


mission



**Radical
sustainability
is possible**

A photograph of Ray Anderson, an older man with grey hair, wearing a dark blue jacket over a teal shirt. He is leaning against a tree trunk and has his arms crossed. The background is a blurred forest scene.

“One day people
like me will go
to jail” Ray
Anderson
1994

An outrageously ambitious Mission



Mission Zero:

our promise to eliminate any negative impact our company may have on the environment by the year 2020.

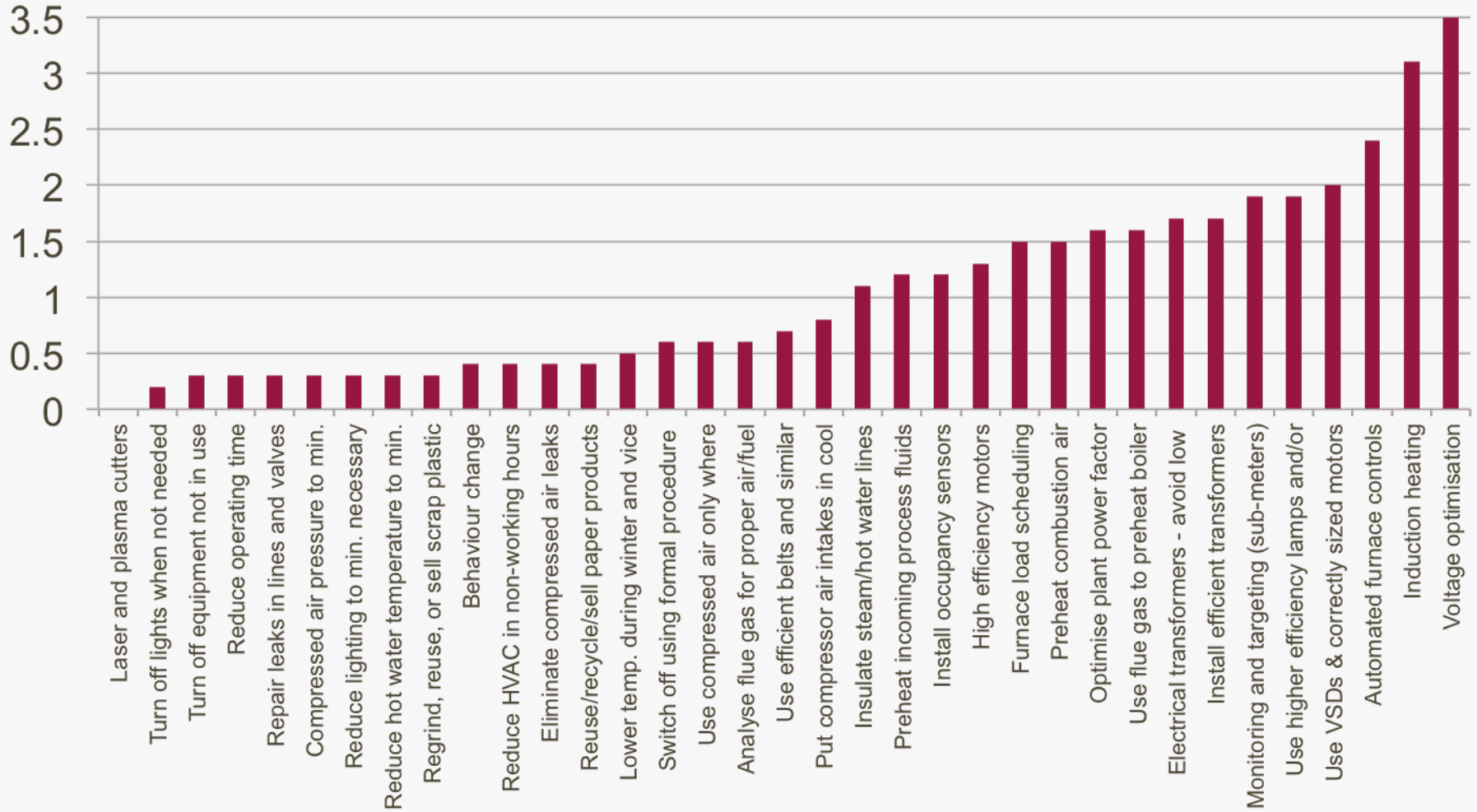
European manufacturing from Jan 2014

- **95% Renewable energy**
- **90% reduction of absolute carbon since 1996**
- **Zero water used in manufacturing process**
- **Zero waste sent to landfill**

- Sense of urgency. Not 2020, now.
- Empower engineers, giving them an umbrella to act on and a stronger voice
- Leave room for projects with longer paybacks
- Differentiate ourselves by doing something extraordinary ahead of schedule and expectations
- Strong communication, yet humble
- Be prepared to pay a premium for more sustainable inputs (eg. Renewables) but this should be done after strong efficiencies

