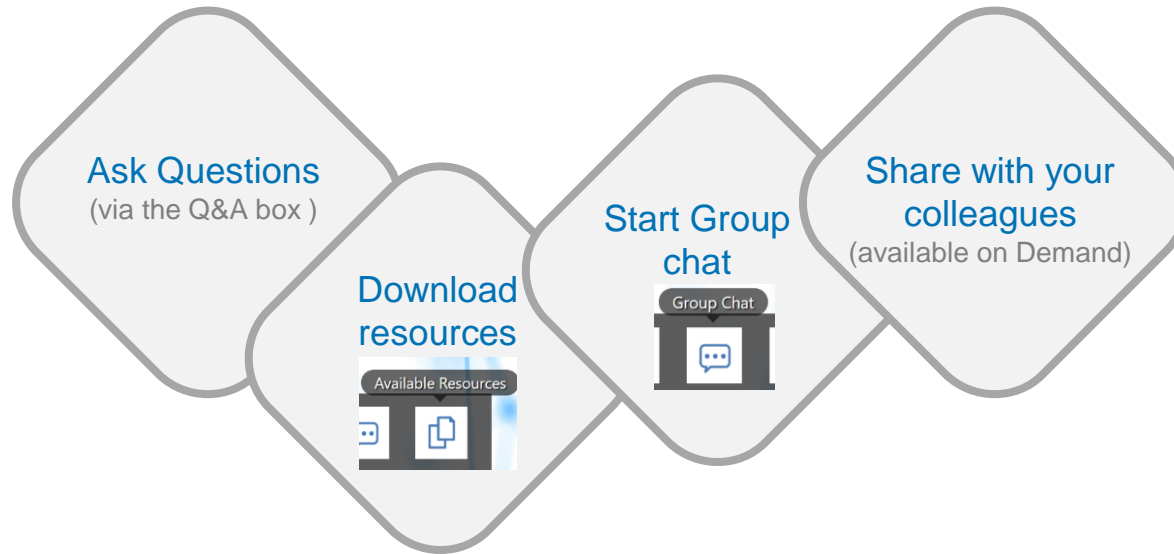




# Embedding Sustainability for Business Resilience



# Making the most of the webcast



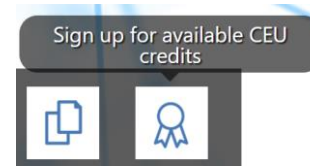
Tell us about your experience to help us improve our future program



## Earn Credits

### CPE (NASBA)

- ✓ Click the link in the **CEU Request Widget** to sign up for credit
- ✓ Stay online for the entire webcast
- ✓ Click 'ok' for 3 popups that occur during the program
- ✓ Credit available for participation in live webcast only



## Panelists:



**Per Espen Stoknes**

Director of Centre for Sustainability and Energy  
Norwegian Business School



**Jon Khoo**

Head of Sustainability (EAAA)  
Interface



**Geanne Van Arkel**

(Moderator)

Council Director, Environment Strategy Council  
Fellow, Governance & Sustainability Center, Europe  
The Conference Board

