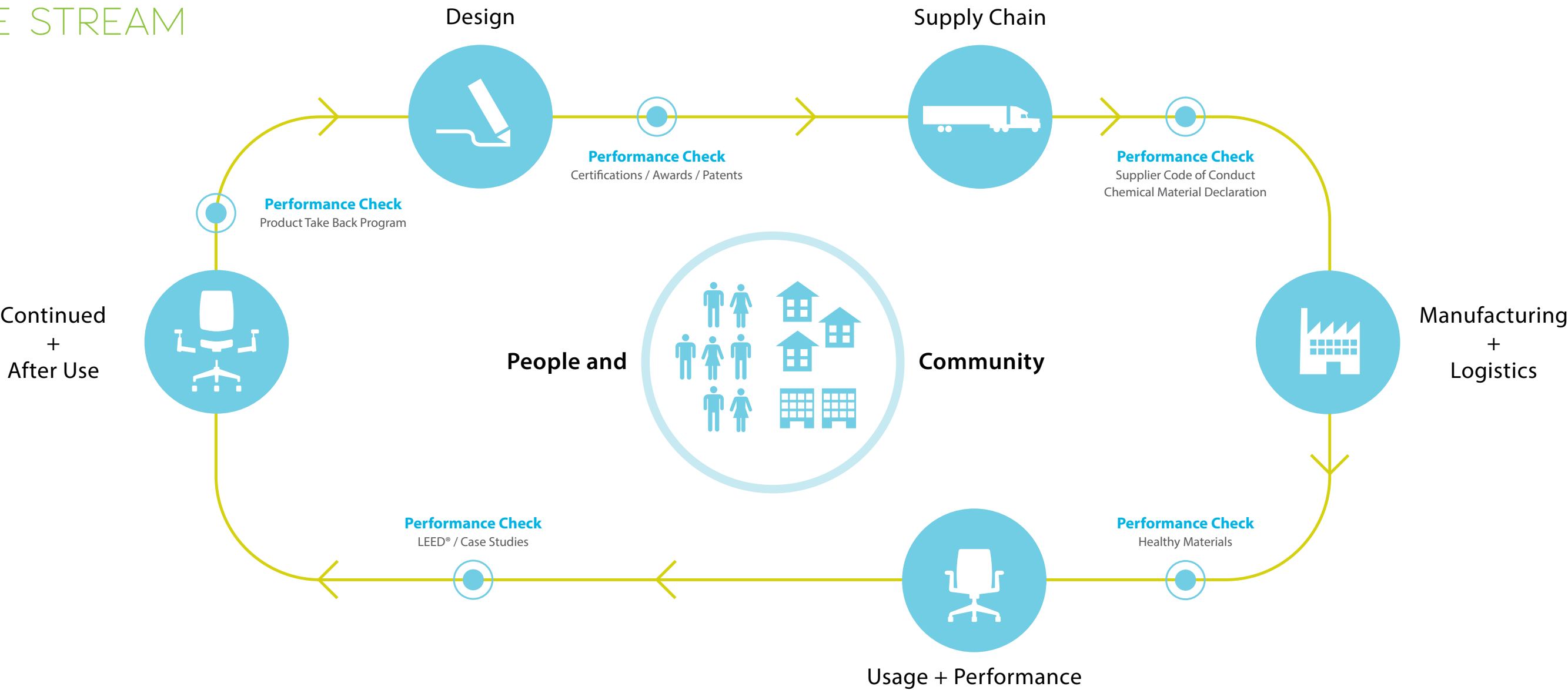


SUSTAINABILITY

REPORT 2015



VALUE STREAM



Design

We are committed to designing with the environment in mind through sustainable material choices and engineering processes, and the removal of banned chemicals. Our designers implement sustainable objectives that contribute toward certifications from BIFMA level®, FEMB, and GREENGUARD®. This drive toward sustainable solutions helps protect the planet and meet client expectations.

Supply Chain

Through our global network of supplier partners, we engage in continuous dialogue, education, and share best practices to ensure their codes of conduct include socially and ecologically responsible sourcing. Nurturing these relationships maintains integrity and transparency throughout our supply chain.

Manufacturing + Logistics

Since 2010, all Haworth manufacturing facilities globally have achieved ISO 14001 certification. In 2012, we attained Zero Waste to Landfill status globally, strengthening our commitment to continuous improvement through waste, water, and energy reduction initiatives. We are also committed to green transportation by increasing resource-efficient transportation.