Payback period (years)

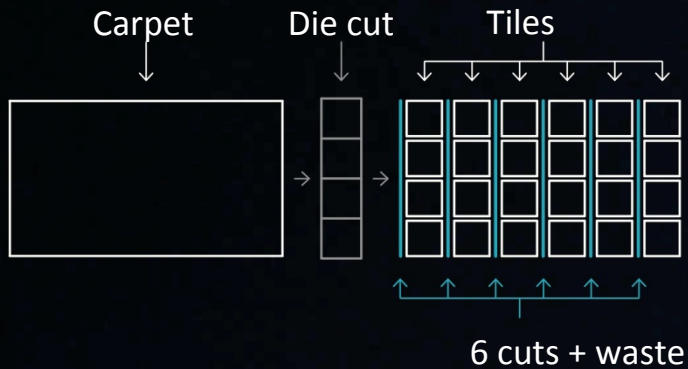
Rapid Payback Energy Efficiency Actions



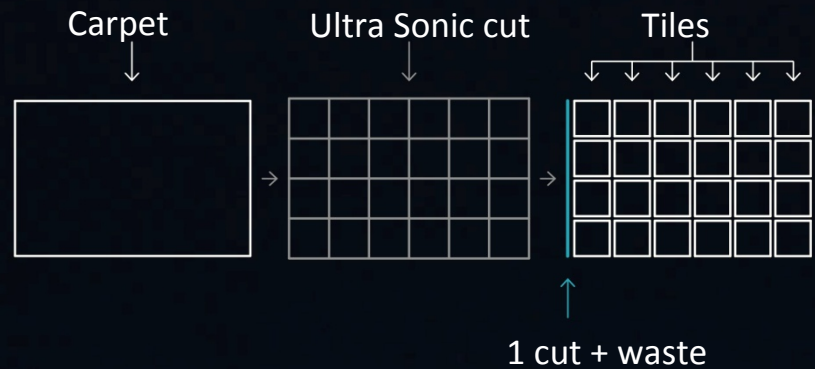
Ultrasonic cutting technology



'window waste' with die cutting



