Social Responsibility

The Social, Environmental and Economic Impacts of

Doing Well by Doing Good

Billy Ingram, Director of Lean Product Development

Interface®

Retain Brightest Talent, Get Their Best Work

2015 Current State

- Unreliable product development process

- Talent retention risk

  - Average team tenure of 20 years

- Relatively low pay scale

- Personal motivation

  - "This is entry level work…"

  - "What's in it for me?"

- Social motivation

  - Who will help me learn and grow?

  - Who will encourage me?

Defining the Opportunity

- Good ideas resisted, not implemented

- Stakeholders not aligned with organizational values

- Denison culture scores were lacking

- Is root cause economic, environmental or social?

  - Clearly social

- What skill sets did I possess to solve social problems?

  - None

What is Social Responsibility?

Social responsibility is defined by the ISO 26000 guidelines

The end goal of social responsibility is sustainability
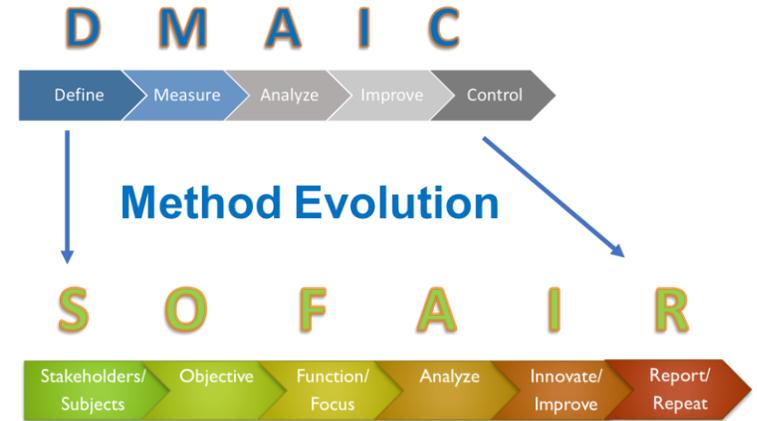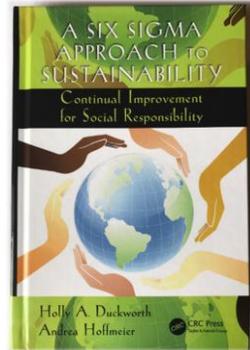
Social responsibility principles

- Accountability
- Transparency
- Ethical behavior
- Respect for stakeholder interests
- Respect for the rule of law
- Respect for international norms of behavior
- Respect for human rights

Social responsibility subjects

- Organizational governance
- Human rights
- Labor practices
- Environment
- Fair operating practices
- Consumer issues
- Community involvement and development

We're More Than A Carpet Company. Much More.

CISR®
Continual Improvement
for Social Responsibility
CULTURE
Living Our Values

Interface

Be Genuine & Generous

Interface is its people – authentic people who bring their whole, undivided selves to work and to the world. We're empowered to speak out, to stand out, and to reach out. Being genuine creates a foundation for trust and deep relationships, investing in "we" over "me" and creating a culture of inclusion.

Our culture of curiosity is contagious. At Interface, there's an ever-present sense of exploration and innovation – a willingness to test, tumble and try again.

Design a Better Way

Connect the Whole

Interconnectedness is at the heart of all we do. We think in partnerships, knowing none of us is as smart as all of us.

When we're at our best, we're not only a beacon – we're the spark that helps others catch fire.

Inspire Others

Embrace Tomorrow, Today

…our vision is our compass, and we're confident on our trajectory toward a better tomorrow.

Excerpts from Interface values. Find out more at https://www.interface.com/US/en-US/about/mission/Interface-Values-en_US

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Interface Values and Social Responsibility

Senior leaders set a long-term vision, support CISR SOFAIR project teams and champion principles of social responsibility, including:

Accountability

Leaders and managers "practice what they preach".

There is a clear and consistent set of values that governs the way business is done.

When people ignore core values, they are held accountable.

Transparency

There are very few secrets.

Employees consider the organization to be trustworthy.

Information is widely shared so everyone can get information they need when it's needed.

Employees can see the relationship between their jobs and the goals of the organization.

Ethical behavior

People have good motives and intentions.

The organization conducts business with honesty and integrity.