Usage + Performance

We strive for solutions that are neutral to the environment, with positive impacts on human health. Our products are designed and built leveraging global knowledge and best practices, earning top certifications such as GREENGUARD, BIFMA level, FEMB, NF Environment, and GECA. They also contribute toward LEED® building certifications. We are also experimenting with the WELL Building Standard® to support well-being.

Continued + After Use

Once a Haworth product reaches the end of its desired life, we want to ensure our customers know their options for recycling, resale, refurbishment, and donation. We provide product certifications and lifecycle assessments, and encourage our customers to contact us regarding end-of-life options in their region to prevent products from being discarded into landfills.

People + Community

Haworth is proud of its commitment to operate as an ethical business and support the communities in which we live—all around the world. Through volunteer hours, health and safety protocols, and continuing education (including ethics and anti-corruption), we engage our employees—whom we call members—to help protect and restore our environment, create economic value, and strengthen our communities.

WHO WE ARE

At Haworth, we believe inspiring spaces can enrich lives and businesses around the world. We provide each of our customers with tailored spaces that enhance their business, stir their spirit, and sustain the planet.

We partner with our customers, our dealers, and industry influencers in redefining the way interiors are designed, built and maintained over time, resulting in more efficient real estate utilization and contributing to a more effective and innovative workforce.

Our Leadership

Our executive management team is held accountable for meeting our sustainability goals and objectives. A cross-functional steering committee of executive sponsors, a global sustainability manager, sustainability objective champions, and sector-based leaders sets company-wide goals and metrics based on our long-term strategy.

The steering committee drives the metrics and reports progress quarterly to the steering committee chairperson, our Vice President of Global Design & Innovation. The steering committee is chartered by our chief executive officer (CEO). Our VP of Global Design & Innovation is responsible for the direction and pace of our sustainability plan reporting to the CEO. The CEO provides formal sustainability oversight twice a year through corporate global sector reviews.

Champions help drive improvements as well as make progress toward sustainability objectives. Through our champions' involvement, priorities are based on the strategic objectives of the whole company. Region-based functional leaders are the core members of our local sustainability committees. They represent and provide the conduit for regional issues and priorities.

By the Numbers

- \$1.82 billion in global sales for 2015
- 6,500 members worldwide
- More than 650 dealers worldwide
- Presence in more than 120 countries
- 1 vision

Our Beginnings

Three generations of the Haworth family have led our company. G.W. Haworth borrowed his parents' life savings to expand his woodworking operation in the family garage. The skilled craftsman's goal: Earn enough money to put his children through college.

Engineering-minded son, Dick Haworth, developed a way to pre-wire partitions from within. Driven by his foresight to create a global footprint, Dick has seen the company through its largest years of growth to date.

Chairman Matthew Haworth has spent his entire career in the family business in a wide variety of roles—from marketing to manufacturing, sales, planning, and purchasing. He continues to lead with a focus on continuous improvement.

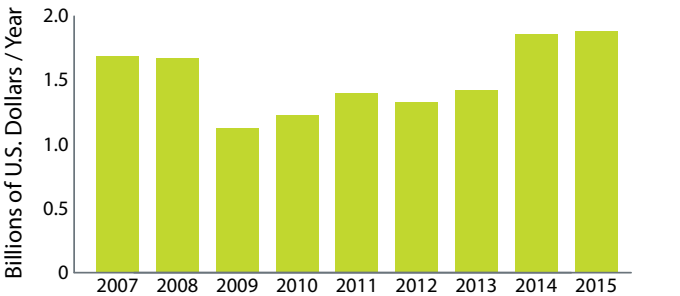
Our Values

First drafted in 1975 by Dick Haworth and periodically revised to suit the changes of the world and our business, our values define our business behavior, inform our decisions, and communicate our brand. They have been and continue to be a foundation for our growth, and a code for our company. In our world of rapid change, our values are a guide for today's activities and tomorrow's growth.

- | | |
|------------------------|------------------------------|
| We value our customers | We value continuous learning |
| We value members | We value results |
| We value integrity | We value our world |

Our Financial Performance

Haworth's 2015 global sales totaled \$1.82 billion—an increase of 1.3 percent from 2014. The sales increase is evidence of the effectiveness of Haworth's strategy and continued market share growth around the world.