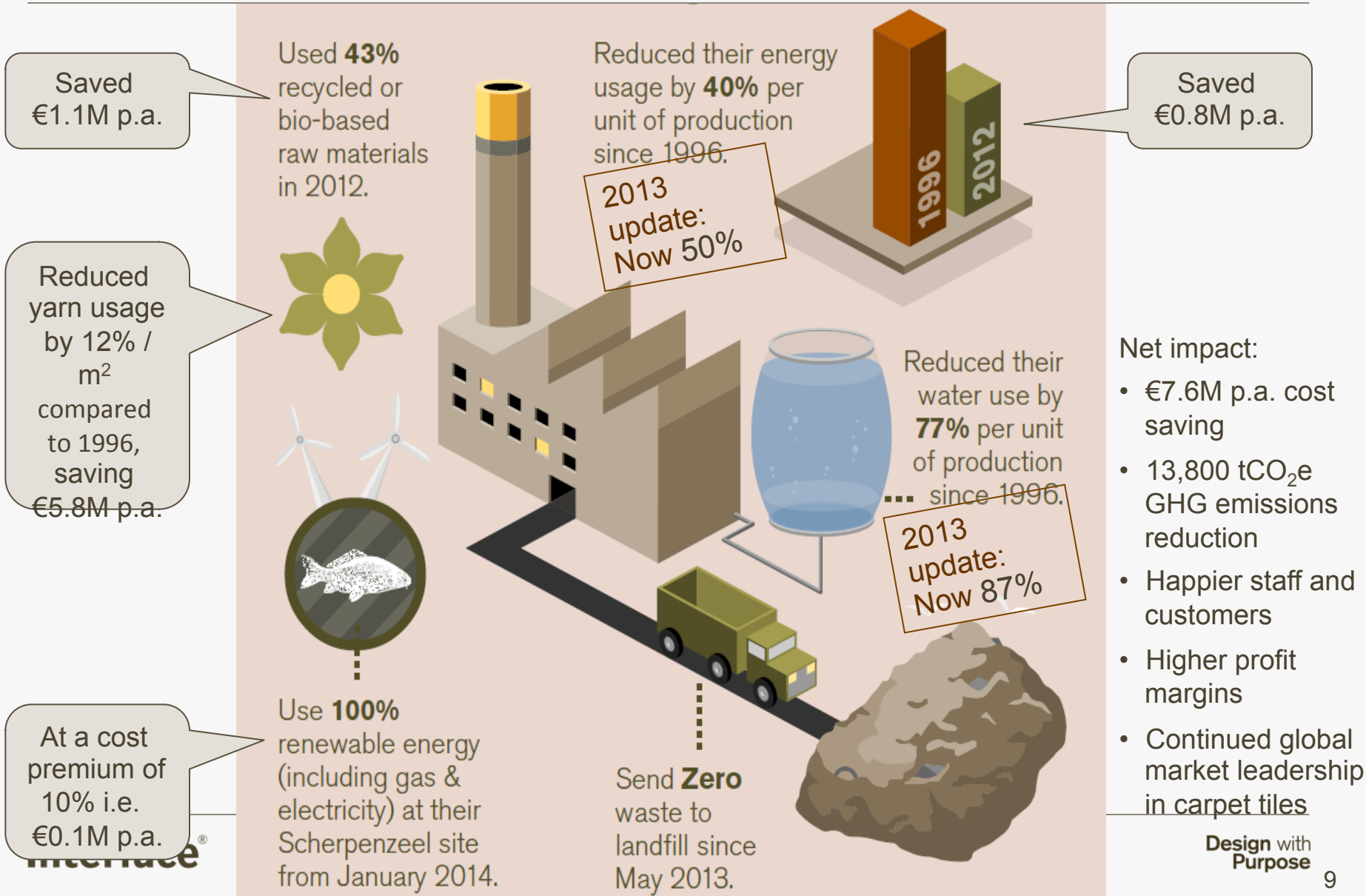
'window waste' with ultra sonic cutting



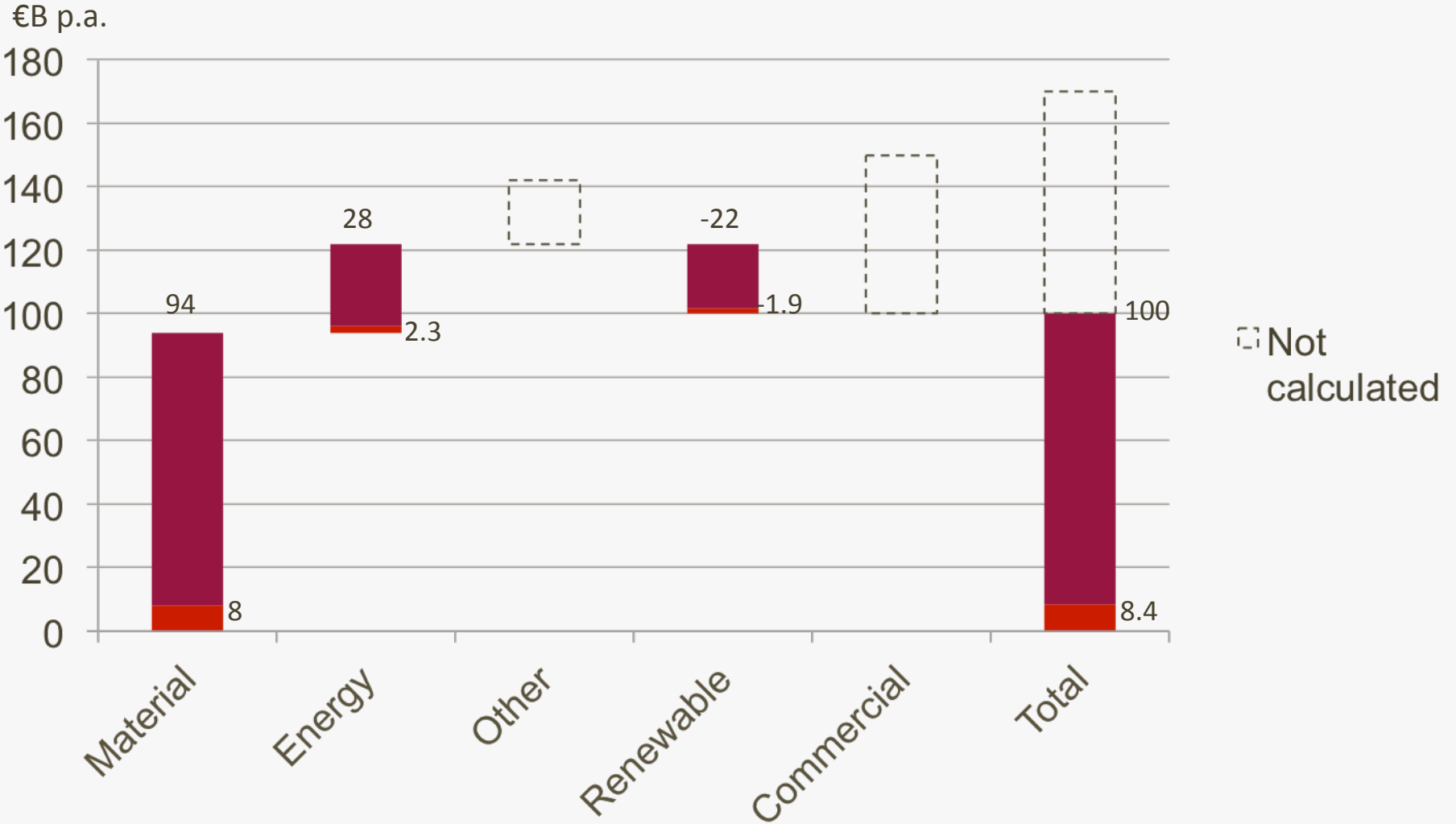


Our new Pre-coat process consumes
40% less gas per m²

What is the business case?



