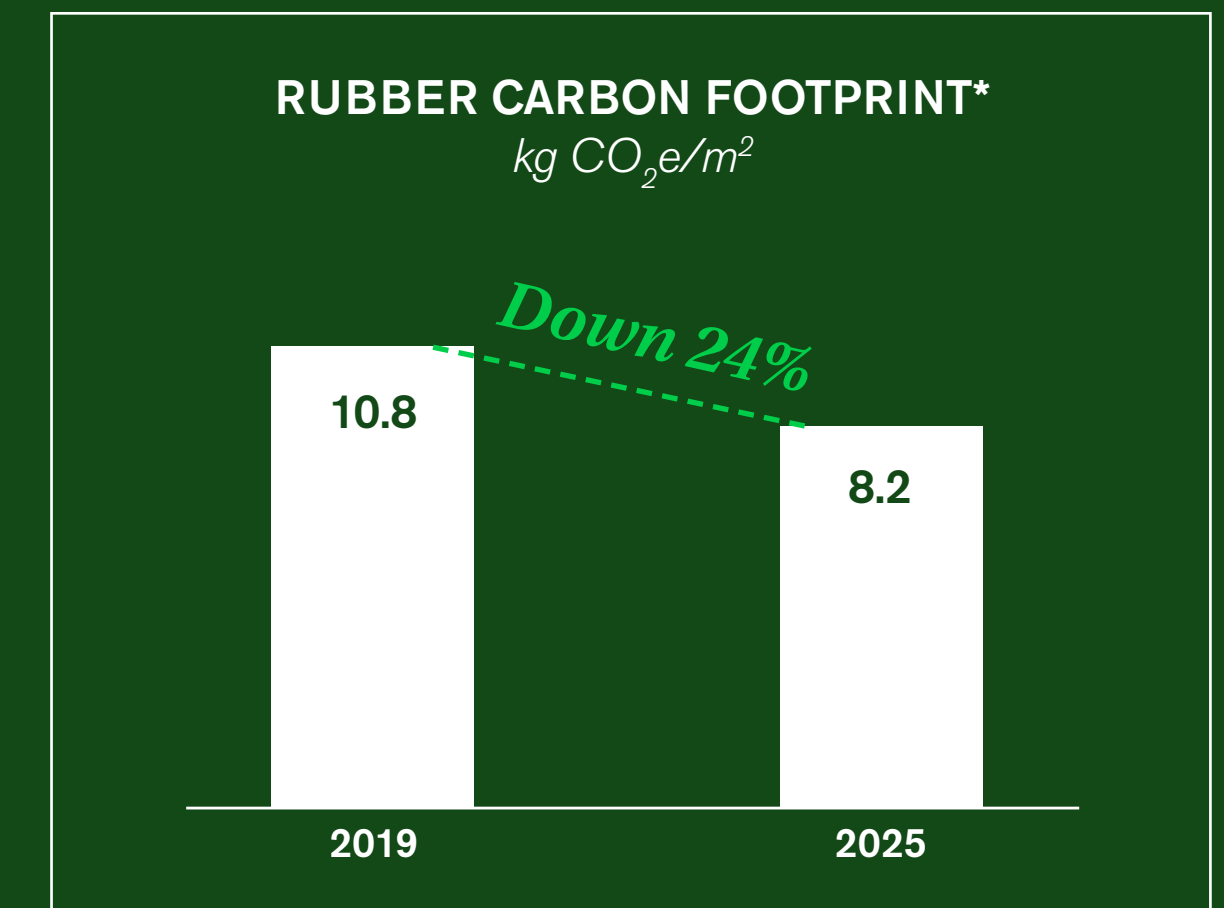
**39%** RECYCLED MATERIALS



The recycled content of our LVT products is among the highest in the industry.

## RUBBER

**10%** RECYCLED OR BIO-BASED MATERIALS



We continue to increase the use of responsibly sourced natural rubber.

\*Product carbon footprints in kg CO<sub>2</sub>e/m<sup>2</sup> are based on cradle-to-gate sales weighted average.

# CIRCULAR ECONOMY

Developing a circular economy is key to reaching carbon goals, for ourselves and for our customers. Circular thinking directly supports our 'all in' strategy to be carbon negative by 2040. How? By avoiding, reducing, and storing more carbon than ever before.

**Avoid emissions**

by prioritizing good design, using fewer materials, and embracing circular practices.

**Reduce our footprint**

through recycled content, renewable energy, and collaboration across our supply chain.

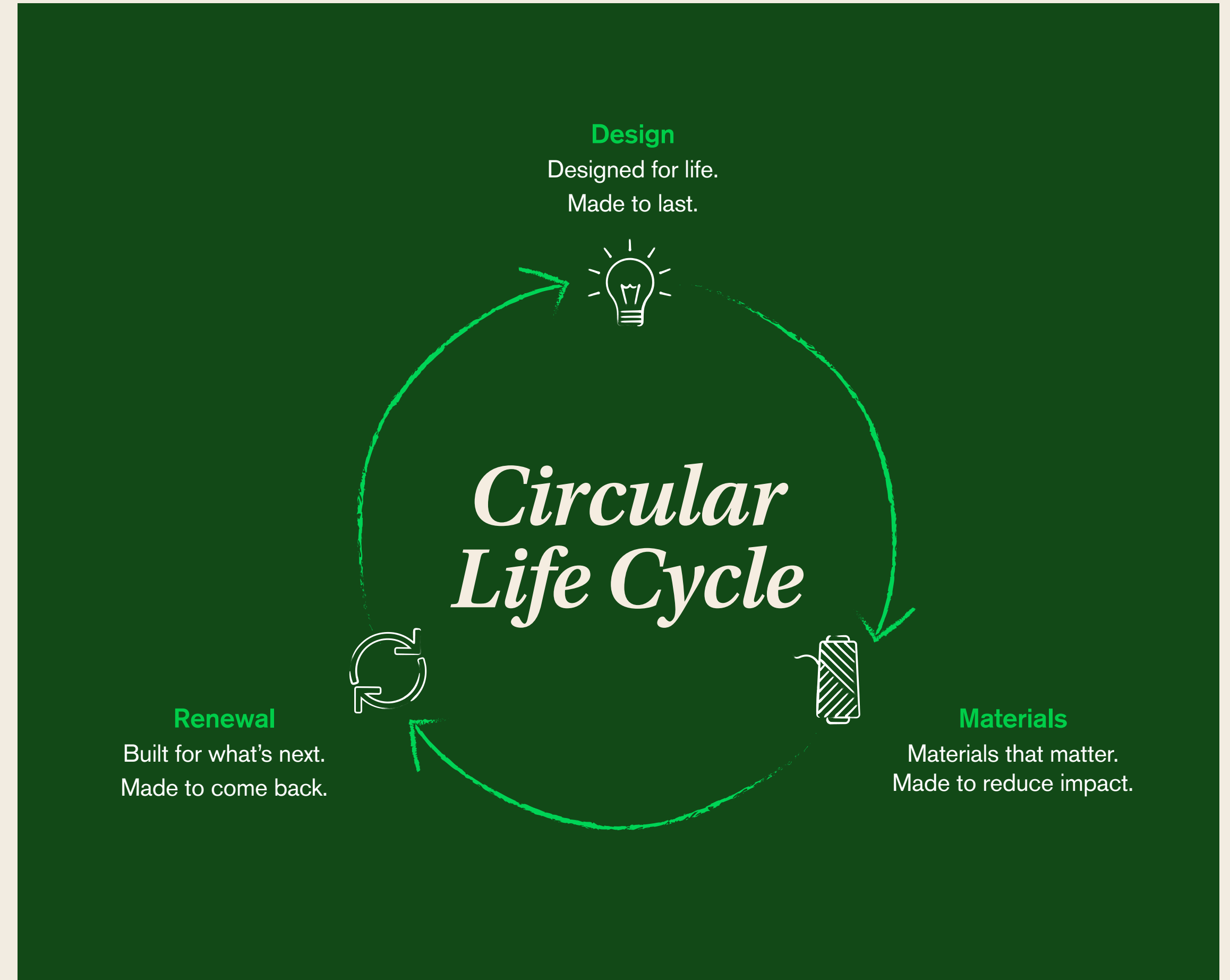
**Store carbon**

using bio-based materials and captured carbon.

**2025 Progress**

We accelerated our circularity efforts by making post-consumer recycled content easier to specify across our backings. Now, alongside our CQuest™ backings, our GlasBac™ standard backing in the Americas features post-consumer recycled content. This reinforces our commitment to design products that support carbon storage, recycling, or reuse. Today, all our U.S.-made CQuest- and GlasBac-backed carpet tiles, and our Sound Choice™ LVT, are third-party certified as recyclable by GreenCircle Certified.

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. We also prioritize 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. Additionally, we package our rubber products on reusable wooden pallets and wrap them in recyclable polyethylene foil. Where needed, we use recyclable paper and recycled cardboard cores that are taken back for reuse.



# CIRCULAR ECONOMY

At Interface, more than 85% of our footprint comes from the products we make. To change that, our approach is about more than one material, innovation, or product. It's about rethinking every stage of the life cycle from design to materials to renewal.

## Design



- The modular design and glue-free installation of our carpet tile help eliminate chemicals, reduce waste, and drive carbon footprints down. Plus, faster installs and easier removals when change is needed.
- We use smarter, lighter constructions across our product portfolio to reduce raw inputs and shipping impacts. This helps us meet customer carbon goals with no loss in performance.
- Our carpet tile, LVT, and nora rubber are built for resilience. Our nora rubber flooring has a very long life, with some products staying in use for 40 to 50 years. Fewer replacement cycles mean fewer emissions over the long term.

## Materials



- We reduce virgin materials and store carbon in our carpet tile. By using recycled and bio-based inputs, plus captured carbon that turns waste greenhouse gases into new materials, we lower embodied carbon from the start.
- Our LVT includes recycled content to cut virgin material use and lower its overall carbon footprint.
- We use bio-based natural rubber and recycled inputs in our nora rubber to reduce virgin materials and keep carbon out of the atmosphere.

## Renewal

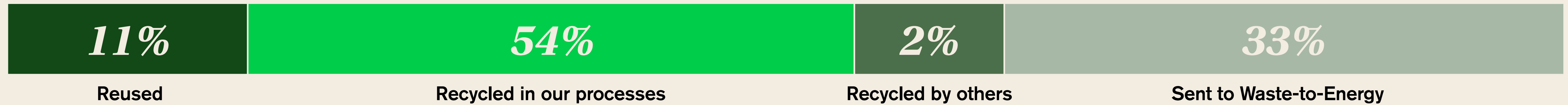


- We offer regional take-back, reuse, and material recovery programs to extend product life, lower carbon impacts, and keep materials in use for as long as possible.
- We design our products for easy maintenance to extend the life cycle and minimize environmental impacts for decades.

# REENTRY™ RECLAMATION & RECYCLING PROGRAM

2025 marked 30 years of our ReEntry™ Reclamation & Recycling program. Through this program, we collect and repurpose used carpet tiles, effectively closing the loop for our products. In select markets, we actively encourage our customers to send back their used flooring. And we have collaborated on unique solutions with customers to provide take-back solutions that support their goals and further develop our ReEntry program.

*Since 2016, we have collected 96.2 million pounds of post-consumer carpet.*



### Austin Convention Center Project

The Austin Convention Center project is one of the largest single-day intakes of post-consumer carpet that our ReEntry program has ever handled at 146,870 pounds. The project was so successful due to the coordination and partnership with the general contractor. We ensured the carpet was effectively recovered and shipped back to Interface’s facility.

### Sanofi Project

Sanofi partnered with Interface to source used carpet tile for its office spaces. It reused 1,000 square meters of Interface carpet tile, helping significantly reduce waste and carbon impact while still meeting performance and design needs. Our reuse partner in France helped us find the right product and quantity at the right time to meet Sanofi’s sustainability goals.

### Campbelltown Mall Project

Campbelltown Mall in Sydney, Australia, reused approximately 1,500 square meters of Interface carpet tile for their renovation project, providing both sustainability and cost benefits. This project diverted 5.7 tonnes of waste from landfill.

# BIODIVERSITY

Interface is committed to avoiding negative impacts on biodiversity, 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 2025, we expanded measurement, deepened engagement, and strengthened global collaborations to understand and reduce our nature-related impacts. This included:

- Expanding nature and biodiversity learning through dedicated workstreams focused on mapping risks within our supply chain.
- Participating in a six-month global cohort of companies, developed by Nature Positive Institute, to test emerging nature-positive methodologies and measurement approaches.
- Joining the newly formed Nature & Biodiversity Peer Group, an extension of the Scope 3 Peer Group, enabling shared learning and alignment across industries as nature-related disclosure expectations rapidly evolve.

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

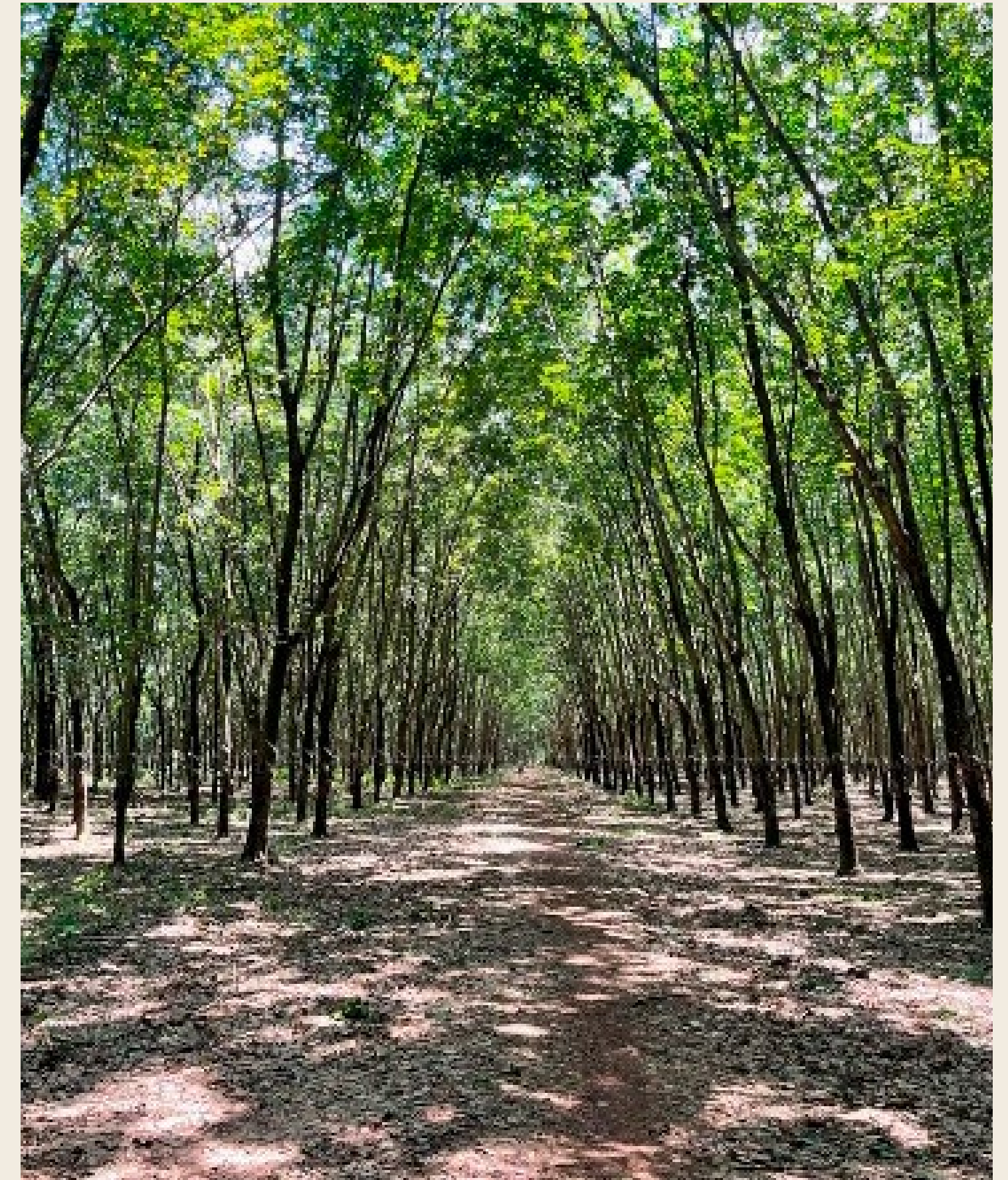


Photo captured by Interface employee Luca Achilli.