Contents

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18	GRI and UN Global Compact Considerations
	Expandable Content

(Viewable in PDF Readers for Windows and MacOS)

OUR SUSTAINABILITY VISION

Haworth will be a sustainable corporation. We engage our members in more sustainable practices, we initiate and use processes that are neutral or improve our environment, and we utilize our resources in ways that create adaptable and sustainable workspace solutions for our customers. We do all of this globally to protect and restore our environment, create economic value, and support and strengthen our communities.



As a product of Haworth's continuing pursuit of responsibility, our 2015 Sustainability Report is published in electronic format only. To delve further into some of the topics featured in this report, we invite you to click on the leaf icons and uncover extended content and links.



Dear Stakeholders:

Haworth is a family-owned company committed to being a sustainable global organization in the markets we serve and the communities in which we live. With a solid foundation rooted in values, our company strives to be a conscious business—a company with purpose. Our values bring balance in all that we do, as our organization evolves.

Since we first launched our annual Sustainability Report in 2005, we have continued making great strides in our journey toward sustainability, while helping our customers create inspiring spaces around the world.

We are committed to designing with the environment in mind through sustainable material choices and engineering processes. Through our Zero Waste to Landfill (ZWTL) initiative, we maintain our dedication to reducing the impact of manufacturing on the environment by evaluating materials through innovation and continuous improvement.

In 2014, Haworth set a goal to eliminate 56 banned chemicals, identified within our industry as adverse to human health and/or the environment, from all product lines. We are encouraged by our progress and have confirmed that 52 of the targeted 56 banned chemicals were either absent or removed from our product lines. The remaining four are expected to be eliminated by the end of 2018.

Our commitment to sustainability around the world continues, as we add our Chennai, India manufacturing plant to all our ISO9001 and 14001 certified facilities globally. Through our collaborative research and design initiatives, more products within our portfolio are globally designed and sourced from regions around the world.

Last year we announced our commitment to well-being in the workplace through the application of the WELL Building Standard as part of a pilot project in our new Los Angeles and Shanghai showrooms. The standard is a performance-focused system for measuring, certifying, and monitoring features of the built environment to promote the health and wellness for people. The L.A. showroom continues to provide the venue for building our research around this concept.

We thank our members who inspire us daily. Haworth is built upon a culture that empowers them to make positive changes—a responsibility they take to heart as they support Zero Waste to Landfill initiatives, our design for environment strategy, and LEED certifications in our facilities around the world.

As always, there is more to do, yet we are pleased with our progress. We anticipate engaging in even more sustainable practices on our journey to protect and restore the environment, create economic value, and strengthen our communities.

Matthew R. Haworth
Chairman
Haworth, Inc.

Franco Bianchi
President & CEO
Haworth, Inc.

Michael Warsaw
Vice President, Global Design & Innovation
Haworth, Inc.