Can this be replicated our manufacturing Europe?



The 2 paradigm shift

OLD

- Corporate sustainability
- The Beauty contest
- Awards, labels, csr reports, certifications
- Zero company impacts

NEW

- **Product sustainability**
- **Embedded**
- **LCA performance**
- **kg co₂ / m²**
- **Zero product life cycle impacts**

RADICAL

- Systems sustainability
- Services redesign
- Close loop systems radical materials
- Zeroing others by cannibalising

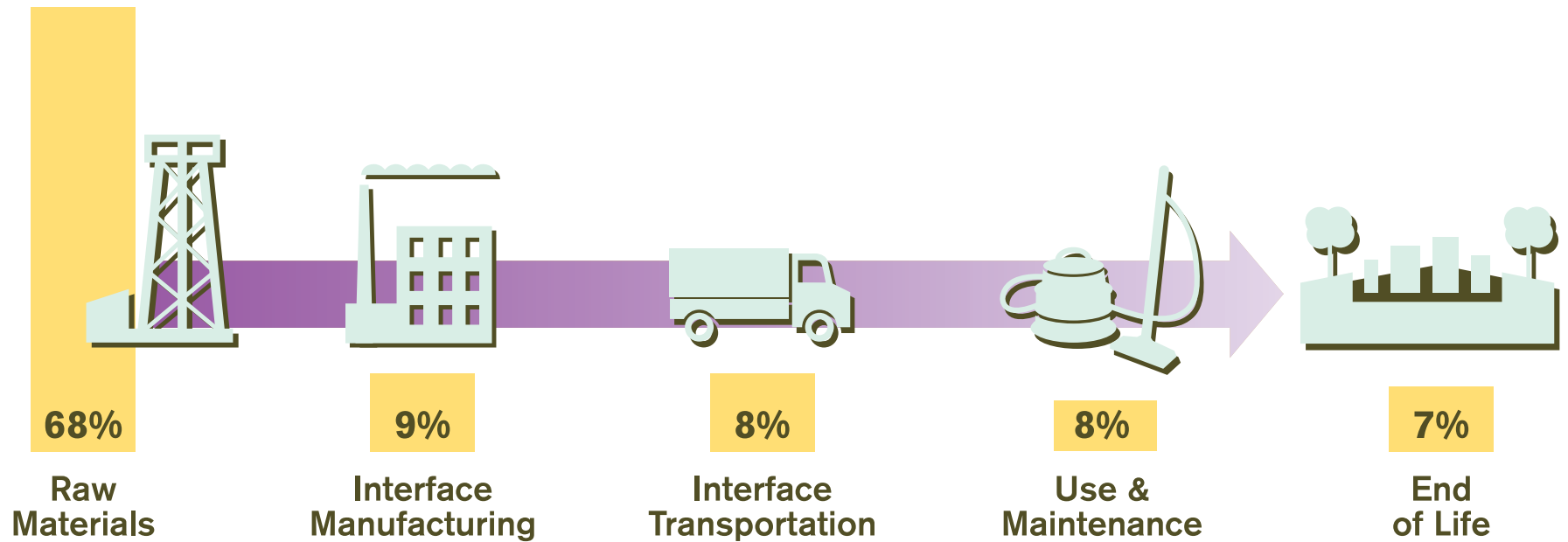
Embedding Sustainability?