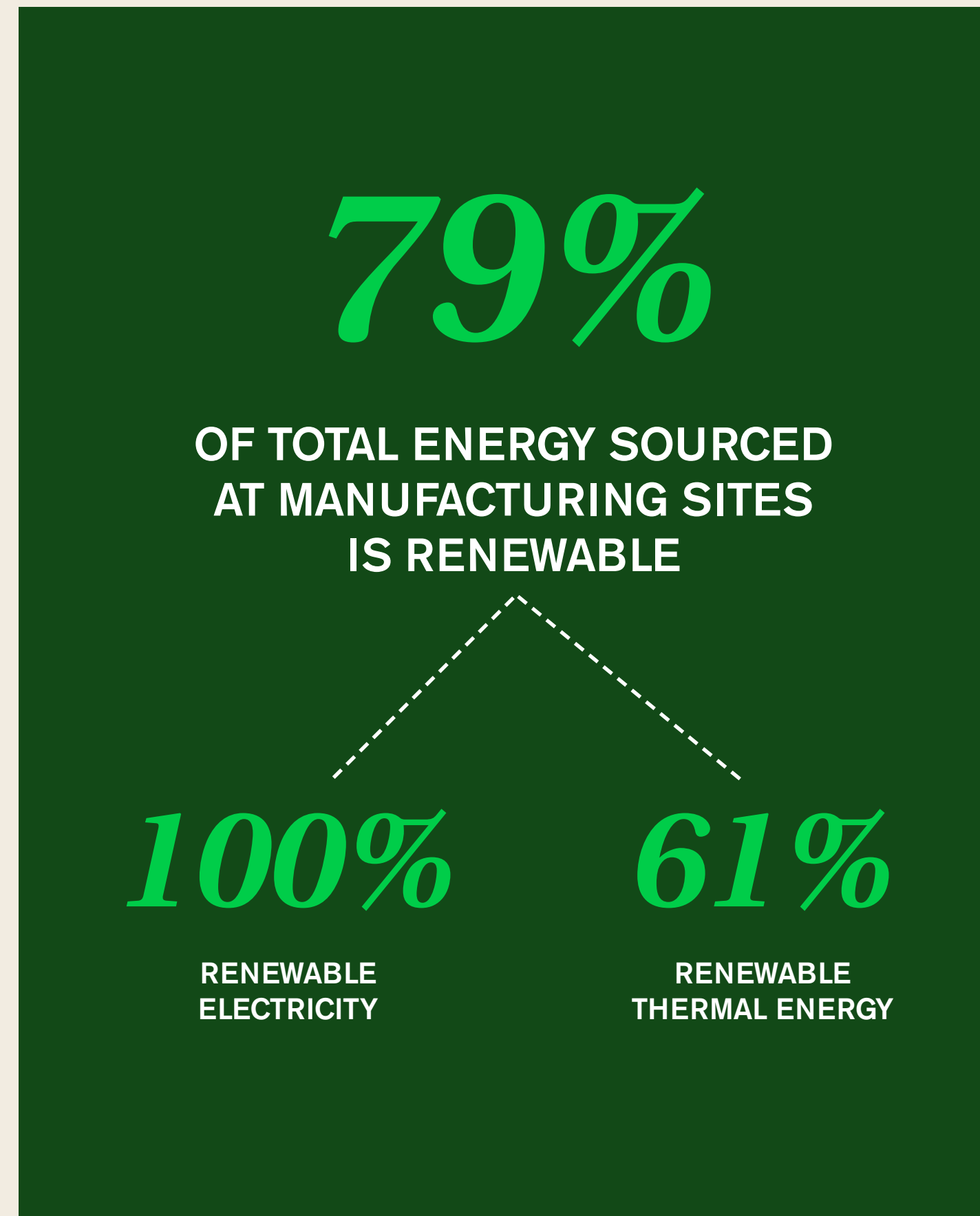
# ENERGY EFFICIENCY & RENEWABLE ENERGY

We're focused on reducing our operational footprint across all environmental impacts. We prioritize energy efficiency and renewable energy across our manufacturing operations to further reduce our footprint. We have achieved our goal of directly and indirectly sourcing 100% renewable electricity for manufacturing.

In 2025, we focused on maintaining strong performance in renewable electricity while advancing efficiency upgrades at key sites.

We used 517,973 gigajoules (GJ) of energy at our global manufacturing sites, resulting in 14,775 kilojoules per square meter of production. This represents a 2% reduction in energy intensity per unit produced versus last year.

All Interface and nora manufacturing facilities worldwide are ISO 14001 Environmental Management Systems certified. And our nora manufacturing facility meets ISO 50001 Energy Management Systems standards.



## RE100 Member

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



*We significantly increased on-site renewable electricity at our Netherlands manufacturing facility with a new rooftop solar array installed in 2024.*

# WATER MANAGEMENT

Interface is committed to responsible water management. In 2025, we used 50 million liters of water at our global manufacturing sites, an 11% reduction compared to 2024, which represents 1.4 liters of water per square meter of production. This was driven by an equipment upgrade at our Georgia carpet manufacturing facility that meaningfully reduced wastewater.

Referencing the World Resources Institute's Aqueduct Water Risk Atlas, we determined that our plant in Minto, Australia is the only location among our six manufacturing facilities that is in a high water stress region. We will continue to focus on reducing water usage across all our global manufacturing sites and on properly managing water discharge while protecting water resources and contributing to restoration.

## Water Conservation Efforts

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



# WASTE MANAGEMENT

Waste reduction has been a key focus for Interface since the beginning of our sustainability journey. Through projects and investments like the implementation of an advanced yarn prep system, we continue to optimize our manufacturing operations to eliminate and reduce waste. And we continue to explore opportunities to divert waste from disposal to reuse, recycling, or other recovery. We are committed to reducing non-hazardous and hazardous waste, and ensuring proper handling and disposal according to local regulations.

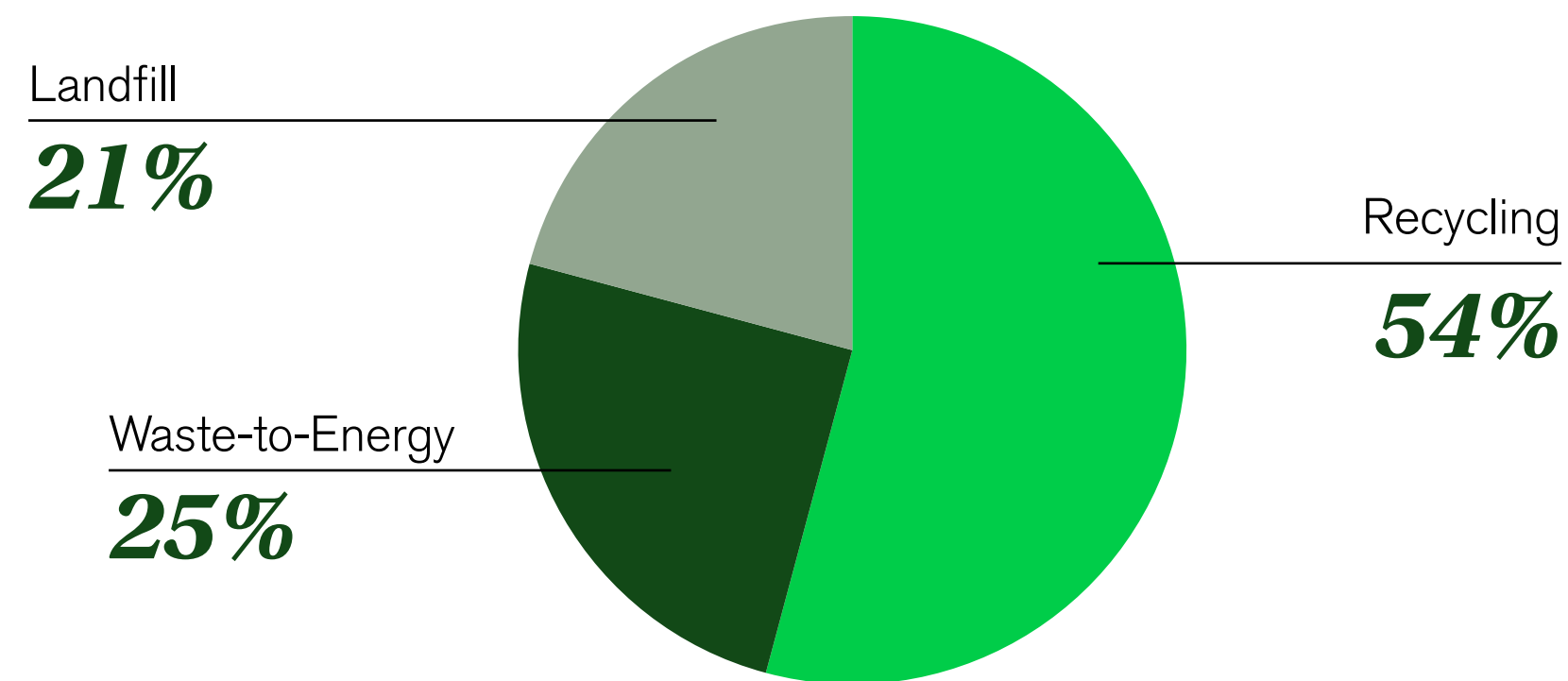
In 2025, we generated 17,613 metric tonnes of manufacturing waste including 17,514 metric tonnes of non-hazardous waste and 99 metric tonnes of hazardous waste.

Our manufacturing waste increased by 2,230 metric tonnes last year, largely due to the disposal of unusable material that had accumulated in storage at our U.S. carpet manufacturing facility. This material primarily consisted of manufacturing scrap that was being tested for waste recovery efforts, used carpet that had been recovered for reuse but was damaged in storage, and unsalvageable pallets.

Our electronic waste management programs are designed to collect, sort, and properly dispose of all electronic waste, including devices, batteries, and cables. Several of our facilities also have digital reuse programs that resell used laptops and mobile devices.

In addition to responsible waste management, Interface identifies and monitors non-GHG air emissions in compliance with local air permitting and testing requirements. We work to reduce these emissions through ongoing initiatives, including projects that go beyond local regulatory requirements.

2025 Non-Hazardous Manufacturing Waste



## Advanced Yarn Prep Technology Drives Waste Reduction

The adoption of an advanced yarn prep system in our Georgia carpet manufacturing facility resulted in 695 metric tonnes of reduced waste in 2025, delivering a 33% reduction in yarn waste, a 70% reduction in cardboard, and an 80% reduction in plastic caps at the facility. Building on the success of this project in our U.S. operations, we plan to extend the investment in this technology to our facilities in Europe and Australia, driving further efficiencies and waste reduction across the business.

# MATERIAL INNOVATION

The use of recycled, bio-based, and captured carbon materials is essential to further develop the circular economy. We use these materials in many parts of our carpet tile, LVT, and rubber flooring. Today, more than 50% of our materials are recycled or bio-based globally – the highest in commercial flooring.

In 2025, we began using captured carbon as a raw material in our carpet tile manufacturing processes across the U.S. and Europe. This allows us to lower the carbon footprint of these products. Captured carbon avoids carbon emissions that would otherwise be released into the air because those emissions have been captured and reintegrated into an existing raw material. This captured carbon material performs the same as the material that Interface has used for years but has a lower carbon footprint. As an early adopter of captured carbon technology, Interface is creating a demand for an innovation that helps lower the carbon impact of various end-user products across multiple industries.

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 look 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.

## 2025 Raw Materials

47% Recycled Materials + 4% Bio-based Materials = 51% Materials from Recycled or Bio-based Sources

## 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 the use of 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.

## Carbon Negative Products

Interface is the only flooring manufacturer to offer cradle-to-gate carbon negative carpet tile achieved through a mix of design and material innovations. Since we introduced the first carbon negative product in 2020, we now offer up to 450+ options depending on location.

In 2025, we announced a first-of-its-kind carbon negative nora rubber flooring prototype when measured cradle-to-gate. Leveraging learnings from our carpet tile innovation and decades of rubber manufacturing expertise, we sourced and incorporated bio-based and captured carbon materials into our rubber manufacturing process to create this industry-first prototype. Interface aims to make the carbon negative rubber product commercially available in the future, ensuring it meets the highest levels of design, quality, and performance.

# RIPPLE EFFECT

Collective action is the only way that we'll all achieve our commitments and solve the climate crisis. That's why we want to inspire more companies to follow our lead, and why we're transparent about our journey and climate impacts. Through inspiration, education, and strong collaborations, we aim to make climate action the norm, not the exception.

By inspiring others, we aim to create a bigger impact. This commitment is clear in how we engage with the wider architecture and design community and building materials industry. We remain focused on influencing stronger sustainability standards by contributing to key committees and emerging measurement frameworks. Our commitment is evident in our support of our customers' and suppliers' environmental goals.

## **Carbon Love and Learn Series**

Carbon Love and Learn is a five-part educational series offered to Interface employees and external members of the A&D community. The events drive awareness and knowledge about embodied carbon and actionable solutions. Over five years, nearly 700 people have completed the program.

## **Interface Design Studio Carbon Metrics**

We make 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 and include an industry average embodied carbon value. 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're the first flooring manufacturer to deliver embodied carbon metrics as standard on floor plans.

## **All In: Sustainability Champions Series**

In 2025, we introduced the All In: Sustainability Champions program, a global, on-demand learning experience for our employees designed to deepen understanding of Interface's climate commitments and progress. The program ensures that sustainability remains a shared responsibility across the organization.

## **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 2025, the Americas team delivered 211 CEU presentations on sustainability-related topics.

## ***Beyond Zero Sustainability Storytelling***

*Beyond Zero*, directed by Nathan Havey, is 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 to inspire others to follow in our footsteps. In 2025, the documentary premiered on various streaming services in North America.

# PARTNERSHIP AND COLLABORATION

Climate progress doesn't happen in isolation. By partnering with industry organizations, peers, customers, and sustainability leaders, we aim to share knowledge, inspire action, and help accelerate systemic change across our industry and beyond.

## 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, 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.

## Scope 3 Peer Group Participation

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

## We Mean Business Partnership

Interface is a signatory of a policy advocacy letter sponsored by the We Mean Business Coalition, calling for an ambitious EU GHG emissions-reduction target of at least 90% by 2040.

## The Climate Pledge

Interface is a signatory of the Climate Pledge, which brings together global organizations to drive climate action. Interface was the first flooring company to sign the pledge.

## Rocky Mountain Institute Partnership

We partner with the Rocky Mountain Institute (RMI) to develop measurement methodologies that support informed product development, policy, design, and investment decisions in alignment with climate goals. Through a philanthropic grant, we are supporting the development of a method for defining and calculating the climate benefit of construction-stored carbon, providing consistency, rigor, and transparency to claims regarding biogenic carbon.

## Biomimicry Leadership Retreat

In December 2025, we gathered a cohort of customers and partners for The Biomimicry Leadership Retreat, hosted by Interface and led by Biomimicry 3.8.

The goals of the retreat were to challenge conventional approaches and embrace regenerative design, learn from nature's genius to create conditions conducive to life, and build a cohort of leaders committed to collaboration and systemic change. Attendees explored how ecosystems thrive through collaboration, adaptability, and resilience, and how those same principles can transform design, business, and sustainability.



# SUPPLY CHAIN & SUPPLIERS

Our Scope 3 emissions represent the biggest opportunity to reduce our overall carbon footprint. In fact, 97% of our overall carbon footprint comes from Scope 3, with upstream purchased goods and services making up 43% of our total emissions. That's why we're committed to engaging suppliers across our supply chain to reduce our environmental impact on our path to carbon negative by 2040.

## Sustainable Procurement Pledge

Interface is a signatory to the Sustainable Procurement Pledge, demonstrating our commitment to responsible sourcing. The Sustainable Procurement Pledge is grounded in five core principles: protecting people and the planet, driving collective action, taking personal responsibility, sharing knowledge openly, and building a legacy of protecting the planet.

## Supplier Carbon Maturity Assessment

In 2024, we completed our first carbon maturity assessment of our most critical suppliers, which together account for 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 Scorecard

In 2025, we enhanced and standardized our supplier scorecard which we use to assess critical business factors and identify risks among our significant raw material suppliers. The scorecard assesses environmental performance, particularly climate-related performance, as well as other key business success factors. We plan to expand the scorecard with additional criteria to further develop a robust supply chain due diligence program. In addition to the supplier scorecard, we're developing a separate supply risk assessment across our major raw material categories to better identify and manage risks among our most significant suppliers.

## Supplier Data Collection

We're committed to strengthening the relationships and trust we have with our suppliers. Part of this commitment is to understand the environmental impact of our raw materials, and to ensure we have the most accurate life cycle assessment (LCA) data available for reporting purposes. In 2025, we connected with the LCA departments of various suppliers to better understand the environmental impact data for the materials we source, rather than relying on generic datasets. This improves data accuracy for Interface and our suppliers. We'll continue to work with our suppliers to gather primary data on our product inputs and collaborate on ways to decarbonize across our portfolio.

## Supplier Engagement Assessment

For two years in a row, Interface has earned an 'A,' the highest possible score for transparency and performance, in the CDP Supplier Assessment (SEA). This rating demonstrates our high level of engagement with suppliers based on CDP's assessment of our performance on governance, targets, Scope 3 emissions, and value chain engagement.

Supplier  
Engagement  
Leader



# COMMITMENT TO TRANSPARENCY

Transparency has always been at the heart of Interface's approach to sustainability. We're committed to openly disclosing the materials, chemicals, and environmental impacts associated with our products. We're also focused on advancing the industry standards that shape the definition of transparency.

We're transparent about our product ingredients through Environmental Product Declarations (EPDs) and Health Product Declarations (HPDs), technical documents that detail a product's environmental impact and human health impacts throughout its life cycle. Today, all our standard carpet tile and LVT products and the majority of our nora rubber products have a product-specific EPD and HPD.

All Interface flooring products (100%) meet indoor air quality standards for low VOC emissions. This is certified through several IAQ standards, including:

- CRI Green Label Plus™
- FloorScore®
- ACCS
- GUT
- GreenTag™
- Blue Angel
- CDPH
- UL GREENGUARD Gold
- + Other regionally specific standards

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

Over the last 30 years, we have helped create, standardize, and 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)



# Q&A WITH LIZ MINNÉ

*Head of Global Sustainability Strategy*



## What was the sustainability team's proudest achievement in 2025?

I'm most proud that we proved our carbon-storing innovation isn't limited to one product category. We expanded beyond carbon negative carpet tile and introduced the industry's first carbon negative rubber prototype. That's significant because more than 85% of our footprint comes from the products we make. If we're going to be carbon negative by 2040, we need to scale material innovation across our portfolio.