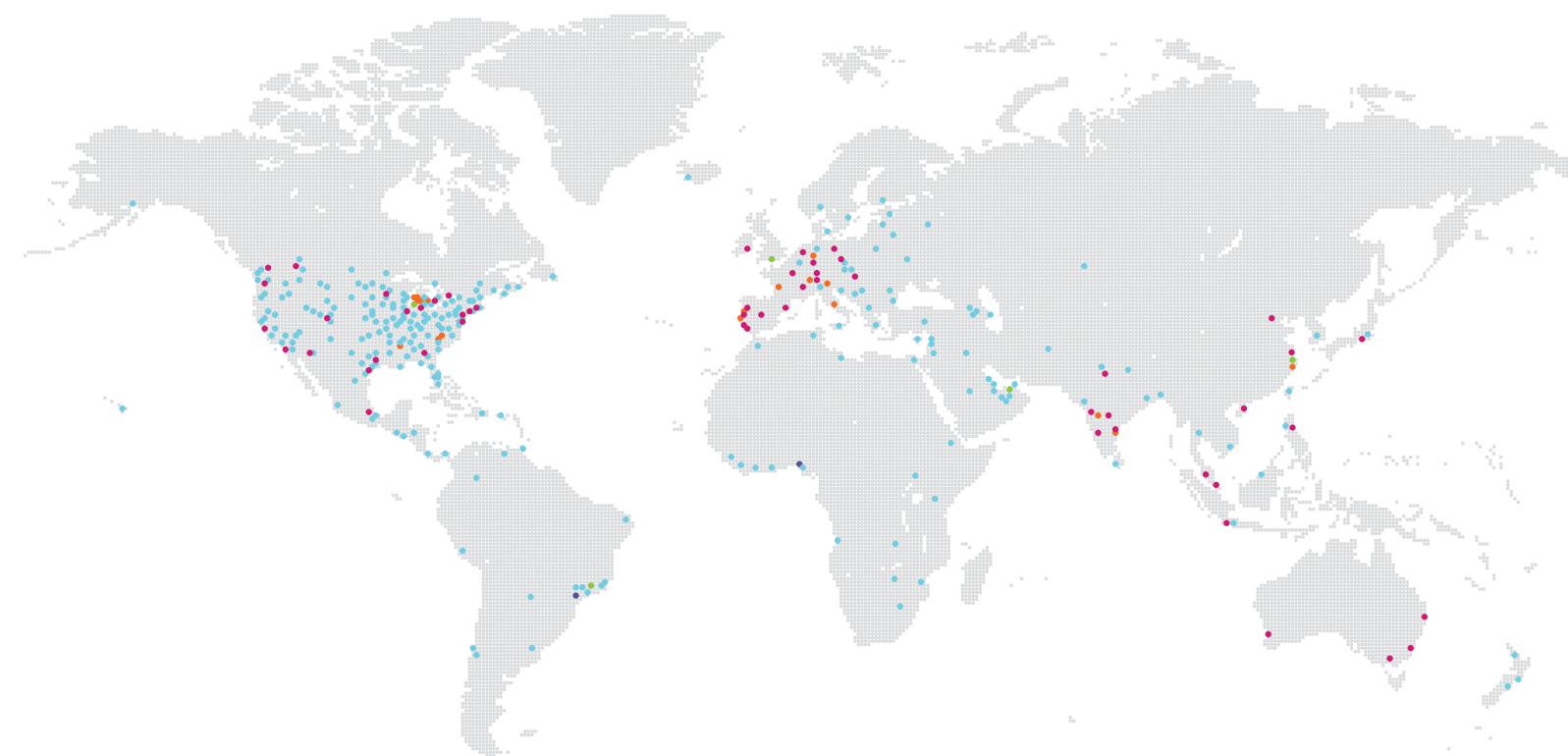
A GLOBAL LEADER

Our Global Reach

Haworth serves markets in more than 120 countries through a global network of sales members and more than 650 dealers—independent businesses that provide sales and support to our contract market customers.

We report our progress in three business sectors:

- North America and Latin America (NA)
- Europe (EU)
- Asia Pacific and Middle East (AP)



GLOBAL PRESENCE 2015

- Haworth Headquarters
- Showroom / Sales Office
- Locally Sourced Manufacturing
- Haworth Manufacturing
- Dealer



Awards

- BEST OF DECADE AWARD, presented by Interior Design Magazine. Zody® seating recognized as Best in 10 winner, for best in design from the past decade (2005-2015).
- BEST OF YEAR AWARD 2015, presented by Interior Design Magazine. Finalists: Downtown (Seating: Contract/Task category) and X Series® (Furniture: Contract/Case Goods category).
- IDEA (INDUSTRIAL DESIGN EXCELLENCE AWARD), 2015, sponsored by The Industrial Designers Society of America. Finalist: Bluescape™ (Office and Productivity category).
- METROPOLIS LIKES, 2015, presented by Metropolis magazine. The Haworth Collection™ Downtown chair receives top pick as one of 35 editor favorites chosen from among 700 exhibitors.
- HiP DESIGN SOLUTIONS 2015, presented by Interior Design Magazine. Winner: Poppy chair (Workplace: Seating/Task category); Honoree Orla (WorkPlace: Seating/Lounge category)
- Gold award, presented by EcoVadis, for Corporate Social Responsibility excellence
- Gold from German Consumer Association for Haworth Germany as a Sustainable Producer in the Furniture Category 2015
- IIDEX CANADA 2015 Innovation Award - Silver, Openest™ collection (Seating: Lounge and Sofas)
- IIDEX CANADA 2015 Innovation Award - Silver, Workware™ Wireless Pro (Technology)
- Office Next 2015 - Best Office Award for Haworth Russia