Truly embedding is in your product

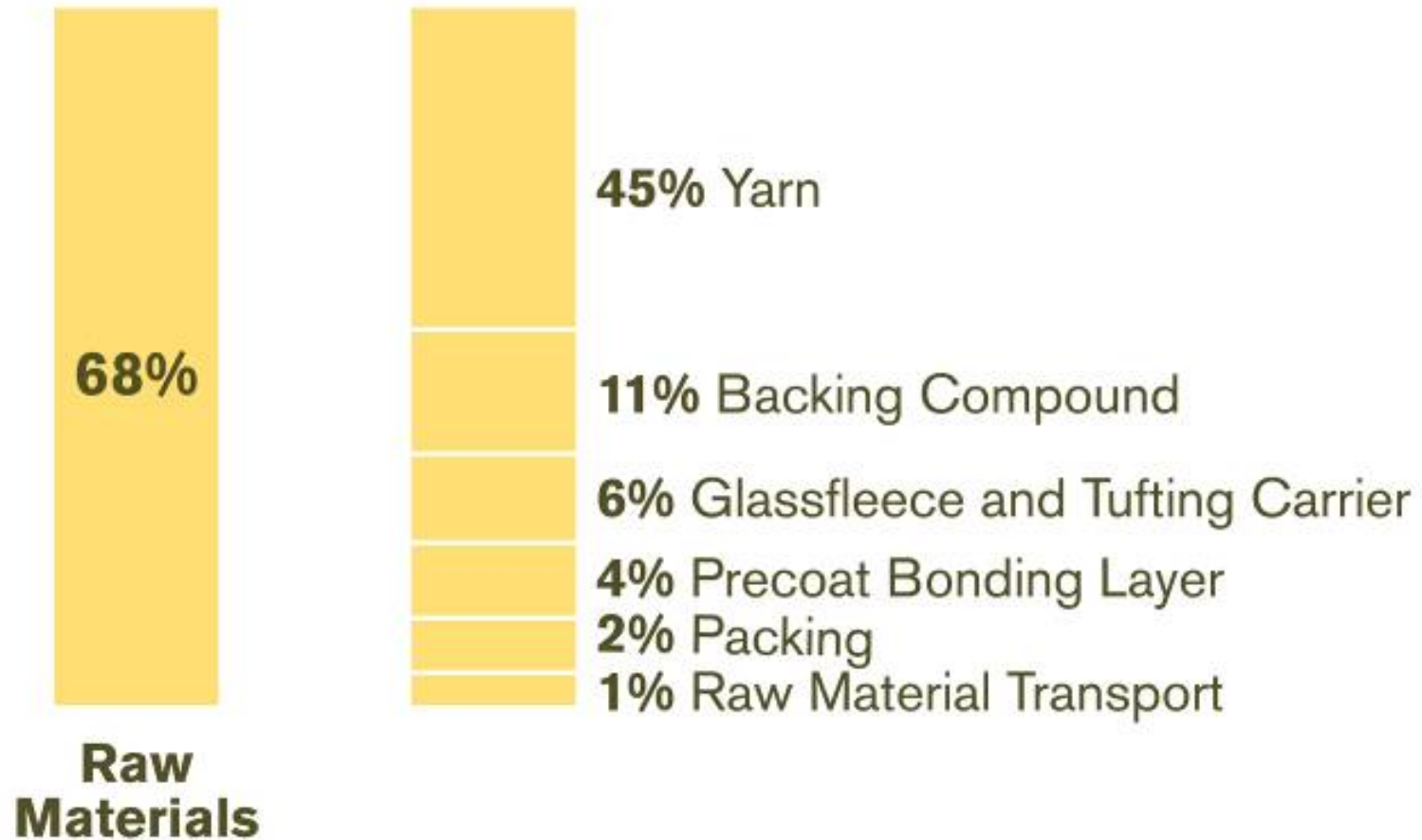
Interface

Design with
Purpose

Life Cycle Assessment

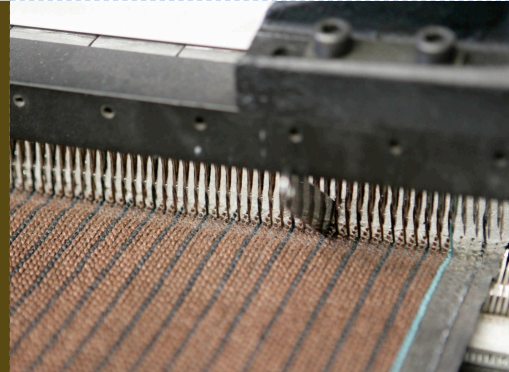


Life Cycle Assessment



Addressing the biggest issue

**What can we do
to zero out the
impact of yarn?**



Reduce the
amount of
yarn used



Use more
recycled
yarn in the
composition

