

# Interface Canada: Driving Industrial Standards Higher

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17 October 2005



Five Winds INTERNATIONAL

# Outline

- Key Message
- Interface Profile & Context
- Drivers for Change
- Examples
- Results
- Key Success Factors
- Conclusion





## Key Message

Eliminating NPRI listed substances at Interface has:

- Reduced Costs
- Increased Employment
- Increased Exports
- Improved Image
- Improved Relations with Stakeholders (employees, customers, community, government, etc.)

*An Opportunity, Not a Burden*



# Interface Global Operations



# Interface is a Leader in the Commercial Interiors Market ...

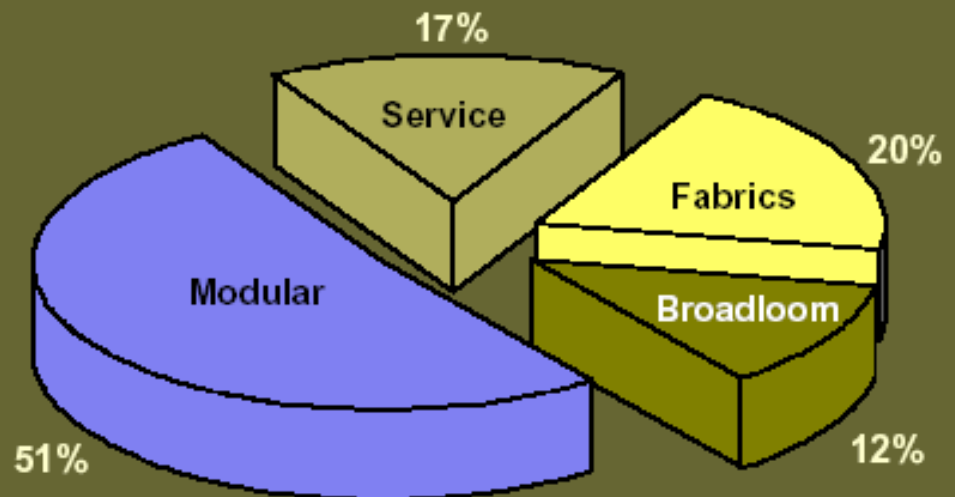
2003 Revenues - \$900 million

Modular Carpet

Broadloom Carpet

Service and Support

Fabrics



# Interface Vision



To be the first company that, by its deeds, shows the entire industrial world what **Sustainability** is in all its dimensions: *people, process, product, place and profits* – by 2020; and in doing so we will become *restorative* through the power of influence.



# What is Waste?

Interface defines waste as any cost that does not produce value to our customers. This means scrap, in the traditional meaning of waste, but it also includes "processes." Waste includes what we don't do right the first time -- a misdirected shipment, an incorrect invoice, a defective product.

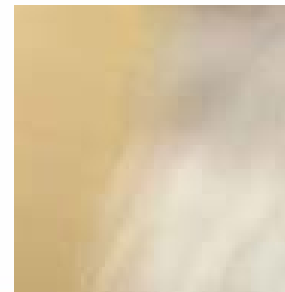
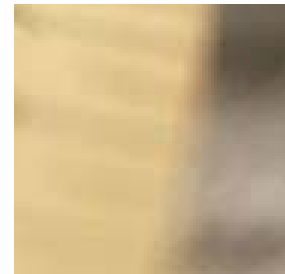
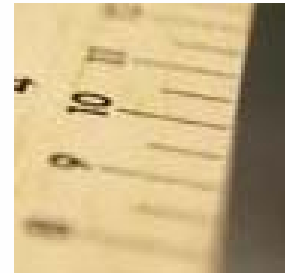
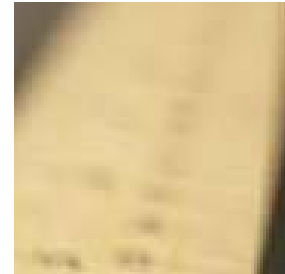
- Eliminating waste is the first step to reducing environmental footprint
- Waste elimination saves money and natural resources.



# What gets Measured gets Managed



At the core of Interface's Sustainability Efforts is a measurement system that enables us to understand our impact and change our behavior for the good of the environment.