PER ESPEN STOKNES



Photo: Stefan Kiefer/ImageBroker/Corbis



**Per Espen Stoknes**

foreword by Paul Hawken

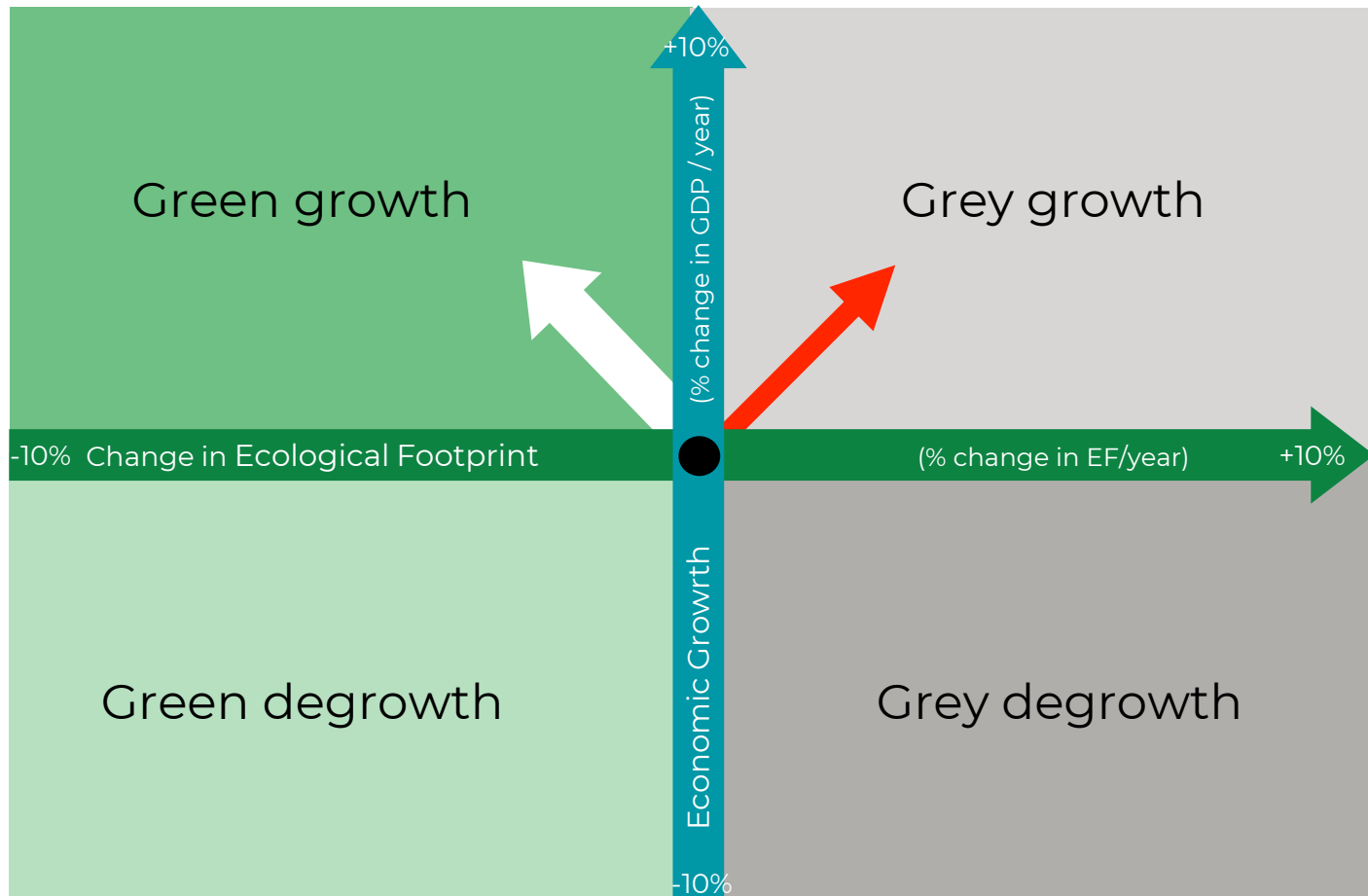
# Tomorrow's Economy

A Guide  
to Creating  
Healthy  
Green Growth

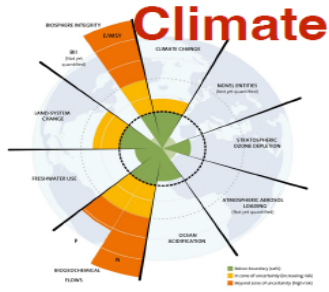


MIT Press, 2021