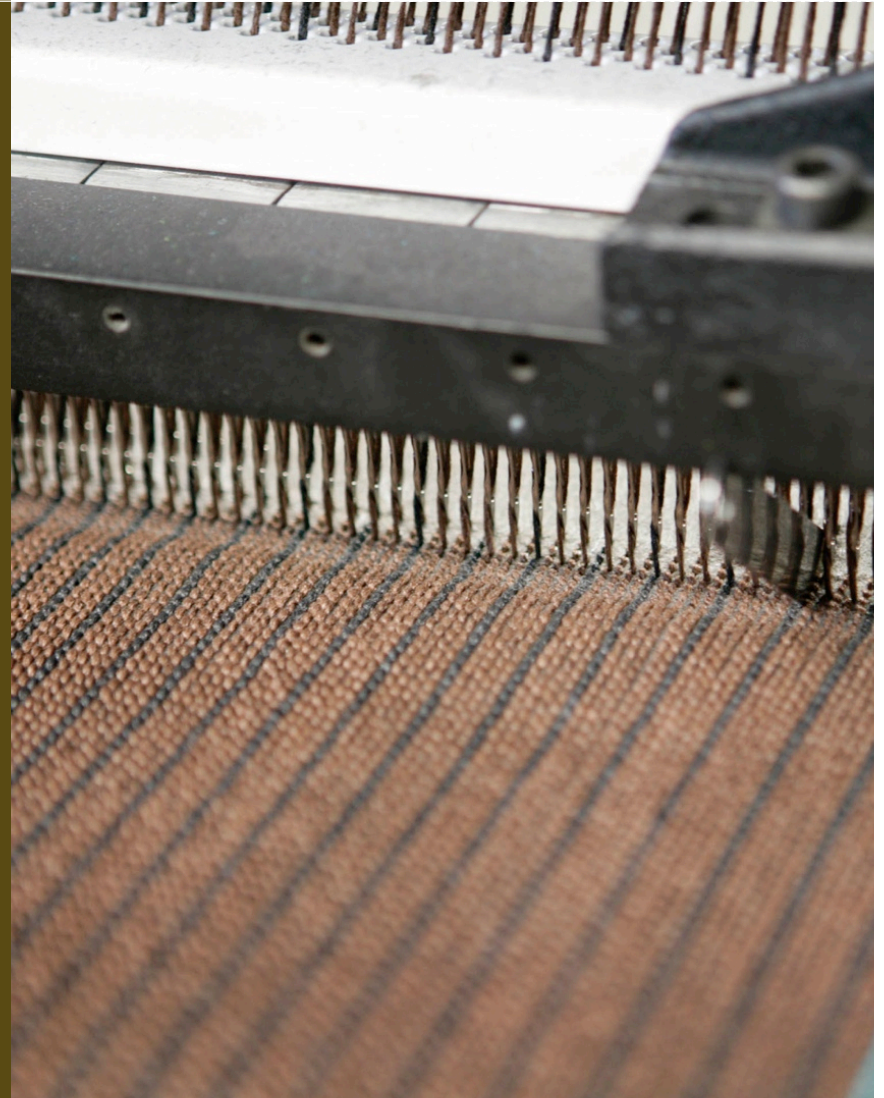


Invent a
new yarn

Microtuft Products

Less is more
50% less yarn

350g of yarn vs 700g



Microtuft are high growth products

14% of total
EMEAI sales are
Microtuft products

Over 400 colourways in 100% recycled yarn



Interface

Design with
Purpose

Biosfera Micro

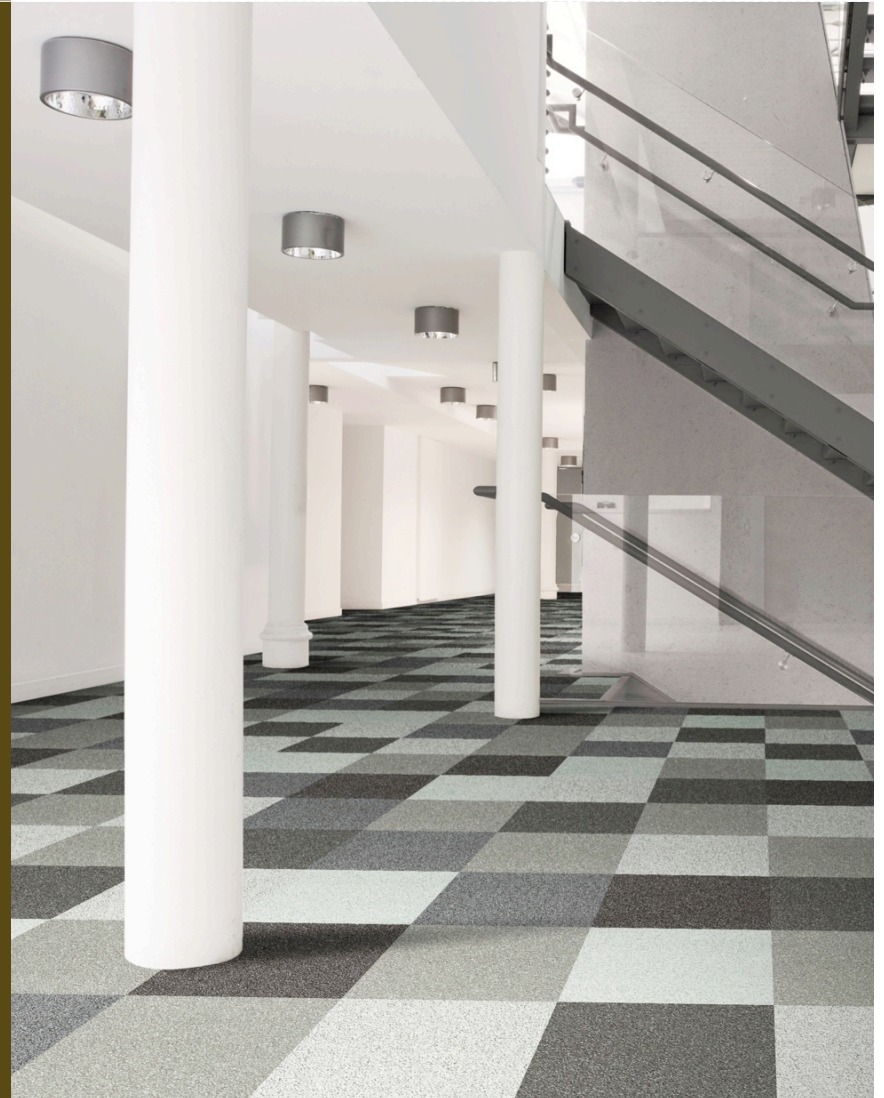
Biosfera Micro.