There is an ethical code that guides behavior and tells people right from wrong.
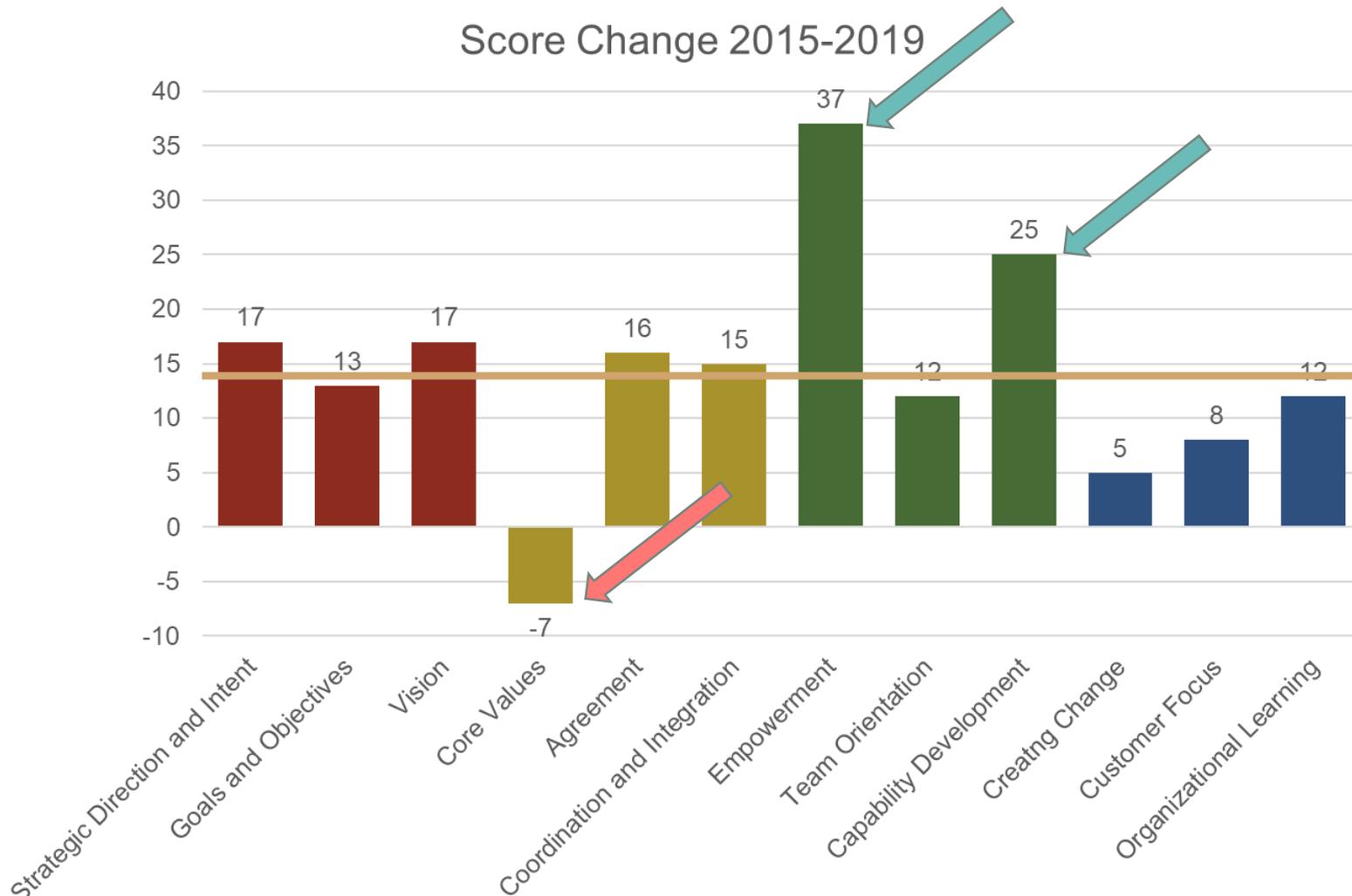
Respect for stakeholder interests

Decisions are made with employees' best interests in mind.

Cooperation across different parts of the organization is actively encouraged.

The capabilities of employees are viewed as an important source of competitive advantage.