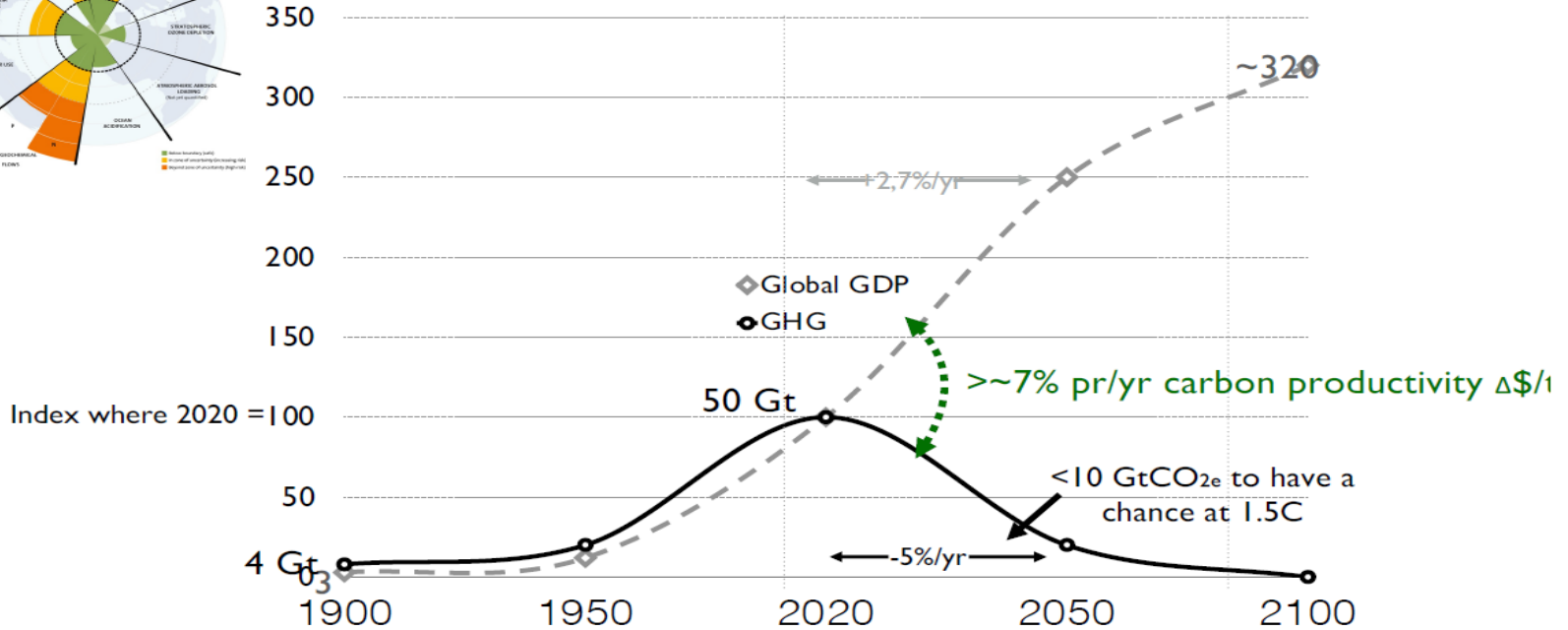
# The green growth compass



# Carbon-productivity (GDP/GHG)



## Carbon-productivity (GDP/GHG)

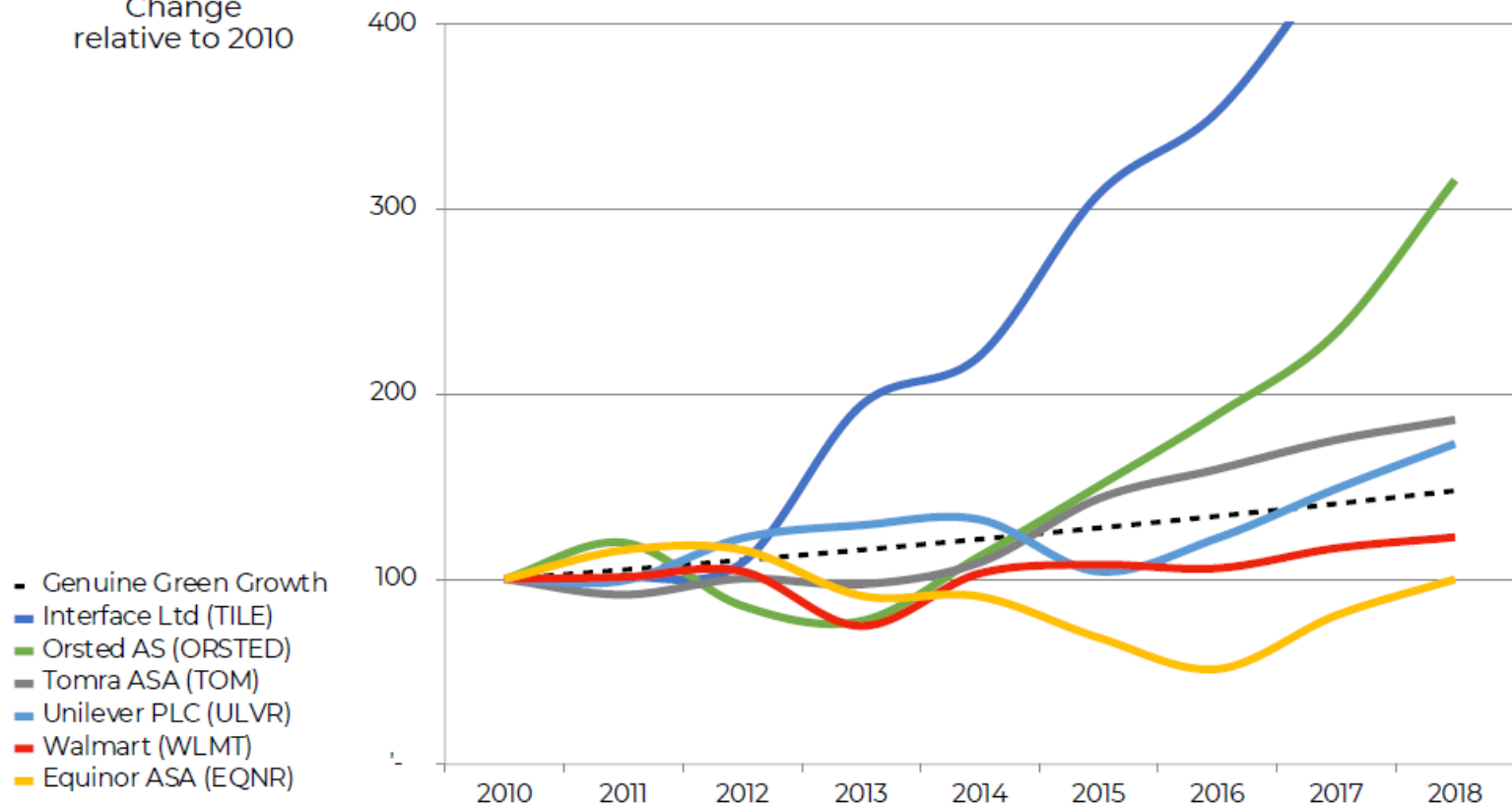


Kilder for Økonomisk vekst i 1900-1950: Maddison project, 2050: Randers et al (2019), 2100: +0,5%/yr i 2011 PPP USD. Historisk CO2e: IPCC AR5-WG3, projeksjon til 2050 for 1,5 IPCC-SR15-SPM p14

Kilder for Økonomisk vekst i 1900-1950: Maddison project, 2050: Randers et al (2019), 2100: +0,5%/yr i 2011 PPP USD. Historisk CO2e: IPCC AR5-WG3, projeksjon til 2050 for 1,5 IPCC-SR15-SPM p14