We also integrated captured carbon into our carpet tile manufacturing, a shift projected to avoid more than 10,000 metric tonnes of CO<sub>2</sub> over five years. For me, the real achievement is demonstrating that storing more carbon than we emit is not theoretical, it's scalable and repeatable.

## How did these innovations align with Interface's 'all in' strategy and move away from offsets?

Our 'all in' strategy supports our carbon negative by 2040 goal by focusing on direct carbon reduction and carbon storage, without offsets. We've learned that lasting impact comes from transforming our products, factories, and supply chain. We're maintaining our focus on avoiding emissions where possible, reducing what we can't avoid, and storing more carbon in our products than we emit.

Carbon negative carpet tile was an important proof point, but we did not stop there. By integrating recycled content, bio-based materials, and now captured carbon directly into our products, we're embedding carbon storage into the manufacturing process itself. We're now past the halfway point toward our 2030 SBTs. That progress gives us confidence that prioritizing direct reduction and storage is the right path.

Our commitment is about going deeper and focusing on the parts of our footprint where we can drive real progress.

## How important is raw material innovation and supplier partnerships in lowering product carbon footprints?

It's essential. Scope 3 accounts for 97% of our total footprint, and most of that is in raw materials. That means we can't address our carbon impact on our own. Today, more than half of our raw materials are recycled or bio-based. How? By collaborating with

our suppliers to develop solutions that lower carbon and create demand for these materials across industries.

We're committed to identifying where our supplier partnerships have the greatest impact across our value chain. We've recently received more primary environmental impact data from various suppliers, allowing us to more accurately understand our impacts, rather than relying on generic datasets. Long-term supplier partnerships have taken years to cultivate, and they're a key driver of measurable carbon reductions at scale.

## What's next for your team in helping Interface reach its timebound goals?

We'll continue to follow the data. Right now, it's telling us clearly where to focus: raw materials and product design. That's where most of our footprint sits, and where innovation can deliver the greatest reductions.

Any new projects must demonstrate measurable carbon reduction or storage potential, the ability to scale across product categories, and alignment with circular design principles. We're also continuing to strengthen supplier accountability and primary data collection, particularly across Scope 3. As expectations evolve globally, better data helps us focus efforts and make progress.

# SOCIAL & COMMUNITY IMPACT

Purpose without compromise. That's who we are, and it's a key driver of our progress. Our people are our greatest asset. They bring our culture to life, pushing for more innovation, impact, collaboration, and growth.

We have a values-driven culture that guides us to prioritize a safe and healthy work environment, cultivate an inclusive workforce, and support employee growth. And our values extend beyond our employees. They shape how we engage with our partners and support the communities where we live and work.

That's how we create a culture that encourages everyone to show how they are Made for More.

Photos captured by the following Interface employees (clockwise from top left): Lindsay Stoda, Margie Heard, Kristen Wilder, and Lindsay Stoda.



# SOCIAL GOALS & PROGRESS

Goal	Target	2025 Progress
Foster a Safe & Healthy Work Environment	Maintain a Total Reportable Injury Rate (TRIR) of < 1.0 while continuously striving for zero incidents	<ul style="list-style-type: none"> <li>Reported a TRIR of 0.9 with zero fatalities in 2025</li> </ul>
Cultivate an Inclusive Workforce	Deliver annual learning experiences that strengthen collaboration across geographies, languages, and working styles	<ul style="list-style-type: none"> <li>Expanded the reach of our leadership development programs, significantly increasing the number of participants and training hours provided for leadership development across roles and geographies</li> </ul>
	Strengthen Inclusion Networks to foster connection, growth, and belonging for all employees	<ul style="list-style-type: none"> <li>Supported three employee-initiated global Inclusion Networks</li> </ul>
Strengthen Employee Development & Engagement	Gather regular employee feedback through our global culture survey every 18 months with participation from at least 90% of our global workforce by 2028	<ul style="list-style-type: none"> <li>Conducted the global culture survey in October 2024 with a 78% response rate</li> <li>Introduced pulse surveys in 2025 for real-time feedback beyond annual assessments</li> </ul>
	Achieve Great Place to Work® certification encompassing at least 95% of our global workforce	<ul style="list-style-type: none"> <li>Certified in nine countries, together representing 46% of our global workforce</li> <li>Achieved a top 10 ranking among Singapore's 2025 Best Workplaces</li> </ul>
	Empower employee growth by strengthening training resources and increasing average training hours per person	<ul style="list-style-type: none"> <li>Provided 55,000 hours of training to our global team, resulting in an average of 15.4 hours of training per person</li> </ul>
	Cultivate a culture of continuous development by driving goal clarity and thoughtful performance planning, targeting 100% annual review completion for all in-scope employees	<ul style="list-style-type: none"> <li>Achieved a 95% annual review completion rate for in-scope employees in 2025, reinforcing our commitment to providing employees with timely and actionable feedback</li> </ul>
	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	<ul style="list-style-type: none"> <li>Posted 99% of our open positions internally, with 32% of job openings filled by internal candidates</li> </ul>
	Focus on employee retention with target turnover of < 10% for our global organization	<ul style="list-style-type: none"> <li>Maintained a global turnover rate of 12%</li> <li>Reported a turnover rate of 14% for our hourly manufacturing employees</li> </ul>
	Support long-term employee engagement, targeting tenure of 10 or more years for at least 50% of our employees	<ul style="list-style-type: none"> <li>Achieved a workforce where 50% of employees have been at Interface for more than 10 years</li> </ul>

# 2025 PEOPLE HIGHLIGHTS

## *Strengthened Our Great Place to Work® Journey*

- Achieved a top 10 ranking among Singapore's 2025 Best Workplaces from Great Place to Work®
- Offered dedicated culture coaching for more targeted action planning and stronger engagement insights across regions
- Introduced pulse surveys for both salaried and frontline employees to expand real-time feedback beyond annual assessments

## *Created New Opportunities for Employee Engagement*

- Enhanced the employee experience through investment in our centralized employee resource platform, including employee-informed improvements and expanded global accessibility
- Launched a Day of Service program for all full-time employees in the U.S., providing one day of paid time off annually to give back to our local communities and volunteer with nonprofit organizations that align with our company values and mission

## *Accelerated Talent Development*

- Scaled leadership development through cohort-based learning, personalized coaching, and mentorship
- Focused 2025 programs on our manufacturing leaders, change agents, the Americas sales team, and the Global Leadership Team
- Embedded continuous growth across the business, activating more than 70% of eligible employees on LinkedIn Learning

## *Launched Enterprise-Wide Sustainability Learning*

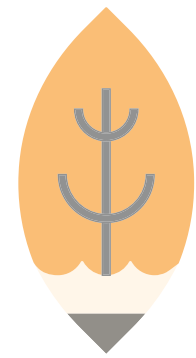
- Introduced the All In: Sustainability Champions program as a global, on-demand learning experience
- Deepened understanding of Interface's climate commitments and progress while reinforcing sustainability as a shared responsibility

## *Advanced Pay Equity through Global Standardization*

- Completed global standardization of our compensation structures to enable consistent, equitable pay evaluation across all regions
- Improved transparency, strengthened fair pay practices, and ensured employees have access to a more equitable experience, no matter where they work

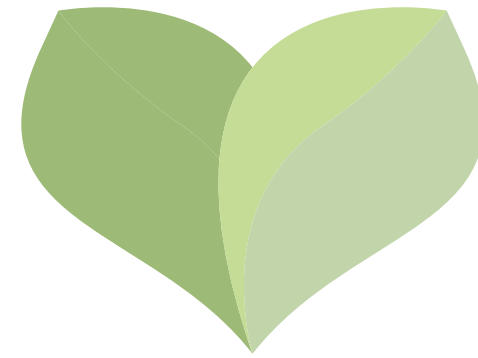
# INTERFACE VALUES

We live by our values. They are the actions, behaviors, and beliefs that guide every decision we make. They represent who we are, how we see the world, how we treat one another and our customers, and how we approach our work every day. And they drive us to create a thriving tomorrow for us all.



## *Design a Better Way*

Entrepreneurial hunger, curiosity, and challenging the status quo—it's how we redesigned and rebuilt an entire manufacturing system for the good of the planet. Through exploration and constant innovation, we move forward while we embrace all that is uncertain or unknown.



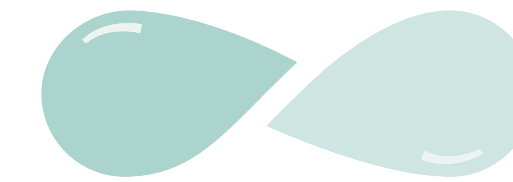
## *Be Genuine & Generous*

Caring for our world begins with how we treat one another. We foster a culture where “we” comes before “me”—because how we achieve success is just as important as the success itself. Each of us brings our authentic, best selves to work, creating a spirit of collaboration that drives progress and opportunity.



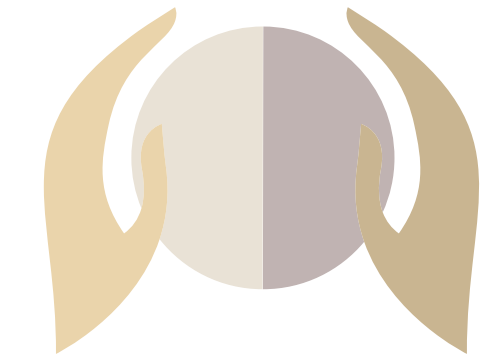
## *Inspire Others*

We love to ask: “What if?” “Why not?” and “If not us, then who?” And we lead others to do the same—through our beautiful products, our ambitious climate goals, and our best-in-class talent. We show the world what's possible when we refuse to settle.



## *Connect the Whole*

Like our products, we're better together. We share ideas and share the work, creating connections that achieve more. We challenge ourselves to collaborate—both with each other and with partners beyond Interface—because even when we think we can do it alone, we know there's amazing power in what we can do together.



## *Embrace Tomorrow, Today*

We constantly think about the future. We invest in the things that make a difference for our people and the planet, because time and time again—we see how it makes us stronger. With “tomorrow” as our guide, we look ahead for new, innovative ways to support our customers while positioning our business for success.

# PURPOSE-DRIVEN CULTURE

Our purpose-driven culture guides how we work, lead, and grow together. We believe that when people feel supported, connected, and empowered, they can do their best work. That’s what drives our long-term success. And that’s why we invest in creating environments where all employees feel empowered to bring their whole selves to work every day.

Employee feedback is a powerful tool for us. We partner with Great Place to Work® to measure our culture and impact. It guides us in investing in the right tools, programs, and solutions that support the needs and experiences of our people.

In 2025, we introduced targeted Great Place to Work® pulse surveys, including new pilots with frontline production teams. These shorter, more frequent touchpoints give us more visibility into what’s working well, where to focus next, and how to respond more quickly to employee needs. Paired with dedicated culture coaching, leaders can now translate insights into consistent action that strengthens trust, engagement, and collaboration.

Our focus on culture is gaining recognition externally. In 2025, Interface was named one of Singapore’s Best Workplaces, ranking #9 in the Micro category, demonstrating our continued progress around the world.

## Global Culture Survey Results

We conducted our most recent global culture survey in partnership with Great Place to Work® in October 2024 with a 78% response rate, our highest participation to date. We’re determined to achieve our goal of 90% participation by 2028.

Certified as a Great Place to Work® in the following countries:

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

Together, this represents 46% of our global workforce.

And we’re working toward the goal of achieving certification that encompasses at least 95%.

The next full Global Culture Survey is planned in 2026.

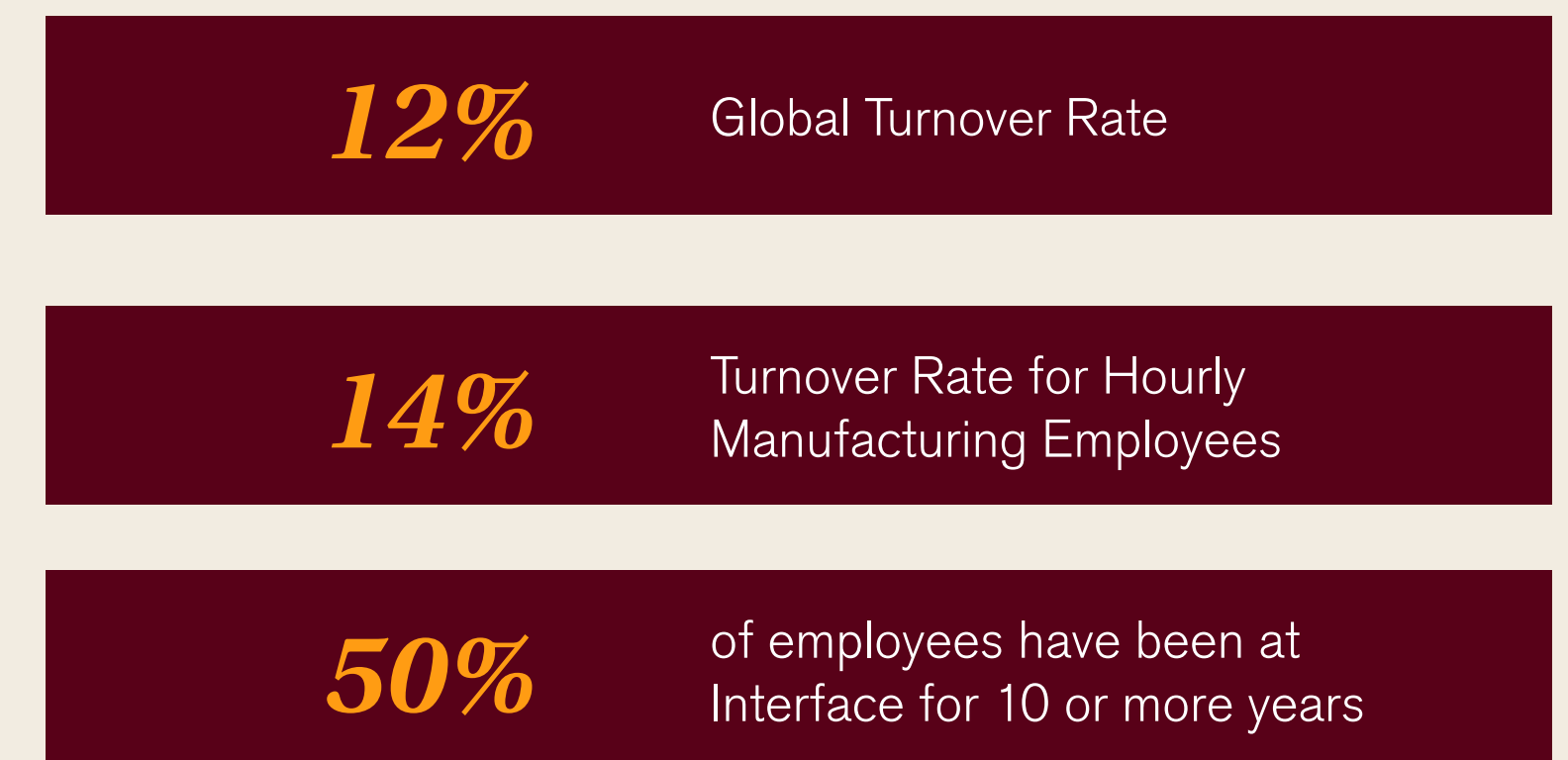
## Retention and Tenure

Employee retention is a strong indicator of our employee experience. We set the following tenure and retention goals to measure our progress:

- Turnover of less than 10% across our global organization
- At least 50% of our employees have tenure of 10 or more years

We achieved our tenure goal in 2025. And we’re pleased with the direction of our turnover rates, especially for our hourly manufacturing employees.

## 2025 Turnover & Retention Metrics



# 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 comprehensive programs support physical, mental, and financial well-being at low or no cost to our employees.

Our value-added benefits include the following, which may vary by location:

- Health, Pharmacy, Dental, & Vision Insurance
- Life Insurance
- Disability Insurance
- Paid Time Off
- Parental & Various Leave Programs
- Telehealth Services
- Retirement or Pension Plans
- Employee Assistance Programs
- 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

Our paid time off and leave programs are designed to support employee well-being and provide flexibility for personal and family needs. While benefits vary by region and local regulations, we strive to provide consistent, comparable support across our global business. The majority of our full-time employees receive a minimum of 17 days of paid time off each year, which increases over time based on years of service. In the U.S., we recently extended our paid parental leave to 20 paid days for the birth of a child, adoption, foster care, or legal guardianship.



# EMPLOYEE BENEFITS & SUPPORT

## 2025 U.S. Benefits Enhancements

In 2025, we expanded our U.S. benefits portfolio with new options designed to increase choice, strengthen financial protection, and make care more accessible for employees and their families.

- **Introduced Critical Illness Insurance:** Provides employees additional financial support during unexpected health events, reducing the burden of unplanned medical and non-medical expenses at a time when stability matters most.
- **Launched Pet Insurance Coverage:** Offers employees added flexibility in managing the cost of veterinary care, recognizing the important role pets play in many of our lives.
- **Continued Investment in Mental Health and Well-Being Support:** Provides access to Modern Health for U.S.-based employees and their families, offering mental health support, well-being coaching, and self-guided tools.
- **Enhanced Parental Leave Coverage:** Doubled our parental leave benefit to 20 days.

Alongside these enhancements, we continued to provide financial education and well-being resources for employees. This furthers our commitment to supporting employees' financial, physical, and mental health.

