

CEO DECISION SIGNAL · LAUREL HURD · INTERFACE

A Better Carbon Claim Begins in the Factory

Credibility begins with materials and production. Climate leadership must connect investment, design and language faithful to the evidence.

01 / 05 · VISUAL INTELLIGENCE

Follow the allocation decision

A target is not an achieved result. Follow the resources, the production changes and the evidence of progress.

02 / 05 · VISUAL INTELLIGENCE

The innovative design has a boundary

A factory-gate result is not a whole-life result. Keep the product, lifecycle stages, assumptions and prototype status visible.

03 / 05 · VISUAL INTELLIGENCE

New consumer rules make precision timely

Connect each public claim to current evidence, a responsible owner and a review date. Recheck the wording when the product changes.

04 / 05 · VISUAL INTELLIGENCE

Make procurement capable of asking better questions

Procure the service, not the adjective. Compare suitable products on compatible evidence, durability, maintenance and recovery routes.

05 / 05 · VISUAL INTELLIGENCE

Why This Matters

Recognise progress without surrendering judgement. Better materials need faithful language, explicit boundaries and evidence that readers can examine.

Research and context

Rechecked 15 October 2026 (Eastern Time) · Editorial responsibility: Kelly Dowd, MBA, MA

What the evidence can support

Company-reported innovation, a future enterprise target and a bounded product footprint are different claims. A cradle-to-gate result does not establish a whole-life result. WTM has not audited lifecycle calculations or issued a legal compliance opinion. The editorial examines allocation, evidence and communication.

Visual and publication boundaries

All six plates are original illustrative scenes with fictional adults. They are not photographs of the named executives, actual product models or documented company events. Exact WTM lettering is composited from the production master. No endorsement is implied. The six web assets match the six PDF plates. The scheduled release requires its own fresh news and role check.

[1] Allocation announcement · 22 April 2024

interface.com · Investment changes beginning in 2025 and a 2040 goal; not achieved enterprise carbon negativity.

[2] Impact release · 16 June 2026

interface.com · Company-reported product innovations and portfolio statement; boundaries differ from absolute enterprise emissions.

[3] Executive leadership

investors.interface.com · Laurel Hurd is identified in company leadership evidence. Reconfirm at the scheduled release.

[4] Consumer rules in application

commission.europa.eu · Application from 27 September 2026. General guidance is not a ruling on Interface compliance.

[5] Old-stock transition guidance

commission.europa.eu · Case-specific, proportionate enforcement; not a general exemption for misleading claims.

[6] 2025 Impact Report · printed page 22

interface.com · Product footprints use a cradle-to-gate, sales-weighted basis per square metre. Category movements differ.