# Some companies excel at carbon productivity

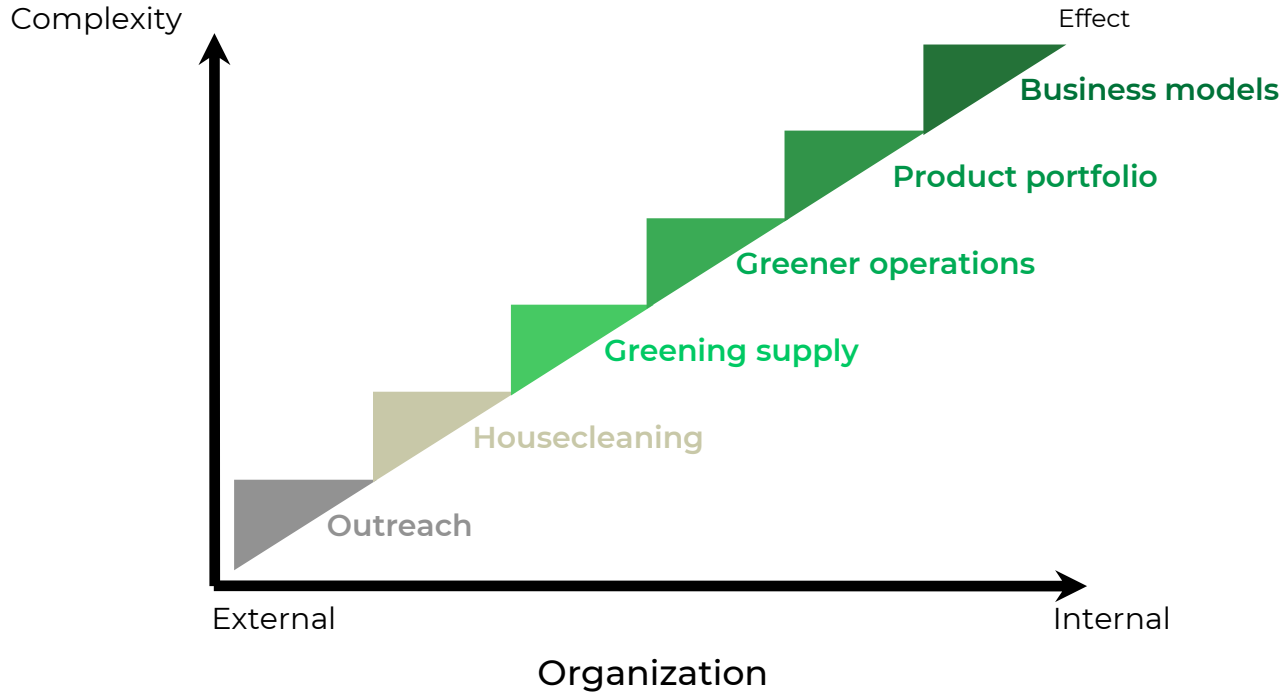
Change relative to 2010





Company level

# Green Growth Strategies





JON KHOO, HEAD OF SUSTAINABILITY (EAAA)

# Climate Take Back

Interface®



Interface®

# UN Global Climate Action Award Winner!

Interface recognized among  
13 organizations in the  
prestigious 2020 UN Global  
Climate Action Awards

Global Climate Action  
United Nations Climate Change

Interface<sup>®</sup>



**“WE HAVE A CHOICE TO MAKE  
DURING OUR BRIEF VISIT TO  
THIS BEAUTIFUL BLUE AND  
GREEN PLANET  
– TO HURT IT OR TO HELP IT”**