Case Study: Product Development, Denison Cultural Survey Comparison
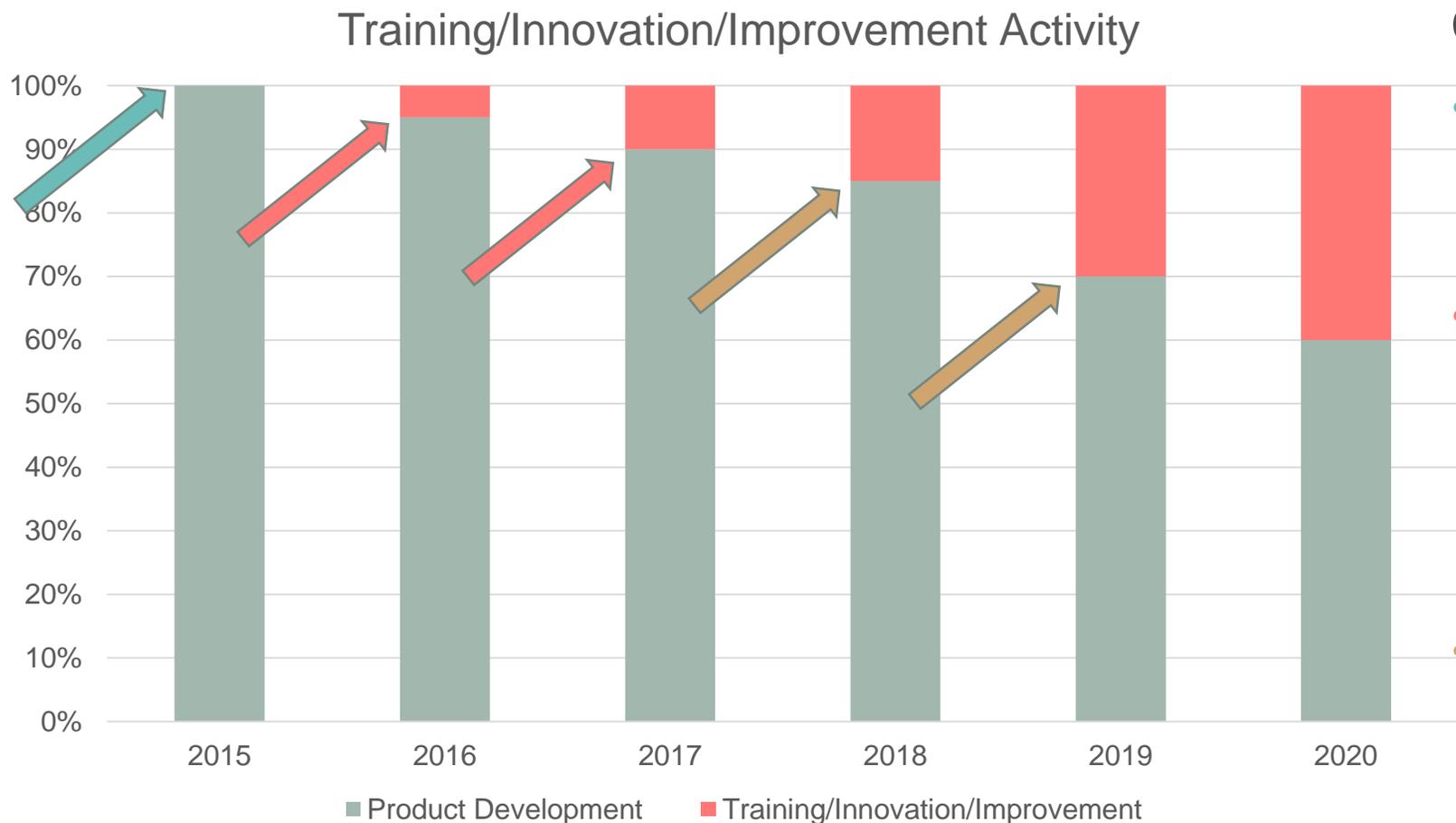

Score Change 2015-2019

Cultural Transformation Notes

- Biggest gains in Empowerment and Capability Development

- Core Values declined overall but improved in Product Development when measured independently

- Mean cultural shift of 14 points

Case Study: Product Development, Value Added Activity Refocus

Training/Innovation/Improvement Activity

Legend: ■ Product Development ■ Training/Innovation/Improvement

Cultural Transformation Notes

- Baseline: All activity focused on new product trial fulfillment

- Deliberate shift to training, innovation or improvement activity as we created margin through the reduction of non-value-added work

- Deliberate practice of socially responsible skillsets created a self-fulfilling culture