Superflat

350g yarn

100% recycled yarn

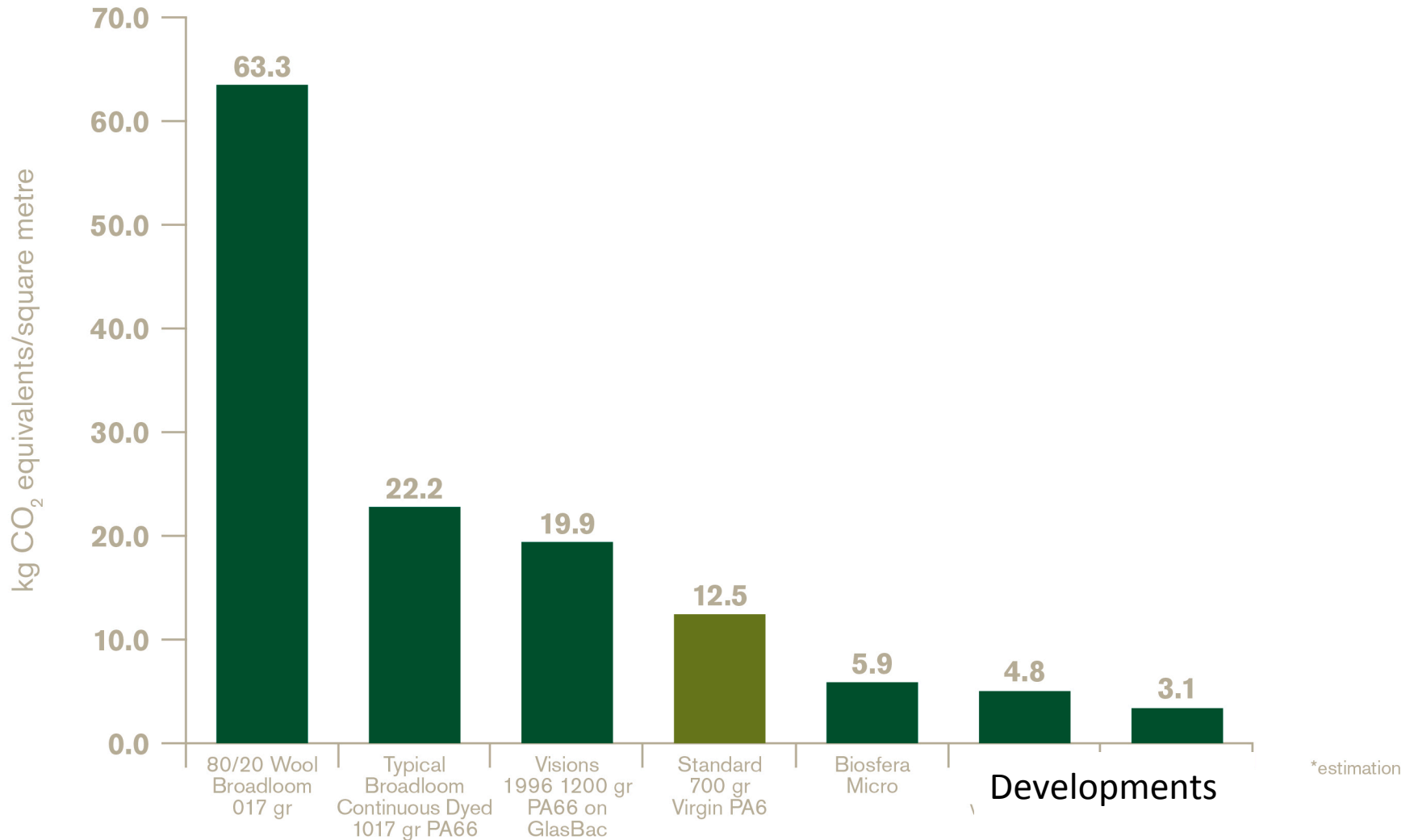
1st carpet with 100%
recycled nylon



Interface

**Design with
Purpose**

Developments in technology and the shift to modular carpet have resulted in radical reduced carbon footprint



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Innovation - substituting adhesives



What are cannibalizing here?