## Day of Service

In 2025, Interface introduced a company-funded Day of Service. We offer all U.S.-based employees, including our hourly manufacturing teammates, the opportunity to take one paid day off to volunteer with organizations that align with our company values. This initiative reinforces our purpose-driven culture and supports meaningful engagement in the communities where our employees live and work.

Our employees have used their Day of Service to support a wide range of local nonprofits and community organizations, including those focused on environmental stewardship, food security, and social services.



The Day of Service benefit is particularly meaningful. We're able to amplify our impact far beyond what a single, large-scale event could achieve. My team and I dedicated our Day of Service to packing food bags for Good Sam, an organization devoted to ensuring children in Troup County, Georgia, have reliable access to meals over the weekend. We were able to provide over 400 weekend meals to children in our community, illustrating the profound difference that thoughtful, individualized service can make."

***Jennifer Kelly,  
Marketing Manager, Americas***

# INCLUSIVITY & BELONGING

**Genuine & Generous is a core value that guides how we show up for one another and encourages employees to bring their authentic selves to work every day. We focus on creating an environment where all employees feel respected, supported, and connected, regardless of role, location, or background.**

We're committed to fostering a culture of belonging. Our focus on people, connection, and mutual respect centers how we work together.

We listen to our employees and collaborate across teams and regions to ensure a broad range of perspectives inform our decisions. Through ongoing dialogue, data-driven insights, and continued investment in our Inclusion Networks and programming, we strengthen our culture—a culture that supports individual well-being and is always pushing for progress.

## Inclusion Networks

The strength of our culture depends on the engagement and success of every employee. All our people should feel welcome, safe, and celebrated every day. Our Inclusion Networks—employee-founded and employee-led groups open to all—foster collaboration and community in the workplace. They create space to connect, share experiences, and support one another's personal and professional growth.

**The following networks broaden opportunities for dialogue, leadership, mentorship, and shared learning across the organization:**

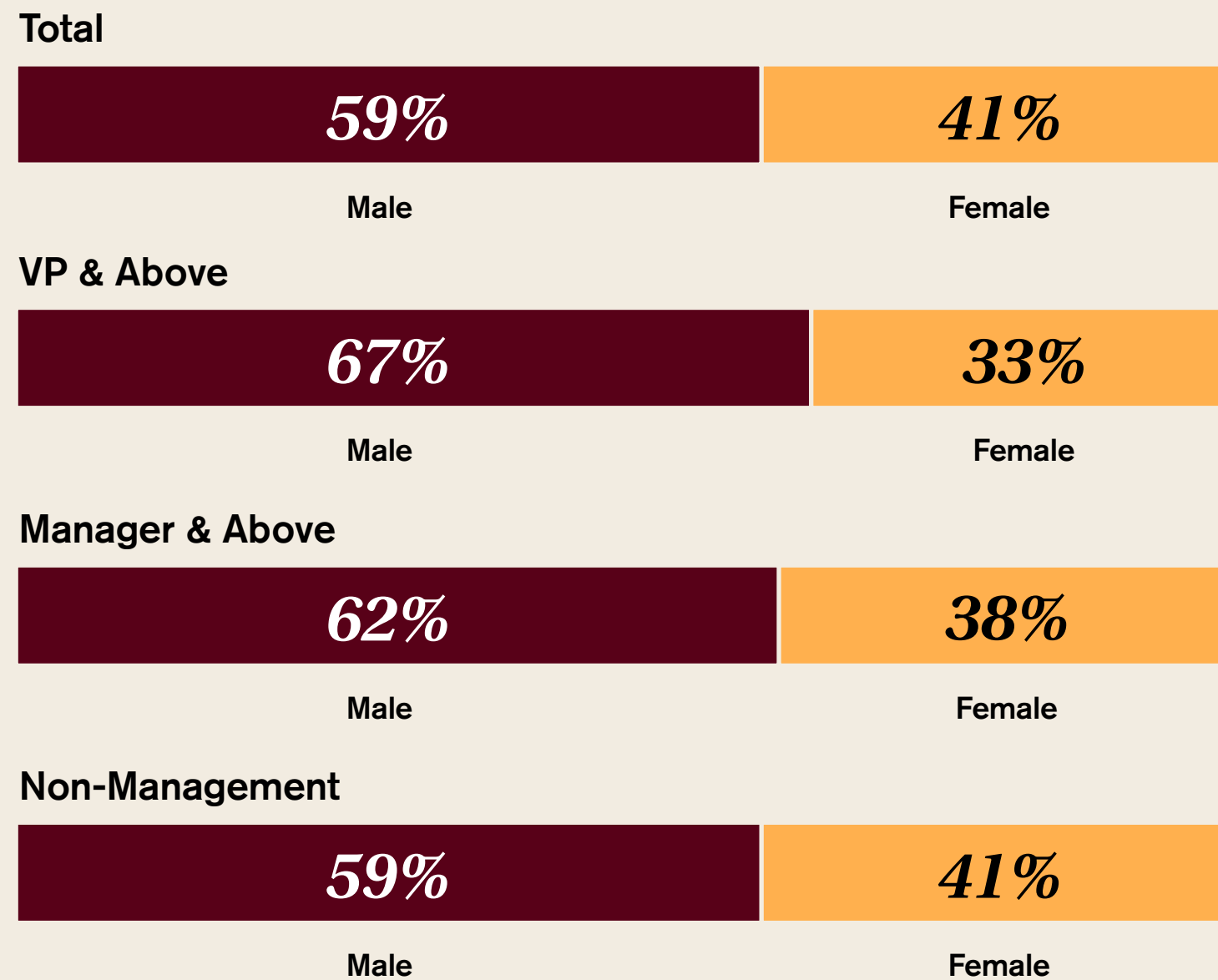
- Black Employees Network fosters meaningful connections and mentorship, encouraging professional development, community engagement, and strategic efforts that support a culturally rich and inclusive workforce.
- empowHER builds a supportive community that inspires personal and professional growth. It offers mentorship, development opportunities, and programs that empower members to lead with confidence and innovative thinking.
- 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.

## Our 2025 Inclusion Network programs included:

- Parenting with Pride: This virtual conversation, hosted by Pride@Interface, focused on what it means to parent and live with empathy, courage, and allyship. The dialogue focused on a personal journey of a family member and left many feeling inspired and deeply connected.
- Juneteenth Celebration: The Black Employees Network hosted a Juneteenth Celebration lunch at our global headquarters in Atlanta, Georgia, featuring an educational history discussion and West African cuisine.
- Virtual Speed Networking Event: Led by empowHER, the virtual networking event helped spark meaningful conversations and new connections across Interface. The event included interactive breakout sessions focused on collaboration, career goals, and growth, and CEO Laurel Hurd shared her thoughts on the power of building networks and asking good questions.

# 2025 EMPLOYEE DATA

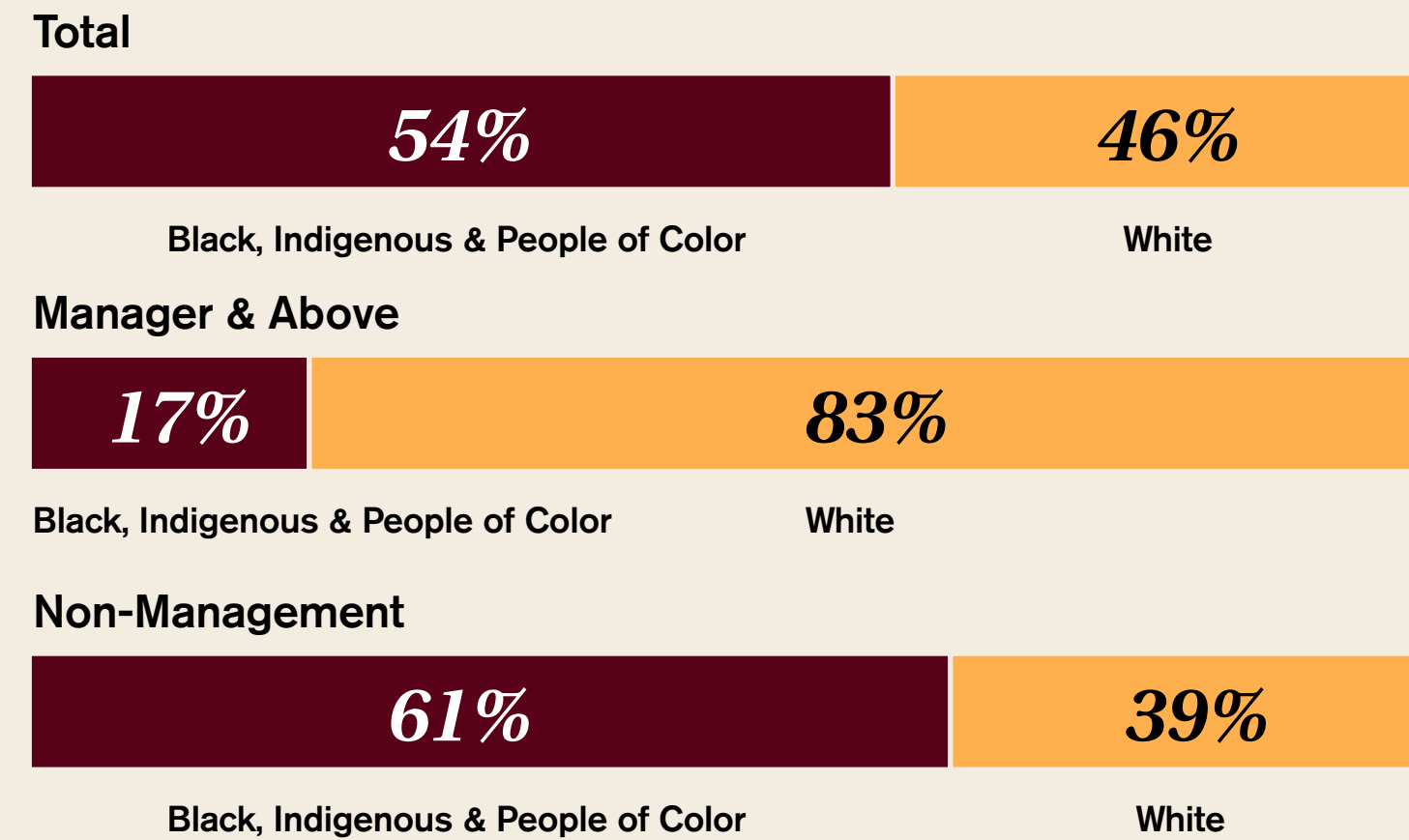
## Global Gender Breakdown



## Global Age Breakdown



## U.S. Ethnicity Data



U.S. Ethnicity Data reflects for U.S. employees only as of December 31, 2025, as reported in equal employment opportunity (EEO) data. Manager level and above represents Executives, Senior Officials and Managers, and First or Mid Officials and Managers, aligned with EEO classifications.

## Fair Compensation

Fair compensation practices are essential to supporting our people and helping them build meaningful, long-term careers at Interface.

We're committed to providing fair and competitive market-based compensation. We utilize third-party market data to benchmark salaries against the median compensation for comparable roles. This analysis enables us to assess our pay practices and confirm that our employees are compensated competitively and equitably. Collectively, these practices reinforce our commitment to pay equity while supporting a positive employee experience and the long-term health and sustainability of the organization.

In 2025, we strengthened our approach to fair compensation by standardizing global compensation structures across markets. These updates established consistent base pay frameworks and benchmarking practices, providing a clearer, more transparent view of compensation across roles, levels, and geographies. As a result, we improved the consistency and fairness of how compensation is evaluated and rewarded.

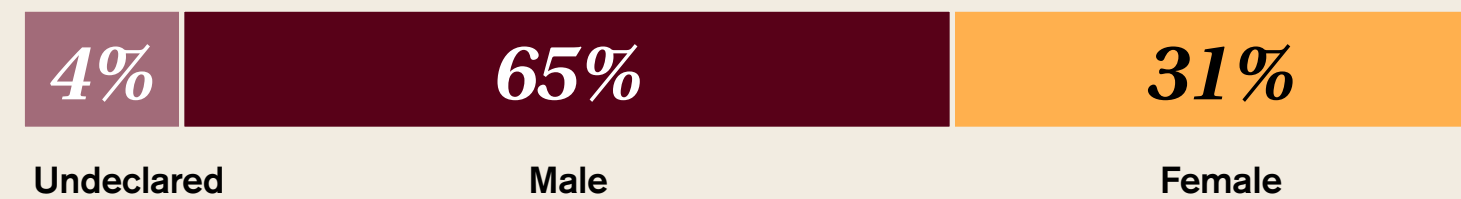
This builds on our ongoing commitment to pay equity. In 2025, we achieved 99% gender pay equity, meaning the mean base pay of our female employees was 99% of the mean base pay of our male employees. We continue to move closer to our gender pay target of 100%.

# RECRUITING & HIRING

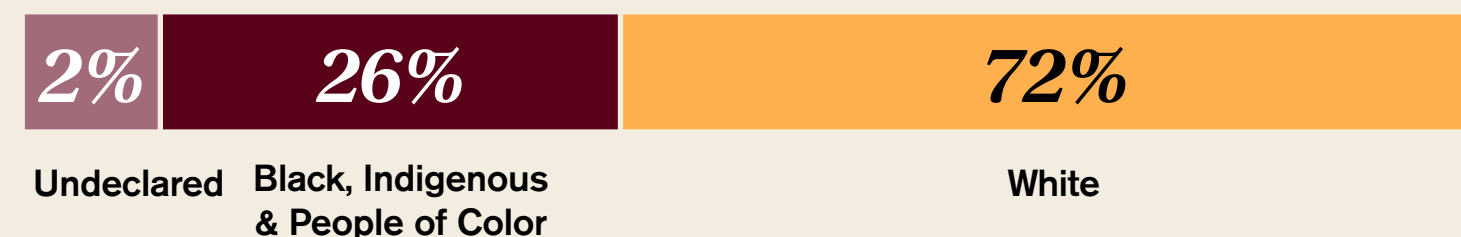
**We're committed to fair, consistent hiring practices that support a positive experience for candidates and employees.**

We provide interview training and tools to bring transparency and impartiality to the interview process. These resources are designed to ensure that our interviews are effective and consistent across the business, providing a fair process for each candidate and allowing us to hire the best candidate for each role. We continue to drive the adoption of these tools by incorporating the training program into our onboarding process for all people leaders and managers.

## Global New Hire Gender Data



## U.S. New Hire Ethnicity Data



## Recruiting Strategy

### Strengthening Our Employer Brand

It's important that our career opportunities and job postings reflect the culture of our organization and attract the best candidates.

In 2025, we updated our Careers site to better reflect our global footprint, culture and values, One Interface strategy, and the full range of career opportunities across the company. The new site offers candidates a clearer and more engaging view of what it means to build a career at Interface. We also revamped our LinkedIn presence with employee testimonials and updated messaging aligned to our values, specifically aimed at recruiting new talent.

### Prioritizing Internal Mobility

Internal mobility is a core part of our recruiting strategy. It helps broaden career development, retain institutional knowledge, and support long-term engagement. In 2025, 32% of job openings were filled by internal candidates.

To facilitate this strategy, we expanded visibility into internal job openings by centralizing postings through Workday and myInterface, our global intranet. Increasing transparency and access make it easier for employees to explore opportunities across regions, functions, and teams.

In 2025, 99% of job requisitions were posted internally, aligned with our stated goal of posting at least 95% of job openings internally.

### Ongoing Commitment to Our Global Recruiting Model

We continue to enhance the tools and resources to strengthen our global recruiting strategy. In 2025, we launched the Recruiting & Hiring page on myInterface, our global intranet, where we highlight internal job opportunities, share interviewing tools and resources, spotlight employees, and celebrate new hires. We established a Global Recruiting Center of Excellence to advance a more cross-regional approach to recruiting through better coordination among our regional HR teams and select global job postings. By expanding access to a broader talent pool and increasing flexibility in how and where roles are filled, we can better support organizational growth and the One Interface operating model.

# LEARNING & TALENT DEVELOPMENT

Learning and development are essential to how we grow our business and develop our people. It's how we **Design a Better Way**, one of our core values. It inspires us to stay curious, continuously improve, and embrace new opportunities. We're committed to providing meaningful learning experiences that help employees build new skills, navigate change, and advance their careers at every stage.

We invest in systems, tools, and programs that support immediate development needs and help build long-term capabilities across all roles and teams. By fostering a culture of ongoing learning, we empower employees to take ownership of their growth and accelerate progress across the organization.

In 2025, we expanded and activated key learning and talent development programs that will help fuel continued growth. With a focus on leadership capability, continuous development, and employee experience, we strengthened our overall talent pipeline and reinforced our commitment to helping employees build the skills and confidence needed to thrive.

## Expanded Leadership Model Programs

We expanded our Leadership Model to include all direct reports of our Executive Leadership Team. This program provides data-driven insights to help participants build an individual development plan for the next 12-18 months tailored to their strengths and weaknesses. We also rolled out Leadership Model Assessments for Senior Leaders, including a 360 assessment and facilitated debriefs. These resources help our leaders gain actionable insights to continue growing in their roles and support their teams.

## Values Workshops

In 2025, we conducted interactive Interface Values Workshops with multiple employee groups across the organization to emphasize why our values are important and reinforce how they shape and strengthen our culture. Through group learning and facilitated workshops, employees learn how to embrace and apply our core values for meaningful change.



# LEADERSHIP DEVELOPMENT PROGRAMS

## RISE Leadership Development Program

The RISE (Respect, Inspire, Support, Excel) leadership development program focuses on strengthening leadership skills and behaviors that shape the day-to-day experience of our frontline managers and manufacturing teams. The three-month program provides practical, behavior-based learning to help leaders build stronger relationships, make informed decisions, and create a motivating work environment.