Case Study: Product Development, New Products Carbon Embodiment

Carbon Negative Product Impact
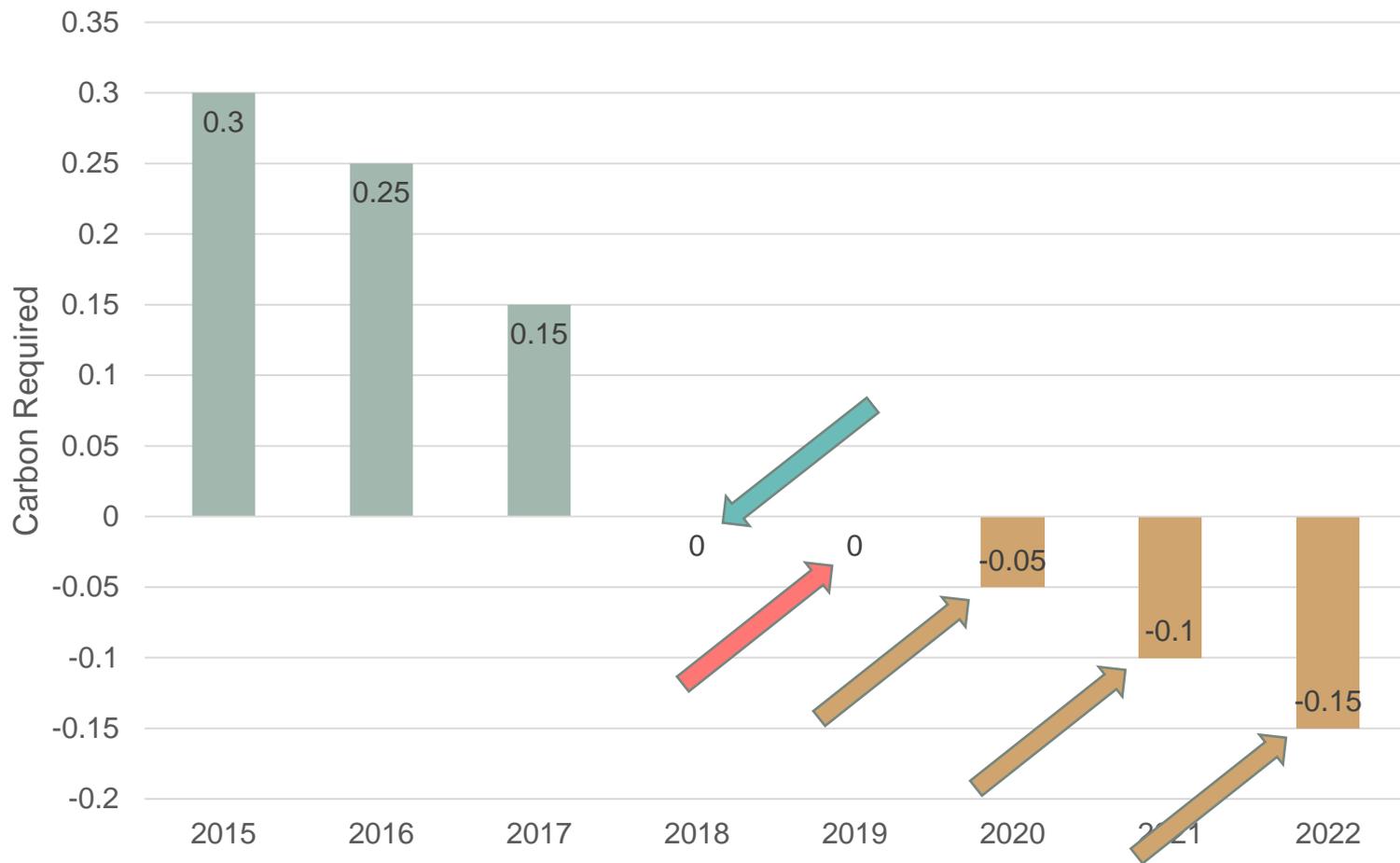
Carbon Transformation Notes

- All products, carpet and LVT, certified as carbon neutral
- Carbon negative projects enabled by cultural transformation
- Sustainable innovation thriving through increased levels of social dialog and purposeful inclusion