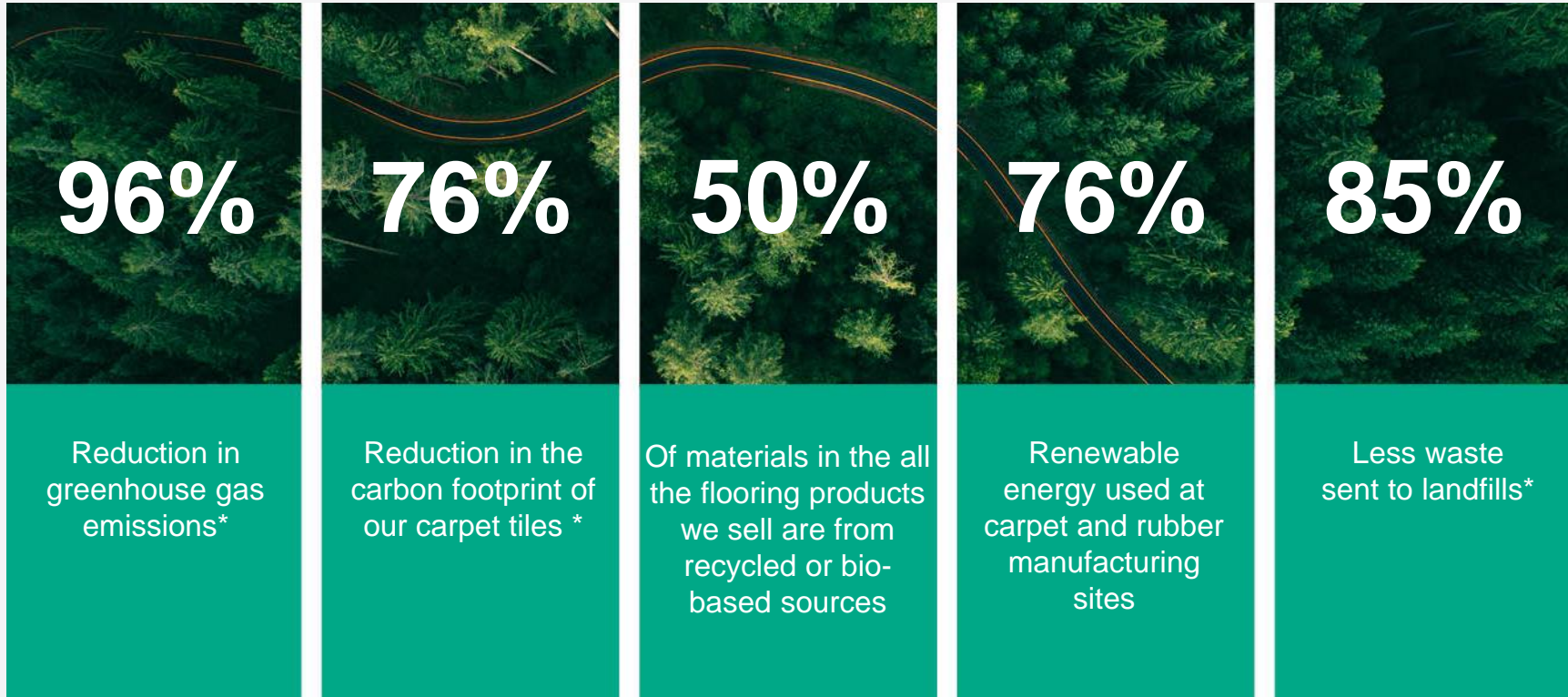
RAY ANDERSON (1934-2011)



NOT ALL  
**SUPER  
HEROES**  
WEAR CAPES



## Our Ecometrics



\*Global carpet tile manufacturing sites per unit of output since 1996.



# THE CLIMATE TAKE BACK

## LIVE ZERO

Aim for zero negative impact on the environment



## LOVE CARBON

Stop seeing carbon as the enemy, and start using it as a resource

## LEAD THE INDUSTRIAL RE-REVOLUTION

Transform industry into a force for the future we want

## LET NATURE COOL

Support our biosphere's ability to regulate the climate

Interface®



We're committing to reduce CO2 emissions by 2030\*:

Reduce absolute Scope 1 & 2 emissions by 50%

Reduce absolute Scope 3 emissions from purchased goods and services by 50%

\*From a 2019 base year

# Climate Take Back



## Climate Take Back™

Our mission is Climate Take Back. We commit to running our business in a way that helps reverse global warming and creates a climate fit for life — and we call on others to do the same.