Through ongoing monthly touchpoints, the leaders will receive the structured support they need to ensure their learnings translate into sustained positive change. In 2025, we significantly expanded RISE, with 77 people leaders completing the program. By the end of 2026, all Supply Chain leaders are expected to have participated in a RISE cohort, and we will be expanding the program to other functions.

## Talent Accelerator Program

Our Talent Accelerator Program (TAP) supports emerging leaders across Interface. Designed for employees who are new to managing others or navigating increasing business complexity, TAP helps strengthen our global leadership pipeline through cohort-based learning, coaching, and connection. The 2025 TAP cohort was designed for “Change Agents” at Interface, employees who actively drive and champion positive transformational changes in our organization. The program encouraged participants to reflect on how they drive progress and adaptability within their teams and across the business.

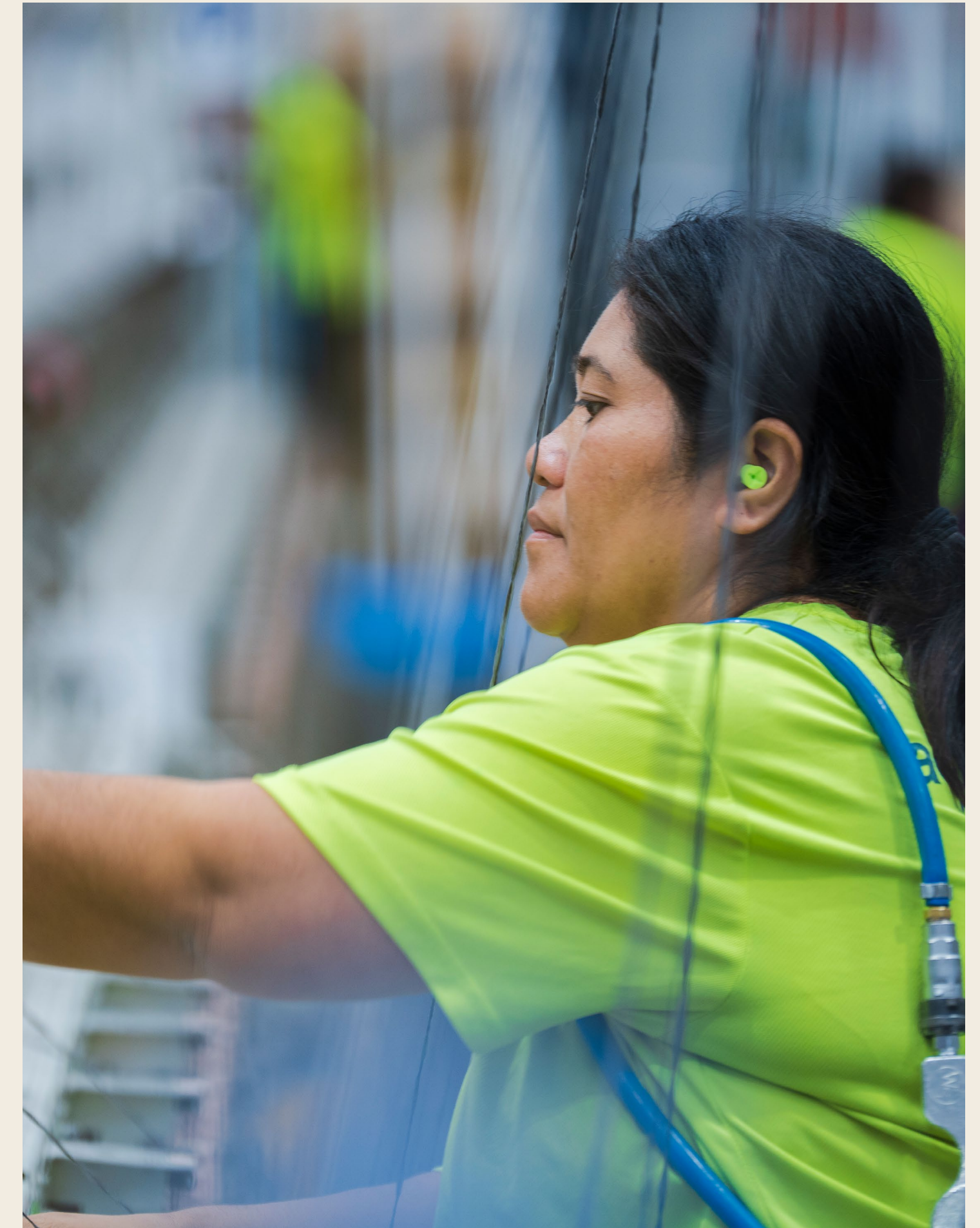
## Interface Coaching Experience

Our Interface Coaching Experience is a functionally sponsored program designed to develop strong leaders through personalized coaching and development opportunities. In 2025, we had two cohorts — one for the Americas Sales organization and another for our global Supply Chain function.

Members of each cohort receive differential investments in their personal professional development while networking and building relationships with peers.

### The TAP Program & Interface Coaching Experience provides participants with:

- Six months of unlimited virtual coaching through EZRA
- Hogan Leadership Series and 360 Assessment
- Personalized, six-month development plan
- Cohort meetings with other participants to share insights and real-life applications
- Six months of mentorship with a dedicated leadership team member (*TAP program only*)



# LEADERSHIP DEVELOPMENT PROGRAMS

“ I’m deeply grateful for this training and growth opportunity, especially learning together with all people leaders together. Through course learning, case studies in actual work, practical exercises, and sharing, I have made significant progress in my communication and employee management skills. My biggest takeaway from this training is that growth is a continuous learning process. RISE not only taught me skills but also helped me transform my management style. As a frontline manager, I no longer just assign tasks; more importantly, I support the team in completing them. In the future, I will put what I’ve learned in the training into action, integrate it into my daily work, and continuously improve my professional skills and comprehensive abilities.”

*Selina Ding, Production Supervisor (China)*

“ TAP has elevated how I lead, helping me bring clarity to complexity, translate strategy into action, and grow others while driving meaningful change across the business. It’s strengthened my ability to think and operate beyond my immediate role, positioning me to contribute at a broader, more strategic level within Interface.”

*Channing Halford,  
Program Coordinator (U.S.)*

“ The Interface Coaching Experience was a great fit for me. My coach helped me navigate key leadership topics such as managing and developing high performers, addressing team conflict, and decision-making.

I would recommend this experience to anyone who enjoys collaboration and self-development.”

*Tara Joosse,  
Regional Sales Director (Canada)*

“ Participating in the RISE program has strengthened and sharpened my management foundation in several meaningful ways. By consistently using “tell me more” in my one-on-one conversations, I’ve noticed a significant shift in engagement. That simple phrase communicates genuine curiosity and respect. As a result, team members are opening up more, sharing ideas more freely, and demonstrating increased trust. It has become a core part of how I communicate and build connection. The RISE program didn’t change my leadership style it enhanced it by giving me a practical tool to deepen trust, strengthen relationships, and lead with greater intentionality.”

*Melissa Roberts, Tufting Supervisor (U.S.)*

“ TAP has sharpened my leadership focus, enabling me to prioritize high impact work, lead cross functional teams more effectively, and deliver a user centric, globally aligned platform that supports Interface’s sustainability goals. It strengthened my role as a change agent driving digital transformation and customer engagement.”

*Dominik Lehmann, Global Digital  
Marketing Manager (Germany)*

“ The Interface Coaching Experience has been an incredibly intuitive and meaningful growth experience in my career.

It’s helped me gain a deeper understanding of my strengths and how to use them to better support others.

I’ve learned to lean into those strengths while being more intentional about understanding different perspectives and collaborating toward shared goals.”

*Naomi Roflow,  
Head of Global Product Management, Interface LVT (U.S.)*

# ON-DEMAND LEARNING

On-demand learning allows us to provide flexible, relevant learning options that reinforce our key business topics and programs, and to curate content based on learner data, industry trends, and evolving business needs, ensuring it remains relevant and impactful.

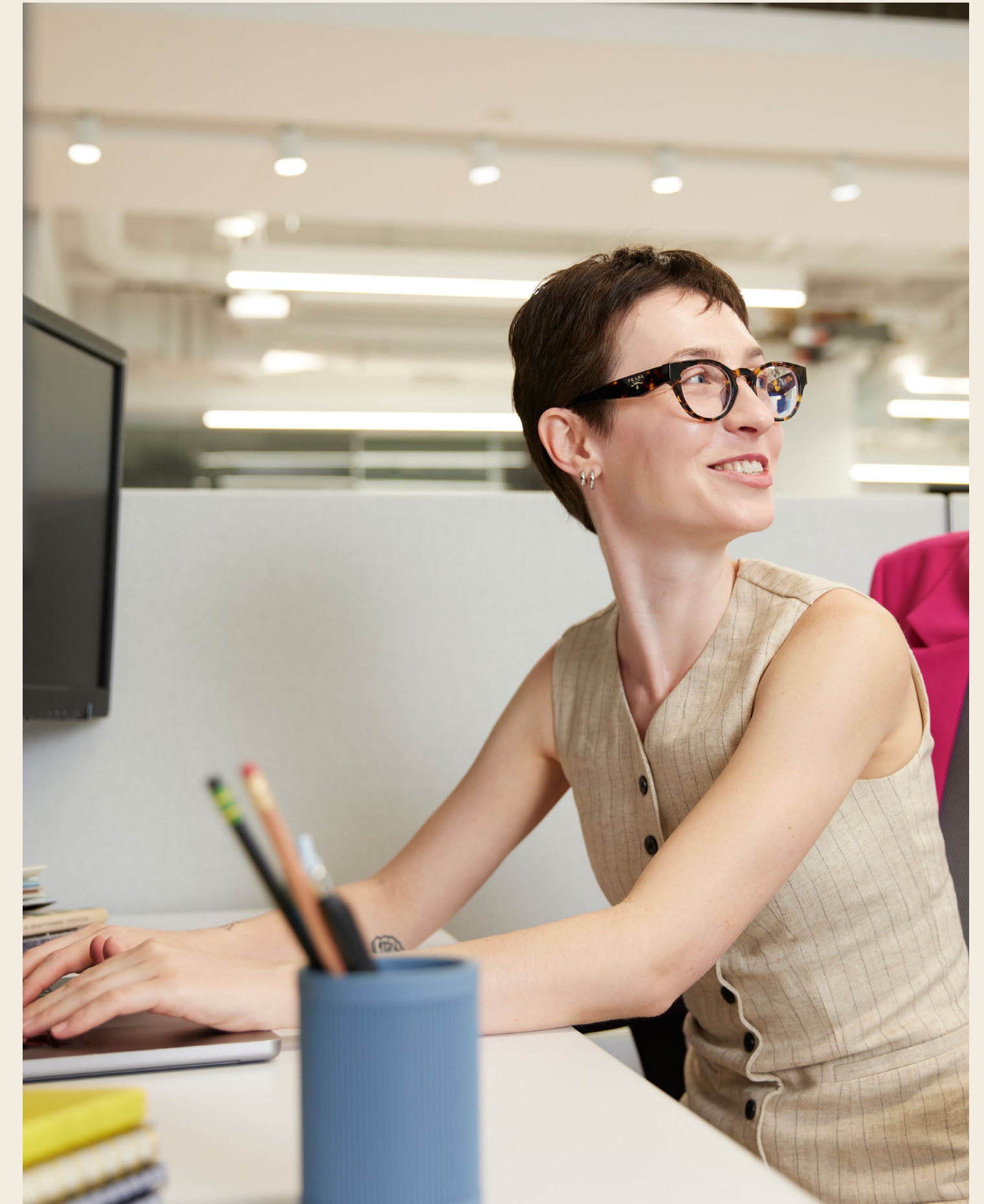
In 2025, we provided on-demand learning to all digitally enabled employees globally. In addition to open access to thousands of video courses, we provided learning paths that address specific needs identified across the organization. We offered two new experiences to cultivate an inclusive workforce and strengthen collaboration across geographies, languages, and regions: Hiring Across Generations and Connecting Across Cultures.

## Additional on-demand learning paths in 2025 included:

- Foundations of Generative AI
- Cultivating Mental Agility
- Leadership at Every Level

## All In: Sustainability Champions Program

In late 2025, we launched the All In: Sustainability Champions Program, a new global, on-demand learning experience created specifically for Interface. This program is designed to deepen sustainability knowledge across Interface and ensure that sustainability continues to guide everything we do. The program is required for all digitally enabled salaried employees and hourly non-production employees. We expect to expand this meaningful learning program to provide advanced sustainability training in the future.



# COMMITMENT TO ONGOING TRAINING

Alongside our development programs, we provide training that supports skill-building, confidence, and awareness across roles and regions. These courses help employees navigate their work with greater clarity and contribute to Interface’s long-term success in a way that reflects our values and shared purpose.

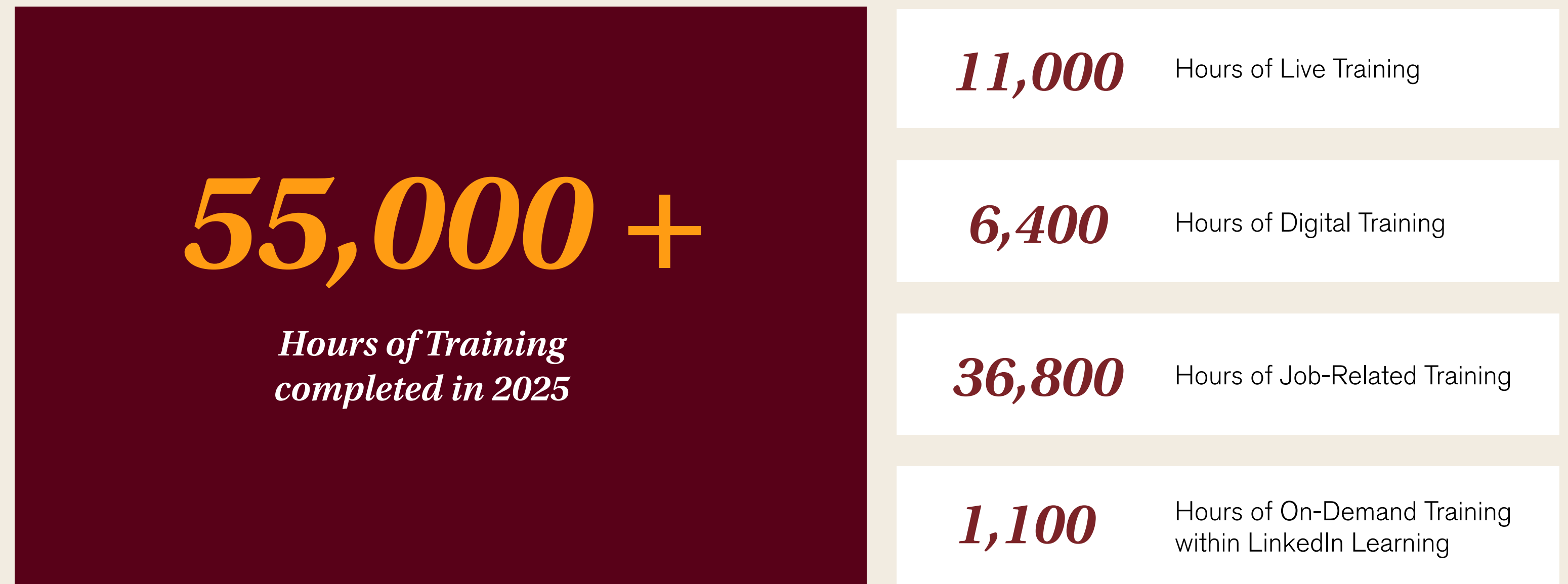
Annual Code of Conduct training is required for all digitally enabled employees globally, covering important topics that guide our employees in acting ethically, responsibly, and with purpose.

**In 2025, we provided training on the following topics:**

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

## Training Metrics

We continue to drive employee growth through new training resources with the goal of increasing average training hours per person. In 2025, we significantly increased our investment in leadership development and sustainability education. We’re also now capturing job-related training hours in our consolidated data. This includes safety and on-the-job training across our manufacturing locations. In total, our people completed more than 55,000 hours of training in 2025.



***This results in 15.4 Hours of Training Per Employee on Average.***

# EMPOWERING EMPLOYEES

**At Interface, we foster a culture of accountability through goal clarity, performance planning, and timely, actionable feedback. All digitally enabled employees are included in our performance management process, managed through Workday.**

This process supports meaningful conversations between managers and employees and helps align individual objectives with our company values and global priorities. Beyond these formal checkpoints, we encourage regular dialogue throughout the year to help employees stay focused, supported, and connected to our strategic direction.

We continue to strengthen the performance management process by prioritizing the quality of conversations; reinforcing timely, transparent feedback; and emphasizing ongoing dialogue rather than one-time evaluations. We continued to make progress toward our performance review participation goal of 100%, with 95% participation in 2025.

## myInterface: A New Intranet

In 2025, we introduced myInterface, our new digital hub designed to bring our global teams closer together and make it easier for employees to access the information they need.

Inspired by employee feedback and built in partnership with cross-functional teams, myInterface serves as a single, intuitive source of truth for company news, tools, and resources. Centralizing content into one modern platform supports greater transparency, consistency, and alignment across the organization.

myInterface blends the functionality of a global intranet with social engagement features. It provides a streamlined view of what's happening across regions and teams, with posts ranging from company updates and product news to internal job postings and messages from leadership. Employees can use the platform for peer-to-peer recognition, including "high fives," service anniversaries, promotions, and new hire introductions. By sharing these moments within myInterface, the platform helps foster connection, appreciation, and celebration across teams and regions.