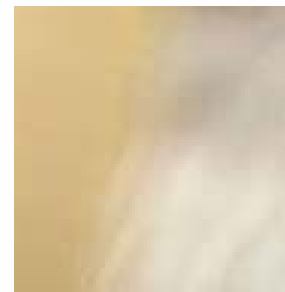
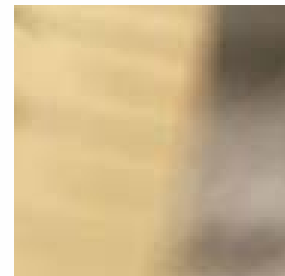
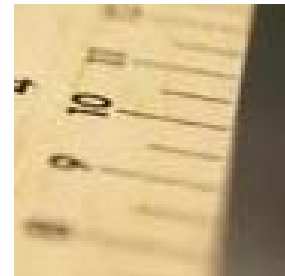
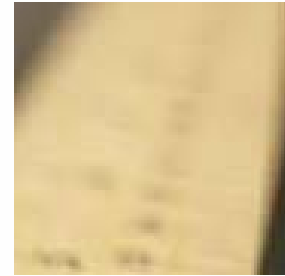


# Internal Metrics



Interface began collecting internal data in 1994

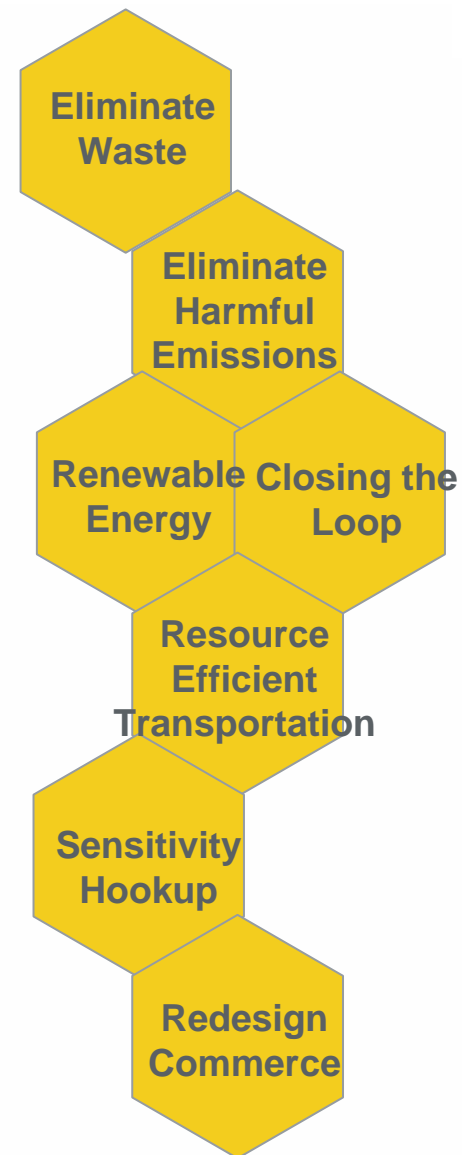
- QUEST – “war on waste”
- EcoMetrics – inventory of what facilities take (raw materials and energy) and waste (scrap, trim, off-quality) in relation to what they make (units of production)
- SocioMetrics – employee satisfaction survey
- EcoSense – road map for progress toward sustainability goals





# 7 Fronts of Sustainability

Our 7 Fronts of Sustainability is not just a corporate philosophy, it's the way we do business.