## Carbon Neutral Floors™

Interface was the first global flooring manufacturer to ensure its products are carbon neutral, across the globe. We'll even calculate the contribution your purchase is making toward tackling global warming.



## Our first carbon negative product

In 2021, Interface launched Embodied Beauty™, our first carbon negative carpet tile (cradle to gate) using our CQuest™ BioX backing



## We're backing more sustainable flooring

We now use CQuest™ Bio backings on all our carpet tiles. This new backing features carbon negative materials reducing the carbon footprint of our products by an average of 33%, and it is designed for reuse and recycling.



## Circularity and product take back

Interface takes your used carpet tiles and puts them to good use — by making sure they get reused by charities, new businesses and others who need support.

# Creating carbon and circularity conversationalists





Interface®

# LESSONS FOR THE FUTURE

The Interface guide to changing your business to change the world



Interface®

## LESSON 2: A CHANGE IN MINDSET CAN CHANGE EVERYTHING

Embracing the need for change with heart and mind is essential. From the outset, be open and willing to see that there is always the possibility for a different approach and a better way.

### HOW WE LEARNED THIS

One simple question sparked a change in mindset that transformed our entire company. Twenty-five years ago, a customer asked: "What is your company doing for the environment?" That question started Interface founder Ray Anderson on a path of exploration, ultimately leading to a personal epiphany. His perspective change opened up a new way of thinking about the world and the role business has to play in it. With this mindset shift, he took action.

Ray gave Interface new focus: to become a company with zero negative impact. It was an ambition never before heard. And it set Interface on the road to becoming the company it is today. We can trace it right back to that question – and a willingness to be open to the challenge it posed.

We've seen the power that a change in mindset can have. It's why we create a culture that fosters new thinking and new approaches. In fact, we invest heavily in it. One of Interface's most significant cultural investments was the takeover of a planned global sales meeting in Maui, Hawaii in April 1997. We gathered over 1,100 people from 34 countries and instead of focusing on company strategy and sales growth, we focused on showing people the need for change – and inspiring them to start making it.

We created a program of ecological awareness and experiential learning aimed at inspiring employees to see the world's environmental challenges but feel empowered to act on them.

Visionary speeches from environmentalist and activist Paul Hawken, activist and first Executive Director The Sierra Club, David Brower and others, added context to this exercise and offered inspiring calls to action. The experience created large-scale buy-in among employees and leaders who attended, a breakthrough moment when the lightbulb went on and our people committed wholeheartedly to sustainability.

Interface®

## LESSON 5: TO CHANGE EVERYTHING YOU NEED EVERYONE

It's one thing to have a mission – but making progress means getting every single one of your people connected. This means inspiring everyone to feel personally invested in playing their part.

### HOW WE LEARNED THIS

Our progress wouldn't have been possible without the talented and passionate people of Interface. When our people in every part of the world embraced Mission Zero®, change started to happen. Fostering these connections has been crucial to our success and we've learned that there is not one approach to create buy-in, but many.

To connect everyone to the company's mission, we began by building awareness. Then we focused on improving understanding of our mission to reach zero impact. We invested in team building and knowledge development tools, but it was only after we learned how the mission was inspiring our employees personally that we realized the impact it could have.

We regularly communicated Interface's sustainability mission but our founder was skeptical that it was resonating

with employees. Surprise feedback in the form of a poem helped Ray realize the importance of connecting sustainability to employees' own values. After hearing Ray speak at our California factory, an employee named Glenn Thomas shared a poem with Ray that was written to "Tomorrow's Child", the future generation. The poem spoke of the environmental awareness that Ray and the Interface mission had created in that particular employee, the awareness that he could do something to impact the world he was leaving to the next generation. This showed us that employees would make their own powerful connections with the mission if we encouraged and created the space for those connections.