# HEALTH & SAFETY

**Safety remains at the center of how we work at Interface. It's a responsibility we all share: looking out for ourselves, each other, and anyone who enters our spaces.**

We're committed to creating an environment where people feel safe, supported, and able to do their best work. Our priorities are clear and unwavering: zero safety incidents and a workplace where everyone goes home as healthy as when they arrived.

In 2025, our Total Reportable Injury Rate (TRIR) was 0.9. We achieved our goal of maintaining a TRIR of less than 1.0 as we continually strive for zero incidents.

## Policies and Procedures

Our commitment to safety begins with clear, accessible guidance that helps our people work confidently and safely. Our Code of Conduct outlines our overall expectations for every employee. This goes beyond compliance and sets out the expectation that all employees take responsibility for safety and identify potential unsafe conditions or behaviors. Each manufacturing facility also maintains policies for site-specific operational guidelines and procedures, supported by ongoing training and regular communication.

All of our manufacturing locations comply with regional and country-specific environmental, health and safety (EHS) regulations. We conduct internal inspections per our policies to ensure compliance and proactively address EHS concerns. We also maintain comprehensive emergency preparedness and response plans that define responsibilities and procedures in the event of an emergency.

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

## Safety Programs

Our industry-leading safety programs are active at all of our manufacturing locations and apply to all Interface employees, contractors and visitors on site. These programs foster a people-centered safety culture, supported by annual targets that are measured and reviewed monthly:

- We use Critical Risk Surveys to reinforce safe behaviors and habits and proactively identify unsafe conditions. Leaders conduct area walkthroughs, identifying specific hazards and assessing proper use of personal protective equipment. These surveys drive deeper communication by building competency within the workplace.

- Safety Corrections enable all employees to actively identify hazards and address issues. Any concerns can be submitted on a correction card, which triggers a work order to ensure a timely resolution.
- Safety Connections promotes a culture of safety, encouraging leaders to coach and mentor others through positive reinforcement and recognition.



# HEALTH & SAFETY

## Incident Response Plan

In the event of a safety incident, each facility follows a documented plan that outlines the appropriate actions for the incident type. Included in this plan is an investigation process that includes interviews, photos, documentation, and root cause identification. This risk-based process evaluates the severity, frequency, and potential exposure of each event to support corrective actions and prevention going forward.

## Commitment to Product Safety

We continue to work 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. And we prioritize circularity by using more recycled and bio-based materials, reducing the need for virgin raw materials and limiting impacts on the communities where they are sourced.

**0.9** = Total Reportable Injury Rate

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

**0.8** = Lost Time Injury Rate

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

### No PFAS

Our products have been free of all highly fluorinated chemicals (including PFAS) for many years. We were the first U.S. carpet manufacturer to remove PFAS coating from all standard yarn systems in 2010, and have since eliminated them from all products globally.

### 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 third-party certified for low emissions of volatile organic compounds (VOCs).

# 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.

The commitment extends to 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 Code of Conduct upholds this commitment among our employees, setting forth our expectations for ethical behavior, including our firm opposition to discrimination, harassment, child labor, and modern slavery.

We reinforce these expectations through compliance training and tailored leader training. Our Code of Conduct training course is required annually for all digitally-enabled employees. And we incorporate courses on anti-harassment and anti-discrimination, unconscious bias, combating modern slavery, and other human rights topics in our quarterly compliance training program. Our RISE leadership development program incorporates a module on civil treatment to foster inclusive, respectful workplaces by promoting fair, legally compliant behaviors and practices.

Through our Global Culture Survey, we collect employee feedback on a range of cultural and workplace topics, including questions that help us understand employee sentiment on matters related to human rights. This assessment includes questions related to fairness, respect, pride, credibility, and camaraderie, providing valuable, actionable insights into the well-being of our employees. In addition, all stakeholders are encouraged to use the Interface Ethics Hotline to report actual or suspected concerns confidentially and anonymously, including those related to human rights.

Our CEO and Executive Leadership Team lead and uphold our Human Rights Commitment, ensuring that every part of our business understands its responsibility.

## 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 37% 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.

# COMMUNITY ENGAGEMENT

Community engagement is a natural extension of our purpose-driven culture and our core value to Be Genuine & Generous. We support our local communities through volunteer flooring installations, food drives, fundraising, charitable donations, and a variety of volunteer activities that strengthen and uplift our local communities, including the following:

## Education & Opportunity Creation

- Donated funds to schools and organizations in the U.S. and Australia that support under-resourced students and prepare them for success
- Donated flooring to local schools to create more welcoming learning environments
- Engaged with 1,500+ students during West Georgia Manufacturing Day, encouraging them to explore careers in manufacturing and sustainability

## Basic Needs & Community Well-being

- Volunteered with local organizations globally to support food security, housing, and individuals in crisis
- Donated funds and resources to food banks, community stores, housing initiatives, and youth programs
- Donated and installed flooring to local organizations that support children and underserved populations

## Health & Employee Engagement

- Mobilized employees globally to support health and community causes through fundraising events and volunteer initiatives
- Raised funds and awareness for organizations focused on brain cancer research, domestic violence support, and emergency services
- Fostered employee connection through team-based community engagement efforts

## GO Foundation Partnership

Interface renewed its partnership with the Goodes O'Loughlin Foundation (GO), signing a new three year agreement to continue empowering First Nations students in Australia through education. As part of this relationship, a percentage of proceeds from our Upon Common Ground carpet tile collection will be donated to GO to fund scholarships for students.

We co-created the Upon Common Ground carpet tile collection with First Nation students. Manufactured locally in Australia, it explores the deep connection and love for Country. The design celebrates patterns, forms, and textures that trigger positive feelings of connectedness to the outdoors.



# GOVERNANCE, COMPLIANCE & ETHICS



Our strong governance structure is key to our success, and the foundation for everything we do at Interface. By operating ethically and responsibly, we are positioned to drive growth, reach our climate goals, and demonstrate our respect and care for all.



Photos captured by the following Interface employees (clockwise from top left): Ashton Brasher, Paul Adametz, and Hafid Chourak (both bottom photos).

# CORPORATE GOVERNANCE

Interface is built on a foundation of strong corporate governance, ethical behavior, and a commitment to responsible business.

This framework ensures our decisions consider all stakeholders: employees, customers, shareholders, and the environment.

At Interface, corporate governance aligns with our Core Values, reflecting a deep understanding of what it means to conduct our business ethically and responsibly. This understanding challenges us to collaborate across our value chain and create new, innovative ways of supporting our customers and people.

Our corporate governance structure strengthens the accountability of our Board of Directors and management, fostering a culture of trust and responsibility while building confidence in our company.

## Notable achievements in 2025 include:

- Introduced a new leadership development program that aligns with our business strategy, creating development opportunities for our leaders and increasing collaboration globally
- Retained a new external auditor, EY, to conduct our external financial auditing, deliver value, and build trust
- Implemented additional cybersecurity platforms that provide end-to-end data security and proactive 24/7/365 threat detection
- Enhanced our compliance training program with new modules, including sessions related to ESG and generative artificial intelligence

Learn more about the following on our [investor website](#):

[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 2026.*



“Interface has a long history of setting bold goals and surpassing them. For more than 50 years, we have continued to redefine excellence for ourselves and our industry as a purpose-driven organization. We have mapped our path to become carbon negative by 2040, and we refuse to slow down. We’re dedicated to a responsibility entrusted to us by our customers and shareholders, creating flooring solutions that deliver bold design and uncompromising performance, while advancing a best-in-class sustainability mission. That’s why we continually strengthen our product portfolio, supply chain, and operations, investing in ways to store more carbon than ever before and designing with circularity in mind. Our commitment to ethical, responsible business practices guides our decisions, ensuring every action reflects our values and supports the communities where we live and work.”

*Chris Kennedy, Chairman  
of the Board of Directors*

# BOARD OF DIRECTORS

(AS OF JUNE 2026)

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 relevant environmental, social, and governance issues.

Directors serving on the Interface Board as of June 2026 are:

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

## 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							✓	✓		✓

## COMMITTEE COMPOSITION

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

# RESPONSIBLE BUSINESS

**Responsible business is a key aspect of our commitment to operating with purpose, transparency, and respect for people and the planet.**

As a global manufacturer, we understand that our actions have real impacts on labor practices, community well-being, supply chain transparency, and environmental responsibility.

We actively work to identify, prevent, and address potential or actual adverse impacts across our operations and supply chain. We have clear policies and statements that outline how we assess risks, set objectives, and take action to uphold strong human rights and environmental standards. We believe human rights, ethical business, and environmental stewardship are fundamental to responsible business. And those beliefs are closely tied to our commitment to operate with purpose and without compromise.

## 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 and Commitments

[Code of Conduct](#)

[Anti-Bribery and Anti-Corruption Policy](#)

[Environmental Policy Statement](#)

[Human Rights Commitment](#)

[Insider Trading Policy](#)

[Supplier Code of Conduct](#)



# ETHICAL STANDARDS

We hold ourselves to the highest ethical and legal standards and make sure every employee has the tools and support to do the same. Our approach is simple: clear expectations, practical guidance, and a culture that encourages and protects speaking up.

## We maintain our ethical standards through:

- Strong policies, including our Code of Conduct, that provide clear guidelines and serve as practical resources for all employees
- Regular compliance training that reinforces our standards and serves as a reminder for all employees of our policies and expectations
- Our Ethics Hotline, which allows employees to confidentially and anonymously report suspected unethical behavior
- Our Global Culture Survey, which allows employees to share confidential feedback on their experience at Interface, including fairness, respect, and ethical behavior

## 2025 Ethics Hotline Reports

In 2025, there were 59 reports submitted to our Ethics Hotline, with 56 related to human resources issues and three related to health & safety concerns.

All reports received a formal response and investigation through our structured review process. We manage the Hotline through a formal process where our HR, Legal, and Internal Audit teams conduct an initial review of each report and then elevate issues as needed to the appropriate Executive Leadership Team member. The Chairman of our Audit Committee also has visibility into each Ethics Hotline report and monitors from a governance perspective.

## Interface Ethics Hotline

The Interface Ethics Hotline, through EthicsPoint, is a simple, risk-free way for stakeholders to confidentially and anonymously report actual or suspected unethical behavior or other concerns related to:

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

To drive awareness, we highlight the Ethics Hotline annually on our global intranet, and every quarterly compliance training course includes a dedicated reminder.

# RESPONSIBLE ADVOCACY

**Business plays an important role in building a sustainable future. This includes the responsible support of policies that align with our company values and strategic direction. We are active members of industry and trade associations that advocate for sustainable business practices, including product transparency, material safety, green building, and the circular economy.**

It is our goal to engage with trade associations that align with our strategy, particularly those related to climate and sustainability. But we know that trade associations have to balance views across their membership and might not always fully align with our positions. When this is the case, we prioritize education and engagement, and will voice our opposition or step back from participation if necessary.

## 2025 advocacy highlights include:

- Membership in RE100, which engages in policy advocacy activities to accelerate change towards zero carbon grids at scale by 2040
- Signatory of a policy advocacy letter sponsored by the We Mean Business Coalition to advocate for an ambitious EU greenhouse gas emissions reduction target of at least 90% by 2040
- Partnership with Rocky Mountain Institute (RMI), an independent nonprofit focused on advancing market-based solutions for a clean energy future, to develop measurement methodologies that support informed product development, policy, design, and investment decisions aligned with climate goals

In 2025, we did not make political contributions. Our policy advocacy is conducted through trade associations and coalitions aligned with our sustainability mission.

Our Anti-Bribery and Anti-Corruption Policy outlines our zero-tolerance expectations around improper influence and provides employees with clear guidelines and examples to prevent bribery and other corrupt practices. This policy is reinforced by mandatory biennial anti-bribery and anti-corruption compliance training for all digitally-enabled employees.

Our Supplier Code of Conduct strictly prohibits bribes, kickbacks, and similar payments to prevent conflicts of interest and requires suppliers to comply with the U.S. Foreign Corrupt Practices Act and the U.K. Bribery Act.

# COMPLIANCE TRAINING

**We believe confident, well-informed employees make better decisions. That's why we make sure our employees have the knowledge and tools to operate in compliance with company policies and guidelines.**

Our compliance training program prioritizes our digitally-enabled employees (approximately 55% of our global employee population) since they are most likely to encounter risks related to corruption, data privacy, cybersecurity, and other concerns. Each year, we build on our program to reflect evolving technologies, new requirements, and real-world scenarios.

## **In 2025, Interface's mandatory compliance training included:**

- Code of Conduct (required annually)
- Anti-Bribery & Anti-Corruption
- Responsible Use of Generative AI
- Conflicts of Interest

In addition to our quarterly compliance modules, employees also completed a separate Cybersecurity course focused on data privacy, confidentiality, and information security protocols. This course was mandatory for all digitally-enabled employees and hourly production employees globally. We also conducted Anti-Harassment and Anti-Discrimination training for all new hires in the U.S., as well as all current employees in required states, per applicable state law.

**In 2025, employees completed more than *5,700* hours of compliance training.**



# RISK MANAGEMENT

**Our Enterprise Risk Management (ERM) program serves as the foundation for our robust risk management practice.**

Aligned with the Committee of Sponsoring Organizations of the Treadway Commission (COSO) framework, our ERM program helps us identify, assess, address, monitor, and report on the most significant risks across our operations.

A dedicated Risk Committee, comprised of executive officers and senior managers, oversees our ERM program, 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. The Risk Committee meets quarterly to monitor identified risks and their mitigation strategies and to discuss emerging risks. The Risk Committee reports to the Audit Committee quarterly or as significant matters arise.

An annual cross-functional survey, conducted by the Risk Committee, gathers insights from our top global leaders and the Board to inform our ERM approach and to evaluate the likelihood and impact of potential risks, including emerging risks.

In 2025, we reviewed and validated the findings of the double materiality assessment we conducted in 2024. The assessment is designed to determine and prioritize the positive and negative material impacts of our business and across our full value chain. These findings help to inform our ongoing ERM approach; however, our ERM process remains the company's primary structure for identifying, prioritizing, and managing enterprise level risks.



# RESPONSIBLE SOURCING

Effective supply chain due diligence is essential to our commercial success and a key element in responsible business.

## Supplier Code of Conduct

The Interface Supplier Code of Conduct sets forth our expectation that suppliers comply with all relevant laws and 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 employment practices, including modern slavery and conflicts of interest.

All new suppliers must agree to comply with our Supplier Code of Conduct and we incorporate the Code in existing contracts as they come up for renewal.

## Supplier Segmentation

Interface has established a supplier segmentation program to prioritize risk management and engagement with our most significant raw material and product suppliers. The supplier segmentation program applies to approximately 180 global suppliers representing approximately 62% of our total procurement spend. These suppliers are classified into three categories based on business significance, spend level and engagement, with category 1 representing our most critical raw materials and products, category 2 representing important raw materials that aren't business critical, and category 3 representing raw materials of low strategic importance.

## Supplier Assessment & Screening

At Interface we have a multi-faceted approach to supplier engagement and assessment.

### Supplier Business Reviews

We conduct regular business reviews with all category 1 and the majority of category 2 suppliers. These reviews cover critical factors including business performance, product quality, service performance, and environmental, social, and governance issues.

In addition to addressing key performance and compliance topics, our business reviews serve as an opportunity to engage our suppliers on our sustainability strategy and identify opportunities to collaborate on key initiatives, particularly those related to climate and circularity.

### Supplier Audits

We also conduct periodic on-site supplier audits with suppliers across all three categories, focusing on those at higher risk of performance, environmental, or human rights concerns.

In 2025 we conducted 15 audits. We identified and communicated areas for improvement through these audits. There were no concerns requiring a corrective action plan. If a supplier fails to comply or there are major concerns, we will create a corrective action plan tailored for that supplier.

If problems persist, or if there is serious non-compliance, Interface may terminate the business relationship.

## Supplier Scorecard

Our supplier scorecard is used to assess critical business factors and identify risks among our category 1 suppliers. The scorecard currently evaluates key business success factors, including on-time delivery and quality, as well as environmental performance, particularly climate-related performance. We plan to expand the scorecard program with a broader group of suppliers and with additional criteria as we continue to develop a robust supply chain due diligence program.

In addition to the supplier scorecard, we're developing a separate supply risk assessment across our major raw material categories to better identify and manage risks among our most significant suppliers.

# CYBERSECURITY & DATA PRIVACY

Strong cybersecurity and data privacy are key to protecting our information, systems, and operations. Our robust cybersecurity platform includes email security, identity security, AI-based risk management and detection, and vulnerability management.

In 2025, we focused on using smarter systems and implementing stronger governance. We're committed to diligently monitoring risks and providing education on new and evolving cyber threats to keep our employees active and aware in a rapidly evolving landscape.

More information about our Cybersecurity program can be found in our latest [Annual Report](#).