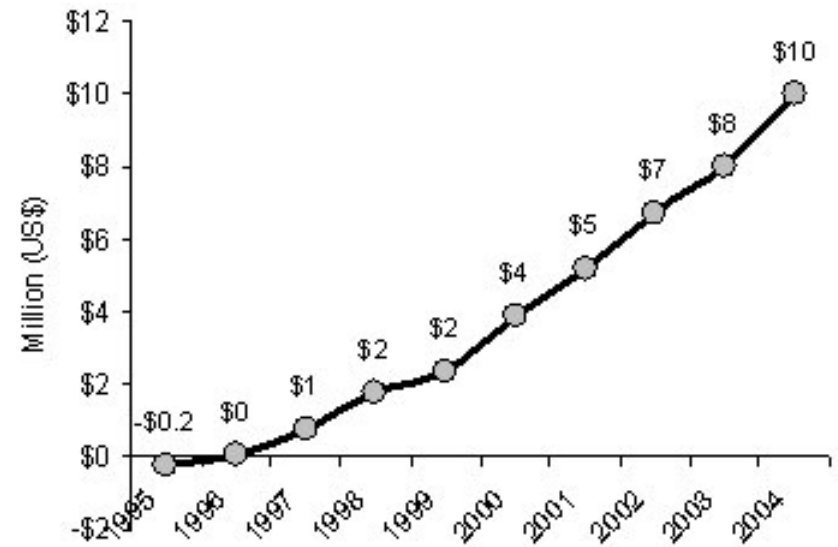




# Bottom Line Benefits - Belleville

- Increased Production 2.5 times from 1995
- Employment rose 15-18%
- Material intensity down 15-16%
- Energy intensity down 70%
- Exports rose from 5% to 60% of production

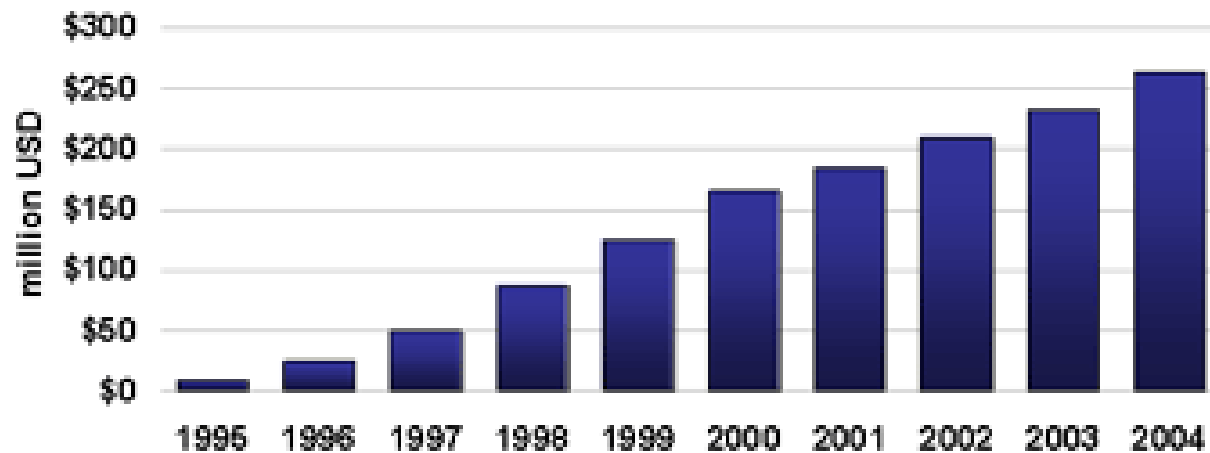
**QUEST - Cumulative avoided cost from waste elimination activities**





# Bottom Line Benefits - Interface Inc.

## Cumulative Avoided Cost from Waste Elimination Activities





## Drivers for Change

- Business Risk
- Solid Waste Liability
- Employee Satisfaction
- Brand Image
- Product Stewardship
- Raw Material Cost
- Technology Development & Innovation





## Listed Substances Eliminated

- Antimony Oxide
- Zinc Borate
- DBDPO (brominated flame retardant)
- Molybdenum Trioxide
- Lead
- Cadmium
- Barium
- Dispersing Agents containing formaldehyde, silica