BBC offices, London

Zeroing out the walls!

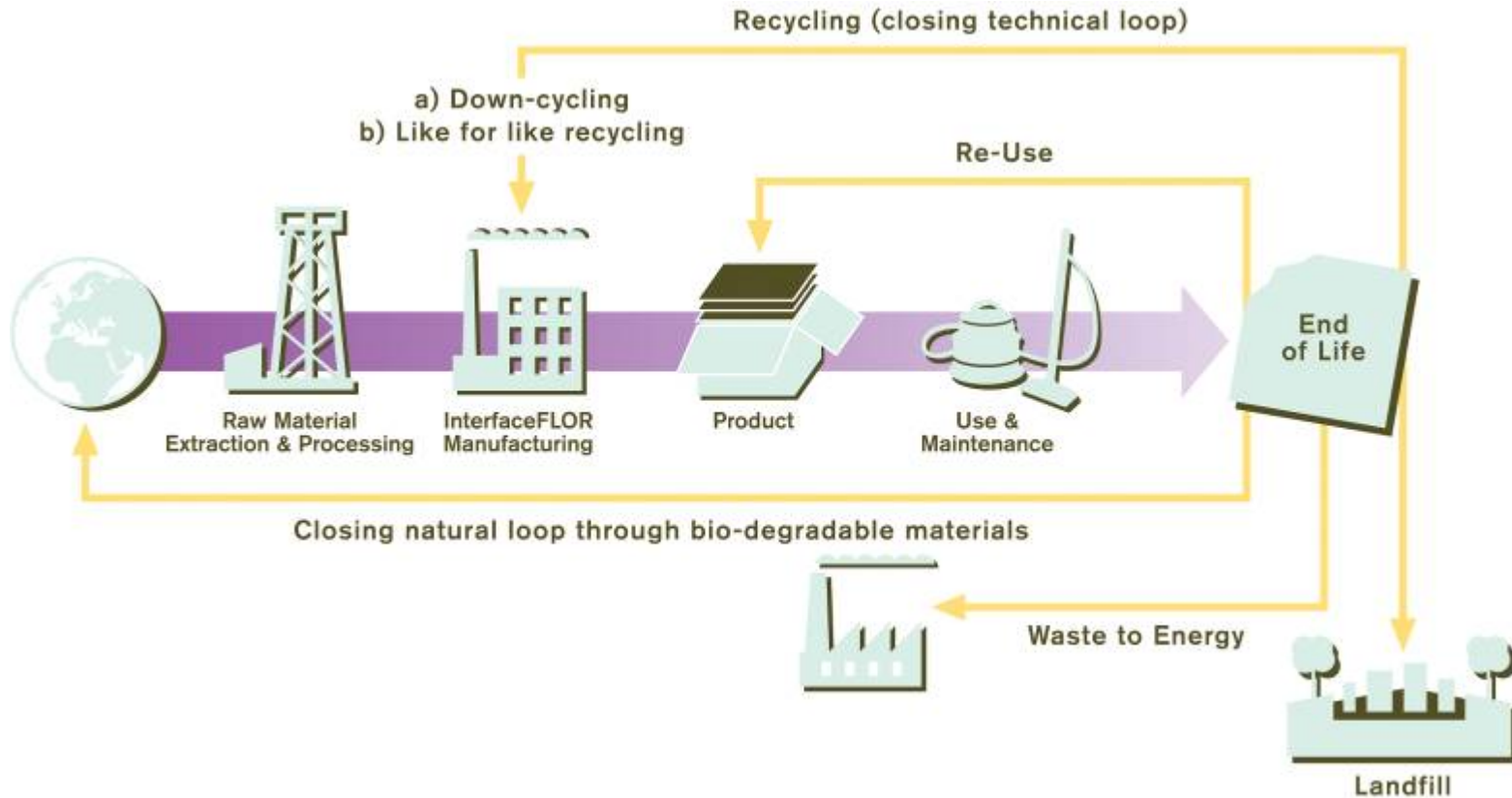
Zoning

Using the full flexibility and design capabilities of carpet tiles to create all kind of zones within open spaces



Interface

Circularity in practice



Our ReEntry 2.0 process



Interface

Design with Purpose

Our ReEntry 2.0 process

Interface

Design
Pump



High yield yarn separation at high enough purity



Interface

Design with
Purpose

Modularity, precondition for circularity

Modularity at the core of the system is key for reverse logistics



Interface

Design with Purpose

The business case of recycling

The paradox:
'Throwing away'
is cheaper
than recycling







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Interface
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