## Security Assessments

- Completed an external penetration test in early 2025 with no critical or high-risk findings; remaining items were remediated
- Scheduled an internal penetration test for 2026 as part of our ongoing assessment cycle

## Data Security & Governance

- Introduced enhanced data classification and behavior monitoring to identify sensitive information, reduce unnecessary data retention, and detect unusual access patterns
- Aligned our systems globally around a data-retention program to minimize exposure by archiving or disposing of outdated information in line with best practices and legal requirements

## Security Operations & Threat Detection

- Implemented an agentic AI-driven security operations platform that enables proactive 24/7/365 threat detection
- Automated threat remediation to contain suspicious activity faster and reduce manual workload for internal teams

## Email Security & Phishing Awareness

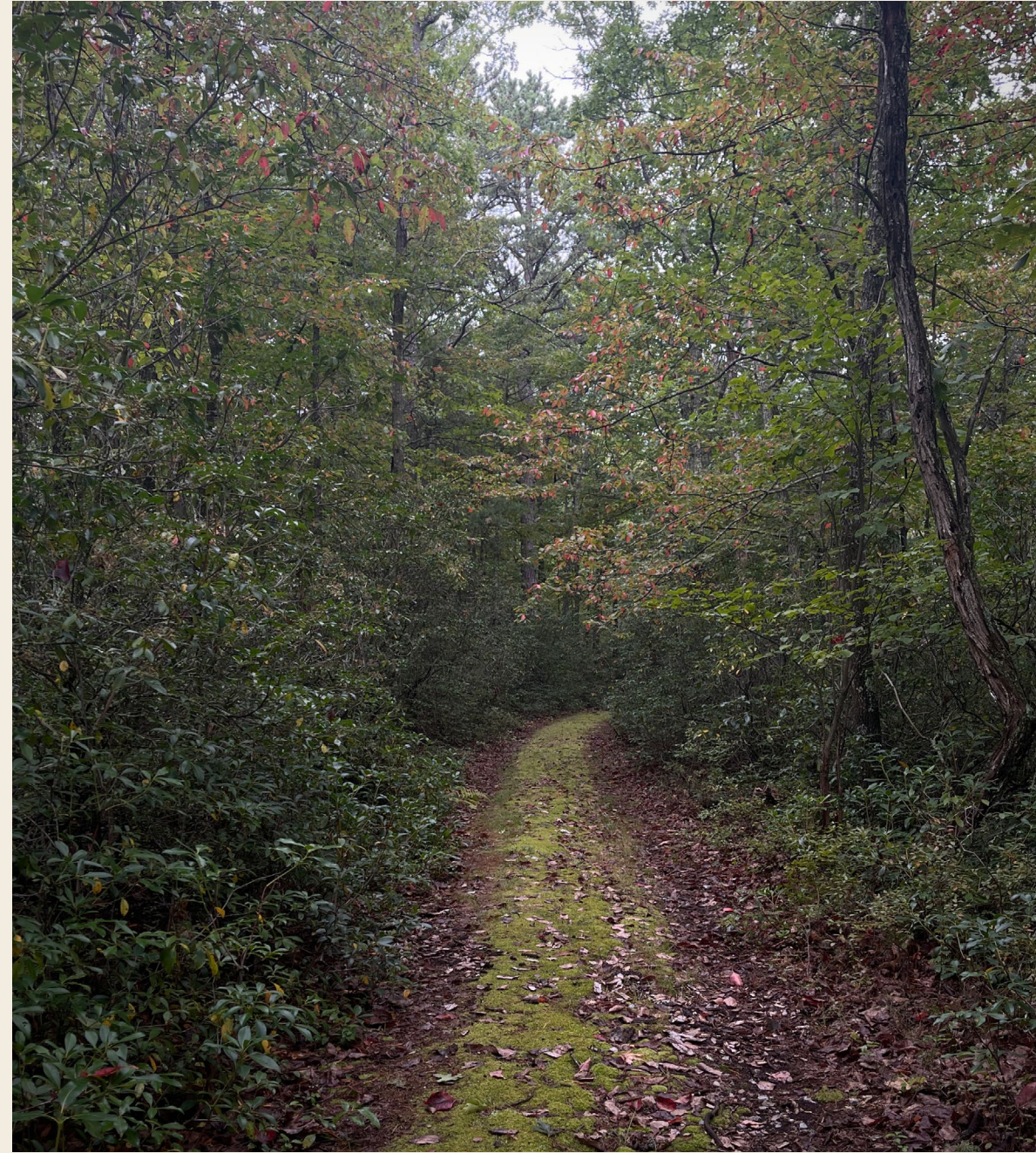
- Deployed monthly phishing simulations with realistic scenarios and raised internal benchmarks to align with organizations using advanced controls
- Emphasized a multi-layered defense model, recognizing that user clicks are inevitable but can be mitigated by robust detection and response systems

## Identity Security & MFA Expansion

- Maintained full multi-factor authentication (MFA) for digitally-enabled employees globally and expanded coverage for our manufacturing population accessing critical operational systems
- Piloted secure web access controls to help prevent unintended sharing of sensitive information with external AI tools and other high-risk sites

# APPENDIX

- Cautionary Statements
- Key Environmental Metrics
- Key Social Metrics
- 2025 GRI Index
- 2025 SASB Index
- 2025 TCFD Index



Photos captured by the following Interface employees (clockwise from top left): Lauren Winebrenner, Ashton Brasher, Madeleine Gohr, and Margie Heard.

# 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 28, 2025, filed with the SEC, which discussion is hereby incorporated by reference.

Forward-looking statements speak only as of the date made. The Company assumes no responsibility to update or revise forward-looking statements and cautions readers not to place undue reliance on any such statements. Unless another date is indicated, this report is dated as of June 16, 2026, 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 METRICS

Environmental Metrics	2019	2020	2021	2022	2023	2024	2025
<b>GHG Emissions</b>							
Scope 1 Emissions (MT CO <sub>2</sub> e), gross	N/A	N/A	N/A	14,051	13,439	13,539	13,578
Scope 1 Emissions (MT CO <sub>2</sub> e), net of certificates	6,782	5,383	5,923	4,968	4,935	4,777	5,194
Scope 2 Location-Based Emissions (MT CO <sub>2</sub> e)	39,820	35,310	33,839	32,807	31,078	31,106	30,443
Scope 2 Market-Based Emissions (MT CO <sub>2</sub> e)	8,333	7,673	8,178	6,238	5,843	5,962	5,773
Scope 3 Emissions - all Categories (MT CO <sub>2</sub> e), excluding biogenic CO <sub>2</sub> e	N/A	N/A	N/A	475,347	425,891	401,499	424,190
Scope 3 Emissions - all Categories (MT CO <sub>2</sub> e), including biogenic CO <sub>2</sub> e	620,620	485,755	472,760	451,603	397,089	382,103	393,050
<b>Net GHG Emissions (Scope 1, net of certificates + Scope 2 Market-Based)</b>							
Net GHG Emissions (MT CO <sub>2</sub> e)	15,115	13,056	14,101	11,206	10,778	10,739	10,967
Net GHG Emissions Intensity per \$ Revenue (MT CO <sub>2</sub> e / Net Sales USD)	0.000011	0.000012	0.000012	0.000009	0.000009	0.000008	0.000008
Net GHG Emissions Intensity per Employee (MT CO <sub>2</sub> e / Employee)	3.7	3.5	3.9	3.1	3.0	3.0	3.1
<b>Manufacturing Net GHG Emissions (Scope 1, net of certificates + Scope 2 Market-Based)</b>							
Net GHG Emissions in Manufacturing Operations (MT CO <sub>2</sub> e)	7,961	7,075	7,374	6,355	5,975	5,960	6,111
Net GHG Emissions Intensity in Manufacturing per unit of production (MT CO <sub>2</sub> e / sqm of production)	0.00018	0.00021	0.00020	0.00017	0.00018	0.00017	0.00017
<b>Product Carbon Footprint (cradle-to-gate per sqm based on sales-weighted averages)</b>							
Carpet Carbon Footprint (Avg kg CO <sub>2</sub> e per sqm)	5.2	4.8	4.8	4.2	3.7	3.4	3.1
LVT and Other Resilient Carbon Footprint (Avg kg CO <sub>2</sub> e per sqm)	12.5	8.7	9.1	9.1	8.9	6.7	6.8
Rubber Carbon Footprint (Avg kg CO <sub>2</sub> e per sqm) <sup>1</sup>	10.8	9.3	8.9	8.9	8.6	8.5	8.2
<b>Materials</b>							
Recycled/Bio-based/Captured Carbon Materials % in Flooring Products	46%	48%	50%	52%	51%	52%	51%
<b>Water</b>							
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	1.43
Total Water Withdrawal in Manufacturing Operations (megaliters)	56	43	53	58	50	56	50
Total Water Discharge in Manufacturing Operations (megaliters)	N/A	N/A	43	45	41	46	37
Total Water Consumption in Manufacturing Operations (megaliters)	N/A	N/A	11	12	9	11	13

<sup>1</sup>Rubber carbon footprint for 2023 has been restated.  
N/A = Not available

# KEY ENVIRONMENTAL METRICS

Environmental Metrics	2019	2020	2021	2022	2023	2024	2025
<b>Energy - Total Company</b>							
<b>Total Energy Use (MWh)<sup>1</sup></b>	181,381	155,689	170,756	162,613	154,281	161,919	161,220
Non-Renewable Energy Use (MWh)	64,197	55,050	58,700	47,483	45,976	48,017	46,847
Renewable Energy Use (MWh)	117,184	100,639	112,056	115,130	108,306	113,902	114,373
<b>Energy Use by Type (MWh)</b>							
Fuel Consumed	74,653	57,880	67,003	66,510	63,626	67,276	64,853
Electricity Consumed	76,803	70,923	75,000	72,763	68,690	71,529	74,064
Heat Consumed	4,662	4,655	4,723	2,904	2,805	2,459	2,424
Steam Consumed	21,694	19,254	21,370	18,218	16,994	18,186	16,998
Cooling Consumed	3,553	2,917	2,643	2,211	2,162	2,178	2,502
Self-generated Renewable Energy Consumed	16	60	17	7	4	291	381
<b>Energy - Manufacturing Operations</b>							
Energy Use (MWh) in Manufacturing Operations	155,478	134,015	147,431	145,543	137,373	143,206	143,882
Energy Intensity of Carpet Manufacturing Operations (kWh / sqm of production)	2.61	3.04	3.10	3.04	3.33	3.40	3.38
Energy Intensity of Rubber Manufacturing Operations (kWh / sqm of production)	8.50	8.38	8.49	8.00	8.20	8.71	7.66
Renewable Energy % in Manufacturing Operations (thermal energy and electricity)	75%	75%	76%	79%	79%	80%	79%
Renewable Thermal Energy % in Manufacturing Operations	56%	53%	57%	61%	61%	62%	61%
Renewable Electricity % in Manufacturing Operations	100%	100%	100%	100%	100%	100%	100%
<b>Waste</b>							
Total Waste from Manufacturing Operations (MT) <sup>2</sup>	19,182	15,187	18,494	19,209	16,911	15,383	17,613
Total Non-Hazardous Waste (MT)	19,182	15,187	18,494	19,209	16,791	15,126	17,514
Waste to Landfill (MT)	751	822	869	1,890	1,068	1,229	3,653
Waste-to-Energy (MT)	7,012	6,312	7,838	7,460	4,978	4,875	4,399
Waste Recycled (MT)	11,419	8,053	9,787	9,859	10,745	9,022	9,462
Total Hazardous Waste (MT)	N/A	N/A	N/A	N/A	120	257	99
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	0.0005
Waste Intensity from Manufacturing Operations per \$ Revenue (MT / Net Sales USD)	0.000014	0.000014	0.000015	0.000015	0.000013	0.000012	0.000013

<sup>1</sup>Energy Use in 2024 has been updated to include energy related to hybrid company vehicles.

<sup>2</sup>Total waste does not include Hazardous Waste in 2019-2022 as we were not consolidating data at that time. Historical waste intensity data has been revised to include Recycled Waste in Total Waste.

N/A = Not available

# KEY SOCIAL METRICS

Social Metrics								
Employee Data	2019	2020	2021	2022	2023	2024	2025	
Employee Count	4,110	3,742	3,646	3,671	3,619	3,636	3,570	
Safety TRIR <sup>1</sup>	1.0	0.7	1.0	0.7	0.9	1.0	0.9	
Safety LTIR <sup>2</sup>	N/A	N/A	N/A	N/A	0.4	0.8	0.8	
Average Hours of Training per Employee <sup>3</sup>	N/A	N/A	1.9	2.3	3.4	3.6	15.4	
Gender Pay Equity <sup>4</sup>	N/A	N/A	N/A	95%	94%	99%	99%	
Turnover %	N/A	N/A	N/A	21%	15%	12%	12%	
Voluntary Turnover %	N/A	N/A	N/A	N/A	N/A	N/A	9%	
Involuntary Turnover %	N/A	N/A	N/A	N/A	N/A	N/A	3%	

2025 Gender Breakdown	% Male	% Female	% Undeclared
Total Employees	59%	41%	0%
VP & Above	67%	33%	0%
Manager & Above	62%	38%	0%
Non-Management	59%	41%	0%
Board of Directors (as of June 2026)	70%	30%	0%

2025 U.S. Ethnicity Breakdown <sup>5</sup>	% White, Non-Hispanic	% Black or African American	% Hispanic or Latino	% Asian	% Native Hawaiian or Other Pacific Islander	% American Indian or Alaska Native	% Other
Total	46%	49%	2%	1%	0%	0%	2%
Manager & Above	83%	13%	1%	1%	0%	0%	2%
Non-Management	39%	56%	2%	1%	0%	0%	2%

<sup>1</sup>Total Reportable Injury Rate (TRIR) = (Total Reportable Injuries (TRI) \* 200,000) / Total Hours Worked

<sup>2</sup>Lost Time Injury Rate (LTIR) = (Total Lost Time Injuries (LTI) \* 200,000) / Total Hours Worked

<sup>3</sup>2025 Average hours of training per employee are not comparable to prior years because training hours now include job-related training

<sup>4</sup>Average compensation of females to males

<sup>5</sup>Manager & Above represents Executives, Senior Officials & Managers, and First/Mid Officials and Managers, aligned with EEO classifications

N/A = Not Available

# 2025 GLOBAL REPORTING INITIATIVE (GRI) INDEX

Interface, Inc., has reported the information cited in this GRI content index for the period of January 1, 2025-December 31, 2025, with reference to the GRI standards. Board composition is based on our 2025 Board of Directors.

GRI Standard	Disclosure	Response
GRI 2: General Disclosures 2021	2-1 Organizational details	<a href="#">2025 Annual Report, Item 1: Business, Page 3</a>
	2-2 Entities included in the organization's sustainability reporting	<a href="#">2025 Annual Report, Item 1: Business, Page 3</a>
	2-3 Reporting period, frequency and contact point	The reporting period for this information is January 1, 2025 - December 31, 2025. The information will be published annually. Any questions can be directed to <a href="mailto:investor@interface.com">investor@interface.com</a> .
	2-4 Restatements of information	There are no restatements of information.
	2-5 External assurance	This report has not been externally assured, however, GHG emissions data in this report has been third-party verified. <a href="#">GHG Inventory Verification</a>
	2-6 Activities, value chain and other business relationships	<a href="#">2025 Annual Report, Item 1: Business, Pages 3-6</a>
	2-7 Employees	<a href="#">2025 Annual Report, Item 1: Business, Page 10</a>
	2-8 Workers who are not employees	<a href="#">2025 Annual Report, Item 1: Business, Page 10</a>
	2-9 Governance structure and composition	<a href="#">2026 Proxy Statement; Pages 14-19</a>
	2-10 Nomination and selection of the highest governance body	<a href="#">2026 Proxy Statement; Pages 14-19</a>
	2-11 Chair of the highest governance body	<a href="#">Board of Directors</a>
	2-12 Role of the highest governance body in overseeing the management of impacts	<a href="#">Introduction: ESG Oversight</a>
	2-13 Delegation of responsibility for managing impacts	<a href="#">Introduction: ESG Oversight</a>
	2-14 Role of the highest governance body in sustainability reporting	<a href="#">Introduction: ESG Oversight</a>
	2-15 Conflicts of interest	<a href="#">Code of Conduct</a>
	2-16 Communication of critical concerns	<a href="#">Governance, Compliance &amp; Ethics: Ethical Standards</a>
	2-17 Collective knowledge of the highest governance body	<a href="#">Corporate Governance Guidelines</a> <a href="#">2026 Proxy Statement</a>
	2-18 Evaluation of the performance of the highest governance body	<a href="#">Corporate Governance Guidelines</a> <a href="#">2026 Proxy Statement</a>
	2-19 Remuneration policies	<a href="#">2026 Proxy Statement</a> <a href="#">Compensation &amp; Talent Development Committee Charter</a>
	2-20 Process to determine remuneration	<a href="#">2026 Proxy Statement</a> <a href="#">Compensation &amp; Talent Development Committee Charter</a>
	2-21 Annual total compensation ratio	<a href="#">2026 Proxy Statement</a>