Case Study: Product Development, Budget Spending

Spending Activity

Legend: Product Development | Training/Innovation/Improvement
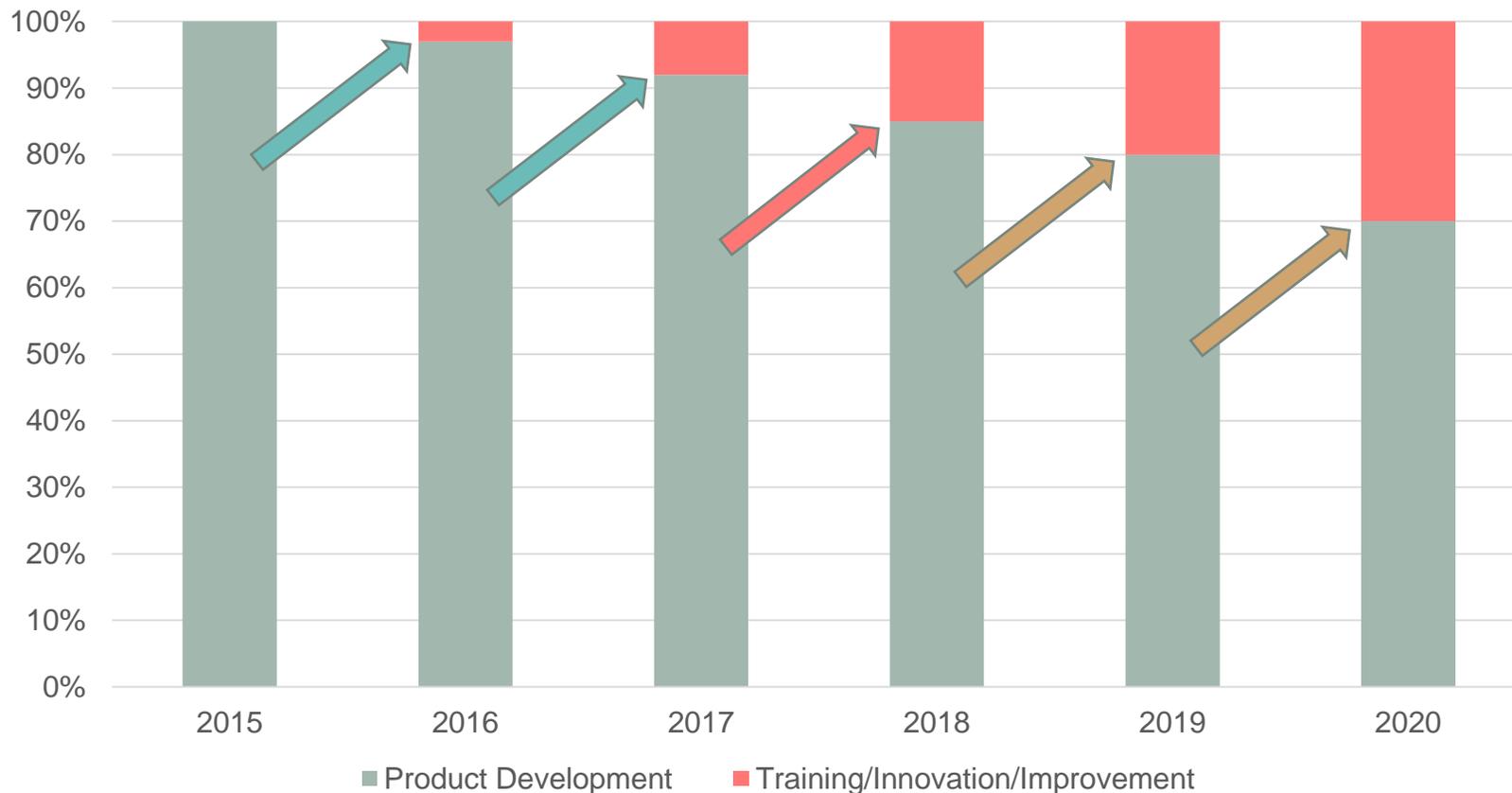
Economic Transformation Notes

- Lean Six Sigma projects created initial margin for social investment

- Social investment creates additional margin, project managers and innovation

- Deliberate practice of learned socially responsible methods and a focus on social inclusiveness creates the leaders and projects enabling the carbon negative products

Summary

Social issues are the primary cause of ineffective project implementation

Practical training to resolve organizational social issues is available

Environmental and economic improvements are derivatives of social innovation

Subcultures of social responsibility can exist and thrive within organizations

Increasing a subculture's social dialog will increase the resistance encountered from outside

Considering social responsibility principles when forming projects increases the success rate

Questions?

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Find practical training to resolve social issues at https://www.sherpasustainabilityinstitute.org/

You can find out more about me at https://about.me/BillyIngram or
https://www.linkedin.com/in/williamoingram/