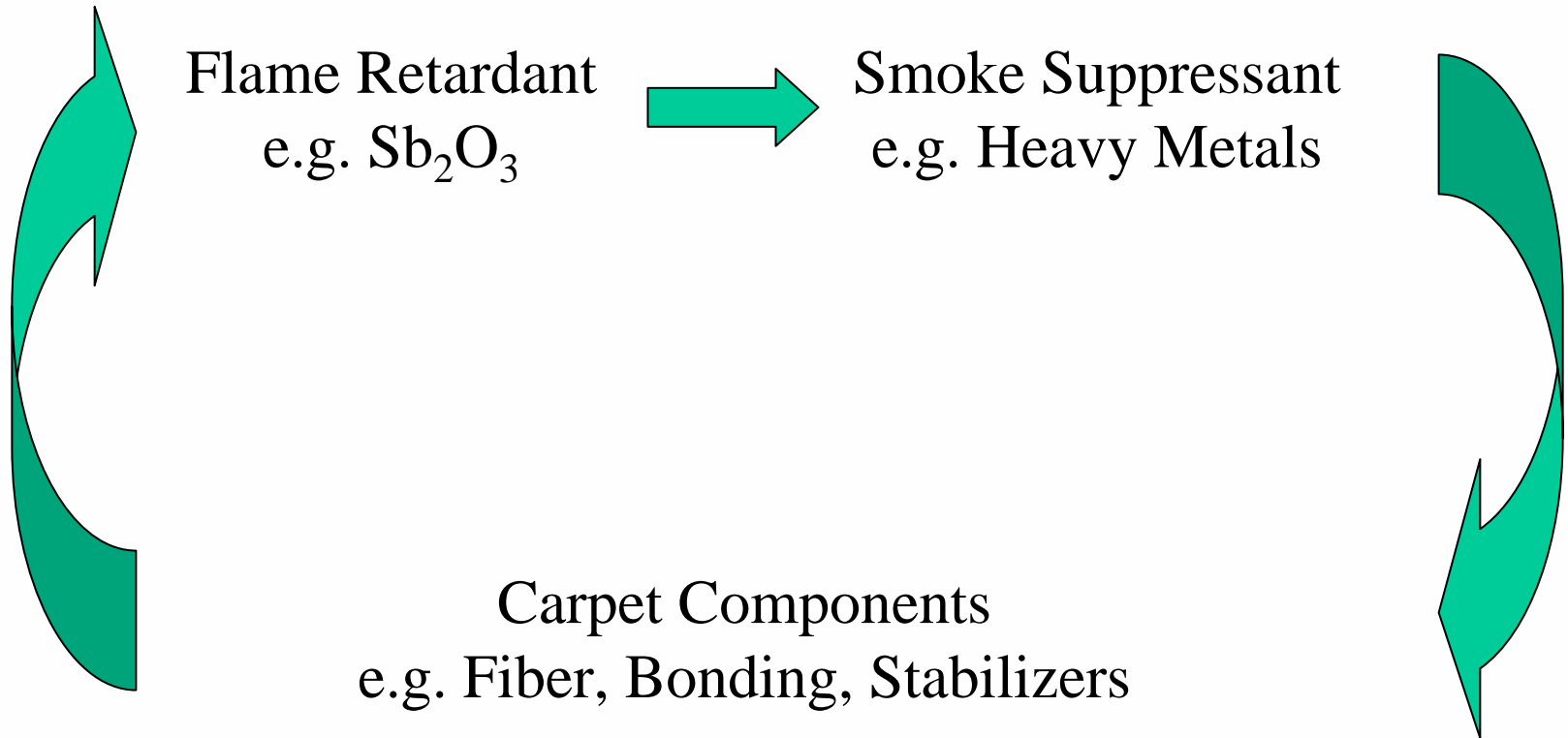
# Liquid Effluent Example

- Dyeing, Spraying and Printing eliminated
- Replaced with “Embroidery” type process
- Solution dyed Nylon
  - Melt polymer & combine with dye
  - No water used
- Local Utility sent technician to repair water meter
- Only carpet mill of this scale with zero liquid effluent
- Additional Customer Benefits
  - Dye can’t fade (inside the fiber)
  - No dye residue for cleaning





# Example Air Emissions Problem







## Example Solution

- Pull out  $\text{Sb}_2\text{O}_3$  Flame Retardant
- Reduced need for Smoke Suppressant
- Less Interference with Carpet Component Function
- Reduced need for materials
- Less smoke generated
- Look at combustion - what burns, what does not
- Reengineer balance of carpet components
- Eliminate need for flame retardant
- Eliminate need for smoke suppressant
- Reduce material intensity of product
- Reduce cost of product