GRI Standard	Disclosure	Response
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	<a href="#">Introduction: Alignment with UN SDGs</a>
	2-23 Policy commitments	<a href="#">Governance Documents</a>
	2-24 Embedding policy commitments	<a href="#">Code of Conduct</a>
	2-25 Processes to remediate negative impacts	<a href="#">Governance, Compliance &amp; Ethics: Ethical Standards</a> <a href="#">Governance, Compliance &amp; Ethics: Responsible Business</a>
	2-26 Mechanisms for seeking advice and raising concerns	<a href="#">Governance, Compliance &amp; Ethics: Ethical Standards</a> <a href="#">Governance, Compliance &amp; Ethics: Responsible Business</a>
	2-27 Compliance with laws and regulations	<a href="#">2025 Annual Report, Item 1: Business, Page 9</a>
	2-28 Membership associations	<p><a href="#">Sustainable Business / Environmental Organizations</a></p> <p>American Center for Life Cycle Assessment            Building Transparency            Carpet America Recovery Effort (CARE)            Cradle to Cradle Community            DGNB (German Sustainable Building Council)            Dutch Green Building Council            Green Building Council of Australia            Living Future            Materials &amp; Embodied Carbon Leaders Alliance (MECLA)            Ray C. Anderson Foundation            Scope 3 Peer Group            UK Green Building Council            Valdelia            B.A.U.M. e.V.            Conscious Capitalism            Ecobau            European Carpet and Rug Association (ECRA)            FutureUp (former MVO Nederland)            Green Building Alliance            mindfulMaterials            Nature and Biodiversity Peer Group            NSF/ANSI-140 Joint Committee            Project Positive            Resiloop            Stiftung Allianz für Entwicklung und Klima            Urban Land Institute (ULI)</p> <p><a href="#">Architecture &amp; Design Organizations</a></p> <p>International Interior Design Association (IIDA)            American Institute for Architects (AIA)            American Society of Interior Designers (ASID)            Built Environment (BE+)            International Facility Management Association (IFMA)</p> <p><a href="#">Product Organizations</a></p> <p>Australian Resilient Flooring            European Carpet and Rug Association (ECRA)            European Resilient Flooring Manufacturer's Institute (ERFMI)            Resilient Floor Covering Institute (RFCI)            American Society for Testing and Materials (ASTM)            Carpet and Rug Institute (CRI) Carpet Institute            Circular Rubber Platform            GUT-PRODIS            Institute for Supply Management (ISM)            Modint            Vinyl Business and Sustainability Council            Vinyl Council Australia            Wirtschaftsverband der deutschen Kautschuk-Industrie (WDK)</p> <p><a href="#">Market Segment Organizations</a></p> <p>International Institute for Sustainable Laboratories (I2SL) Labs to Zero            American Institute of Architects/Committee of Architects in Education (AIA/CAE)            Association for Learning Environments (A4LE)            Association of School Business Officials (ASBO)            Center for Advanced Design Research and Evaluation (Coalition for Advanced Understanding of School Environments)            Coalition for Adequate School Housing (CASH)            Council of Education Facility Planners International (CEFPI)            EdMarket            National Association of Independent Schools (NAIS)            American Society for Healthcare Engineering (ASHE)            Center for Health Design (CHD)            Nursing Institute for Healthcare Design            Association of Medical Facility Professionals (AMFP) (multiple)</p>

GRI Standard	Disclosure	Response
GRI 2: General Disclosures 2021	2-29 Approach to stakeholder engagement	Interface appreciates the importance of stakeholder collaboration. 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	<a href="#">Social &amp; Community Impact: Commitment to Human Rights</a>
GRI 3: Material Topics 2021	3-1 Process to determine material topics	<a href="#">Introduction: Materiality Assessment</a>
	3-2 List of material topics	<a href="#">Introduction: Materiality Assessment</a>
	3-3 Management of material topics	<a href="#">Introduction: Materiality Assessment</a>
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse	<a href="#">Environmental Stewardship: Biodiversity</a>
	101-2 Management of biodiversity impacts	<a href="#">Environmental Stewardship: Biodiversity</a>
	101-3 Access and benefit-sharing	<a href="#">Environmental Stewardship: Biodiversity</a>
	101-4 Identification of biodiversity impacts	<a href="#">Environmental Stewardship: Biodiversity</a>
	101-5 Locations with biodiversity impacts	<a href="#">Environmental Stewardship: Biodiversity</a>
	101-6 Direct drivers of biodiversity loss	<a href="#">Environmental Stewardship: Biodiversity</a>
	101-7 Changes to the state of biodiversity	<a href="#">Environmental Stewardship: Biodiversity</a>
	101-8 Ecosystem services	<a href="#">Environmental Stewardship: Biodiversity</a>
GRI 102: Climate Change 2025	102-1 Transition plan for climate change mitigation	<a href="#">CDP Climate Change 2025</a>
	102-2 Climate change adaptation plan	<a href="#">CDP Climate Change 2025</a>
	102-3 Just transition	<a href="#">CDP Climate Change 2025</a>
	102-4 GHG emissions reduction targets and progress	<a href="#">Environmental Stewardship: Environmental Goals and Progress</a>
	102-5 Scope 1 GHG emissions	<a href="#">Environmental Stewardship: Climate Commitments</a> <a href="#">Appendix: Key Environmental Metrics</a>
	102-6 Scope 2 GHG emissions	<a href="#">Environmental Stewardship: Climate Commitments</a> <a href="#">Appendix: Key Environmental Metrics</a>
	102-7 Scope 3 GHG emissions	<a href="#">Environmental Stewardship: Climate Commitments</a> <a href="#">Appendix: Key Environmental Metrics</a>
	102-8 GHG emissions intensity	<a href="#">Appendix: Key Environmental Metrics</a>
	102-9 GHG removals in the value chain	Interface does not use GHG removals in its value chain and does not use GHG removals as part of its climate strategy.
	102-10 Carbon credits	Interface does not use carbon credits as part of its climate strategy.
GRI 103: Energy 2025	103-1 Energy policies and commitments	<a href="#">Environmental Stewardship: Energy Efficiency &amp; Renewable Energy</a> <a href="#">Environmental Policy Statement</a>
	103-2 Energy consumption and self-generation within the organization	<a href="#">Appendix: Key Environmental Metrics</a>
	103-3 Upstream and downstream energy consumption	Interface does not currently report on this.
	103-4 Energy intensity	<a href="#">Appendix: Key Environmental Metrics</a>

GRI Standard	Disclosure	Response
GRI 103: Energy 2025	103-5 Reduction in energy consumption	<a href="#">Environmental Stewardship: Energy Efficiency &amp; Renewable Energy</a> <a href="#">Appendix: Key Environmental Metrics</a>
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	<a href="#">2025 Annual Report</a>
	201-2 Financial implications and other risks and opportunities due to climate change	<a href="#">Introduction: Climate Risk Assessment</a> <a href="#">CDP Climate Change 2025</a>
	201-3 Defined benefit plan obligations and other retirement plans	<a href="#">2025 Annual Report</a>
	201-4 Financial assistance received from government	<a href="#">2025 Annual Report</a>
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	<a href="#">2025 Annual Report; Item 1A: Risk Factors; Pages 13-21</a> <a href="#">2025 Annual Report; Item 7: Management's Discussion and Analysis of Financial Condition and Results of Operations; Pages 31-45</a>
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	<a href="#">Code of Conduct</a> <a href="#">Supplier Code of Conduct</a>
	205-2 Communication and training about anti-corruption policies and procedures	<a href="#">Governance, Compliance &amp; Ethics: Compliance Training</a> <a href="#">Anti-Bribery and Anti-Corruption Policy</a> <a href="#">Code of Conduct</a> <a href="#">Supplier Code of Conduct</a>
	205-3 Confirmed incidents of corruption and actions taken	Interface had no confirmed material instances of corruption in 2025.
GRI 205: Anti-corruption 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 2025.
GRI 207: Tax 2019	207-1 Approach to tax	<a href="#">2025 Annual Report</a>
	207-2 Tax governance, control, and risk management	<a href="#">Corporate Governance Guidelines</a> <a href="#">Governance, Compliance &amp; Ethics: Risk Management</a>
	207-3 Stakeholder engagement and management of concerns related to tax	<a href="#">Corporate Governance Guidelines</a> <a href="#">Governance, Compliance &amp; Ethics: Risk Management</a>
	207-4 Country-by-country reporting	Interface does not report on taxes country-by-country. However, we do provide a breakdown of U.S. versus Foreign operations. <a href="#">2025 Annual Report</a>
GRI 301: Materials 2016	301-1 Materials used by weight or volume	<a href="#">Environmental Product Declarations</a>
	301-2 Recycled input materials used	<a href="#">Environmental Stewardship: Material Innovation</a> <a href="#">Environmental Product Declarations</a>
	301-3 Reclaimed products and their packaging materials	<a href="#">Environmental Stewardship: Circular Economy</a>

GRI Standard	Disclosure	Response
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Interface does not currently report on this information.
	303-2 Management of water discharge-related impacts	<a href="#">Environmental Stewardship: Water Management</a>
	303-3 Water withdrawal	<a href="#">Appendix: Key Environmental Metrics</a>
	303-4 Water discharge	<a href="#">Appendix: Key Environmental Metrics</a>
	303-5 Water consumption	<a href="#">Appendix: Key Environmental Metrics</a>
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	<a href="#">Appendix: Key Environmental Metrics</a> <a href="#">Environmental Stewardship: Waste Management</a>
	306-2 Management of significant waste-related impacts	<a href="#">Environmental Stewardship: Waste Management</a>
	306-3 Waste generated	<a href="#">Appendix: Key Environmental Metrics</a> <a href="#">Environmental Stewardship: Waste Management</a>
	306-4 Waste diverted from disposal	<a href="#">Appendix: Key Environmental Metrics</a> <a href="#">Environmental Stewardship: Waste Management</a> <a href="#">Environmental Stewardship: Circular Economy</a>
	306-5 Waste directed to disposal	<a href="#">Appendix: Key Environmental Metrics</a> <a href="#">Environmental Stewardship: Waste Management</a>
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	<a href="#">Environmental Stewardship: Supply Chain &amp; Suppliers</a> <a href="#">Governance, Compliance &amp; Ethics: Responsible Business</a>
	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	2025 New employee hires: 366 2025 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. <a href="#">Social &amp; Community Impact: Employee Benefits &amp; Support</a>
	401-3 Parental leave	Employee benefits vary by country of employment. Interface does not currently report on this information comprehensively. <a href="#">Social &amp; Community Impact: Employee Benefits &amp; Support</a>
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Interface does not currently report on this information.
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	<a href="#">Social &amp; Community Impact: Health &amp; Safety</a>
	403-2 Hazard identification, risk assessment, and incident investigation	<a href="#">Social &amp; Community Impact: Health &amp; Safety</a>
	403-3 Occupational health services	<a href="#">Social &amp; Community Impact: Health &amp; Safety</a> <a href="#">Social &amp; Community Impact: Employee Benefits &amp; Support</a>
	403-4 Worker participation, consultation, and communication on occupational health and safety	<a href="#">Social &amp; Community Impact: Health &amp; Safety</a> <a href="#">Social &amp; Community Impact: Purpose-Driven Culture</a> <a href="#">Code of Conduct</a>
	403-5 Worker training on occupational health and safety	<a href="#">Social &amp; Community Impact: Health &amp; Safety</a>

GRI Standard	Disclosure	Response
GRI 403: Occupational Health and Safety 2018	403-6 Promotion of worker health	<a href="#">Social &amp; Community Impact: Health &amp; Safety Code of Conduct</a>
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<a href="#">Social &amp; Community Impact: Health &amp; Safety Code of Conduct</a>
	403-8 Workers covered by an occupational health and safety management system	The health and safety management systems at our carpet manufacturing operations in Europe, Australia and China are ISO 45001 certified. <a href="#">Social &amp; Community Impact: Health &amp; Safety</a>
	403-9 Work-related injuries	<a href="#">Social &amp; Community Impact: Health &amp; Safety</a>
	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	<a href="#">Social &amp; Community Impact: Learning &amp; Talent Development</a>
	404-2 Programs for upgrading employee skills and transition assistance programs	<a href="#">Social &amp; Community Impact: Learning &amp; Talent Development</a>
	404-3 Percentage of employees receiving regular performance and career development reviews	<a href="#">Social &amp; Community Impact: Empowering Employees</a>
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	<a href="#">Social &amp; Community Impact: 2025 Employee Data Appendix: Key Social Metrics</a>
	405-2 Ratio of basic salary and remuneration of women to men	<a href="#">Social &amp; Community Impact: 2025 Employee Data Appendix: Key Social Metrics</a>
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 these to be at risk in our operations and suppliers.
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 2025.
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	<a href="#">Social &amp; Community Impact: Community Engagement</a>
	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	<a href="#">Governance, Compliance, &amp; Ethics: Responsible Business</a>
	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 2025.
GRI 415: Public Policy 2016	415-1 Political contributions	Interface did not use corporate funds to make any political contributions in 2025.
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	We share data on the health and safety impacts of our processes and products. We provide Health Product Declarations (HPDs) for all standard carpet tile and LVT products and certain standard rubber products. <a href="#">Health Product Declarations</a> <a href="#">Environmental Stewardship: Commitment to Transparency</a>

GRI Standard	Disclosure	Response
GRI 416: Customer Health and Safety 2016	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 2025.
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	<a href="#">Environmental Stewardship: Commitment to Transparency</a>
	417-2 Incidents of non-compliance concerning product and service information and labeling	Interface did not experience any material incidents of noncompliance concerning product and service information and labeling in 2025.
	417-3 Incidents of non-compliance concerning marketing communications	Interface did not experience any material incidents of noncompliance concerning marketing communications in 2025.
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 data breaches, including those related to confidential or protected data, personal information or customer data in 2025.

# 2025 SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) INDEX

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

Topic	Accounting Metric	Code	Response	Verified
<b>Energy Management in Manufacturing</b>	1. Total Energy Consumed	CG-BF-130a.1	517,973 GJ of energy in manufacturing in 2025	Third-party verified by WAP Sustainability
	2. Percentage grid electricity	CG-BF-130a.1	48% of energy use in manufacturing was grid electricity, while 52% was thermal energy	
	3. Percentage renewable	CG-BF-130a.1	79% of Interface's total energy usage comes from renewable sources through direct purchase or environmental attribute certificates. 100% of electricity was renewable or made renewable through the purchase of environmental attributes, such as Renewable Energy Credits (RECs) and Guarantees of Origin (GOs). 61% of thermal energy was made renewable through the purchase of biogas certificates.	
<b>Management of Chemicals in Products</b>	Description of processes to assess and manage risks and/or hazards associated with chemicals in products	CG-BF-250a.1	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.	Certified through various product standards
	Percentage of eligible products meeting volatile organic compound (VOC) emissions and content standards	CG-BF-250a.2	All Interface flooring products (100%) meet indoor air quality standards for low VOC emissions. This is certified through several IAQ standards including CRI Green Label Plus, FloorScore, ACCS, GUT, GreenTag, Blue Angel, CDPH, GreenGuard and other regionally specific standards.	
<b>Product Lifecycle Environmental Impacts</b>	Description of efforts to manage product lifecycle impacts and meet demand for sustainable products	CG-BF-410a.1	<p>Interface uses life cycle assessment to 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, bio-based, and captured carbon materials, and the reduced use of chemicals of concern in products. All EPDs are publicly available and are published on company websites.</p> <p>Interface has significantly reduced the carbon footprint of our products. As of 2025, the global sales weighted average product carbon footprint (cradle-to-gate) was 3.1 kg CO2e/m2 for our carpet tile products, 8.2 kg CO2e/m2 for nora rubber and 6.8 kg CO2e/m2 for our LVT flooring.</p> <p>Interface's ReEntry program collects used carpet tile for reuse and recycling. Since 2016, we have recovered over 43,629 metric tonnes of post-consumer carpet through our global ReEntry programs. From that total, more than 29,367 metric tonnes were given a second life through recycling internally or reused/recycled through one of our ReEntry partners.</p>	EPDs verified by UL and IBU
	1. Weight of end-of-life material recovered	CG-BF-410a.2	In 2025, Interface recovered 5,293 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 2025, 34% of the post-consumer material recovered by Interface was recycled by Interface internally, 5% was reused, and 61% was sent to waste-to-energy facilities.	
<b>Wood Supply Chain Management</b>	1. Total weight of wood fiber materials purchased 2. Percentage from third-party certified forestlands, 3. Percentage by standard, 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.	

# 2025 TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD) INDEX

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

Governance	Disclosure	Response
<b>Disclose the organization's governance around climate-related risks and opportunities.</b>	Describe the board's oversight of climate-related risks and opportunities.	<a href="#">Introduction: Climate Governance</a> <a href="#">CDP Climate Change 2025</a> C4. Governance
	Describe management's role in assessing and managing climate-related risks and opportunities.	
Strategy	Disclosure	Response
<b>Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.</b>	Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	<a href="#">Introduction: Climate Risk Assessment</a> <a href="#">CDP Climate Change 2025</a> C2. Identification, Assessment, and Management of Dependencies, Impacts, Risks, and Opportunities C3. Disclosure of Risks and Opportunities C5. Business Strategy
	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	
	Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	
Risk Management	Disclosure	Response
<b>Disclose how the organization identifies, assesses, and manages climate-related risks.</b>	Describe the organization's processes for identifying and assessing climate-related risks.	<a href="#">Introduction: Climate Risk Assessment</a> <a href="#">Introduction: Materiality Assessment</a> <a href="#">Environmental Stewardship: Environmental Goals &amp; Progress</a> <a href="#">Introduction: Climate Governance</a> <a href="#">Governance, Compliance &amp; Ethics: Risk Management</a> <a href="#">CDP Climate Change 2025</a> C2. Identification, Assessment, and Management of Dependencies, Impacts, Risks, and Opportunities C3. Disclosure of Risks and Opportunities C5. Business Strategy
	Describe the organization's processes for managing climate-related risks.	
	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	
Metrics & Targets	Disclosure	Response
<b>Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.</b>	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	<a href="#">Environmental Stewardship: Climate Commitments</a> <a href="#">Environmental Stewardship: Product Impacts</a> <a href="#">Environmental Stewardship: Environmental Goals &amp; Progress</a> <a href="#">Appendix: Key Environmental Metrics</a> <a href="#">CDP Climate Change 2025</a> C6. Environmental Performance – Climate Change
	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	
	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	

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*2025*

# IMPACT REPORT

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