Some employees made their Mission Zero® connection through hearing Ray, or our team of environmental advisors, speak on sustainability, but others made the connection in other ways. We tried

different ways of enabling connections to create passionate employees. Another effort involved using cross-functional teams from all levels of the company to eliminate waste. The QUEST program focused employee teams on reducing waste in their factories using team learning and sharing best practices.

Setting aggressive targets tied to compensation, and encouraging teams to share knowledge, and the best ideas globally led to sustainability taking hold across the entire business. It also paid dividends financially. The cumulative impact of our QUEST program halved our manufacturing waste cost and saved hundreds of millions of dollars in avoided waste cost.

---

**Thank you**

As the war in Ukraine continues, turn to The Conference Board for daily insights and guidance on what the latest developments mean for you and your company.

[www.conference-board.org/topics/geopolitics](http://www.conference-board.org/topics/geopolitics)

THE CONFERENCE BOARD US EUROPE ASIA | CHINA GULF

CENTERS COURSEWORK EVENTS WEBINARS/PODCASTS ABOUT US PRESS CAREERS JOIN / SIGN IN

## GEOPLITICS

# War in Ukraine: Insights and Guidance for You and Your Company

HOME

### GEOPLITICS HUB

Geopolitical events are a key driver of economic and business decisions. Here you can find a 360° view of geopolitical crises, starting with the Russo-Ukrainian war, and insights for what's ahead. New resources are being added regularly to help you lead with confidence.

- Economic Impacts
- ESG Leadership
- Human Capital Implications
- Operations & Cybersecurity
- Risk, Strategy & Policy

#### PUBLICATIONS

- Leading Through the War in Ukraine: Actions for Companies in Asia  
March 09, 2022 | PUBLICATION
- Will the War in Ukraine Lead to Recession?  
March 08, 2022 | PUBLICATION
- Cutting Ties With Russia: A Guide to Decision-Making Now and in the Future  
March 08, 2022 | PUBLICATION
- Real Leadership in a Crisis  
March 08, 2022 | PUBLICATION



# Earth for All: A Survival Guide for Humanity

Essential reading on our long journey toward an "Earth for All" society.

— THOMAS PIKETTY, author, *Capital in the Twenty-First Century*



## Earth for All

A SURVIVAL GUIDE for Humanity

Earth4All is publishing its findings in September 2022 in the form of a book that will be available in English and German. Chinese, Japanese, Korean and Italian versions will be available soon.

The book is a survival guide to help steer humanity away from ecological and social catastrophe.

Authors: Sandrine Dixson-Declève, Owen Gaffney, Jayati Ghosh, Jørgen Randers, Johan Rockström, Per Espen Stocknes

Forewords: Christiana Figueres and Elizabeth Wathuti

The book is the result of collaboration between the 21st century Transformational Economics Commission and systems analysts and modelling teams. The full list of contributors [can be found here](#).

**“An extraordinary book at an extraordinary time”** - Ban Ki-moon, 8th Secretary General of the United Nations



## Upcoming webcasts

Thursday, 20<sup>th</sup> October

09:00 AM ET [09:00] (New York), 03:00 PM CET [15:00] (Brussels),  
09:00 PM SGT [21:00]

[Sustainability Watch October 2022](#)

[How To Work Within the Planetary Boundaries and  
Act Upon Climate Change](#)

[conference-board.org/webcasts](https://conference-board.org/webcasts)

[conference-board.org/centers/sustainability](https://conference-board.org/centers/sustainability)



***Tell us about your experience  
so we can continue to bring you the best  
quality webcasts!***



***Click the evaluation widget   
or use the pop up at the end of the webcast.***