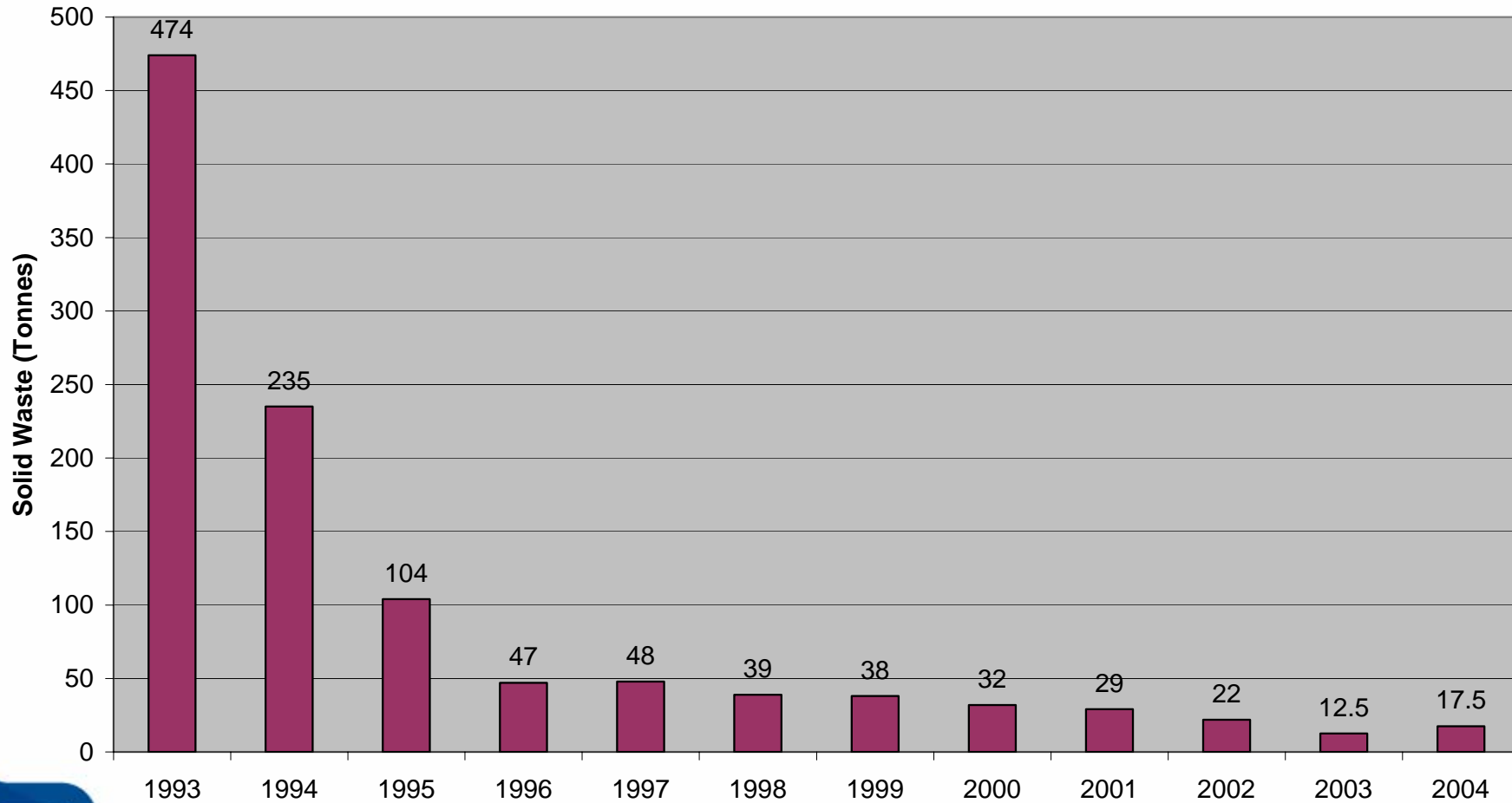


# Roof at Interface



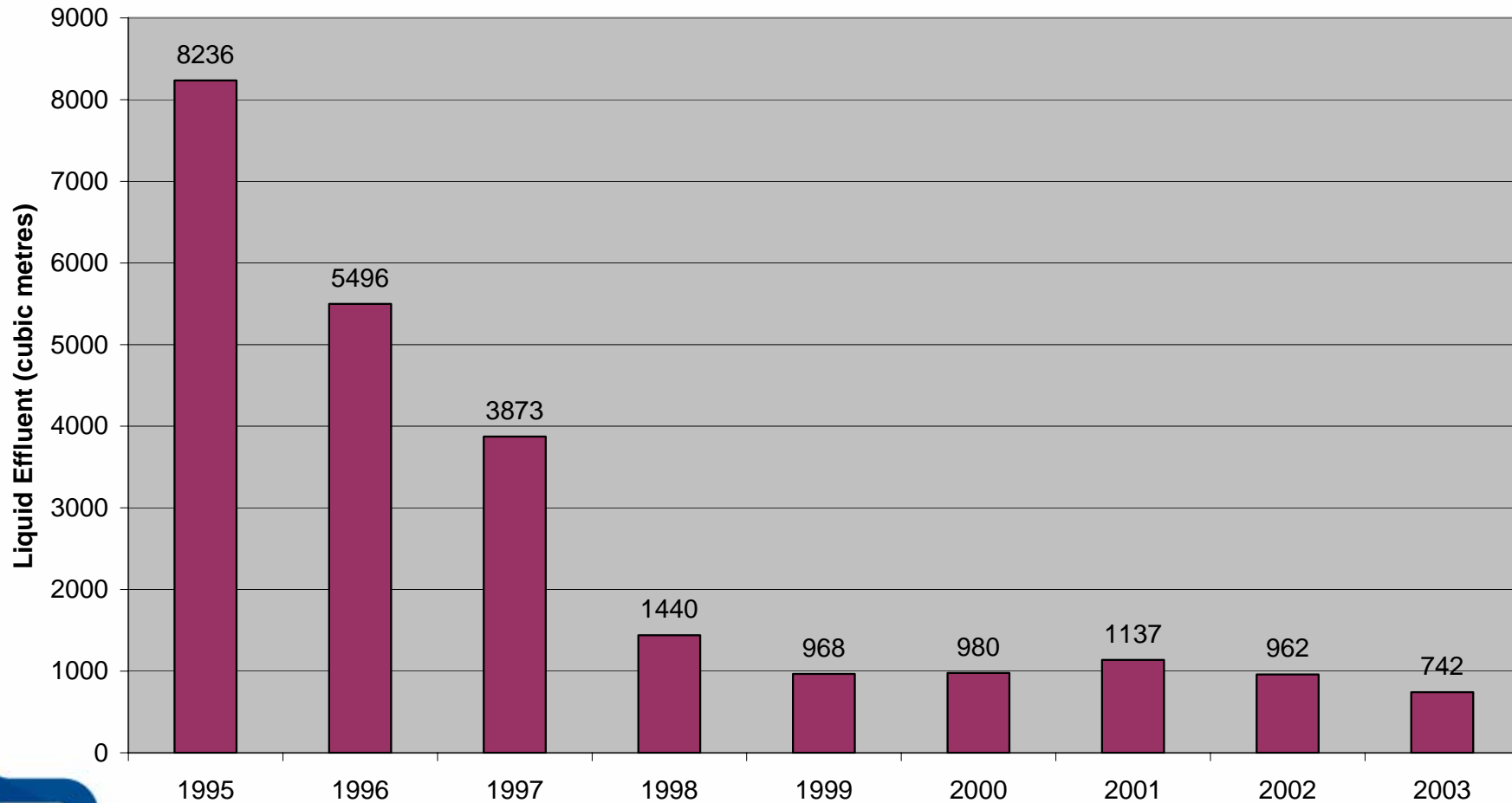


# Front 1 Results: Eliminate Waste





# Front 2 Results: Benign Emissions





# What is Required - Key Success Factors

- Senior Management Commitment
- Employee Awareness & Involvement (QUEST)
- Change your Mind Set
- Take a Whole Systems Approach (e.g. process integration)
- Be Systematic (EMS/ISO 14001 Approach)
  - What gets Measured gets Managed (Ecometrics)
  - Consistent Measurement
  - Continuous Improvement



## Conclusion



“Interface will lead by example and validate by results, leaving the world a better place than when we began”

- Interface Sustainability Team



To Learn More...



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