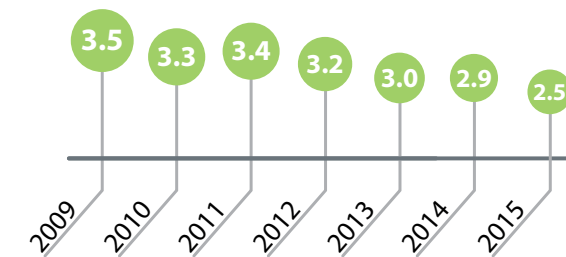
Our Products

- Benching and desking systems
- Collaborative furniture
- Ergonomic work tools
- Freestanding filing and storage products
- Freestanding wood, laminate, and steel casegoods
- Healthcare solutions
- Lighting
- Moveable walls
- Raised access floors
- Seating
- Systems
- Tables and conference furniture
- Technology solutions
- Wood furniture

SAFETY + DIVERSITY

Safety (Global)

Actual Recordable Accidents
Per 100 Members Globally

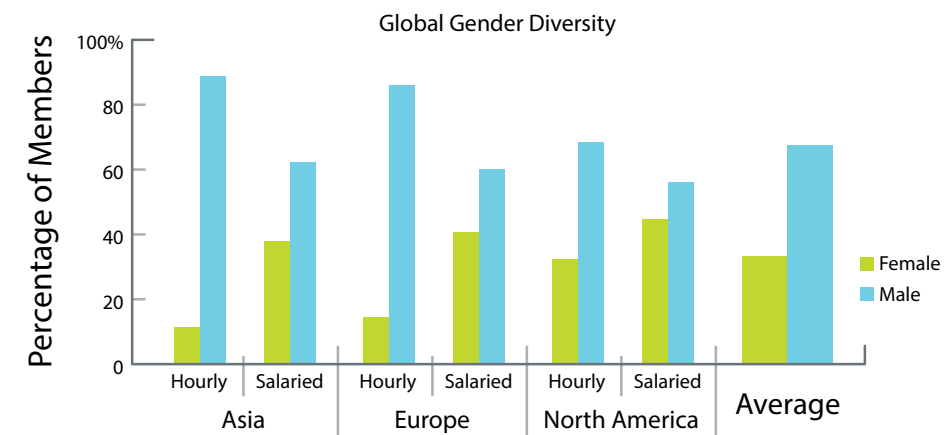


Continuous Improvement Highlights

- Europe 🌿
- Asia Pacific 🌿
- North America 🌿

Diversity

Diversity is a critical part of doing business. We continue to support diversity by utilizing different perspectives, as well as a global framework of knowledge and skills to facilitate innovation and collaboration. One component of diversity shared among our global regions is gender, which is reported by sector in the chart below.



Member Highlights (NA) 🌿





DESIGN

Sustainable Design

Building sustainable products creates new opportunities for our industrial design teams to invent new means of incorporating sustainable materials. As a result of our innovative designers, we continue to be recognized for outstanding sustainable products.

In Germany, Yourplace® screens are intentionally manufactured using few materials and no glue. The woods, fabrics, steel, and aluminum are selected for easy disassembly at the end of the product's lifecycle. We engage with our suppliers to purchase certified sustainable wood and sustainable fabrics, avoid hazardous chemicals, and ensure they adhere to Haworth's Supplier Code of Conduct.

In North America, level®, BIFMA's sustainability certification program for furniture, guides design and elevates our products in the marketplace. This certification guarantees our products meet the highest standards in the industry. Our designers and engineers consider the certification's requirements throughout the development process, beginning with raw materials. This approach sets the foundation for our new product introduction process, chemical management, and end-of-life management.



BIFMA PRODUCT CERTIFICATIONS:

BIFMA's sustainability certification program for furniture, level®, guides design and elevates our products in the marketplace.

50 BIFMA level 1 certified 🌱

15 BIFMA level 2 certified 🌱

18 BIFMA level 3 certified 🌱

107 GREENGUARD certified

- Haworth Europe 🌱
- Haworth Asia Pacific 🌱
- Haworth North America 🌱

Product Stats (Global)

- 133 product environmental data sheets completed
- 17 Good Environmental Choice Australia (GECA) certified
- 9 Norme Française Environment certified (French Standard)
- 6 Preliminary FEMB European Sustainability attestations



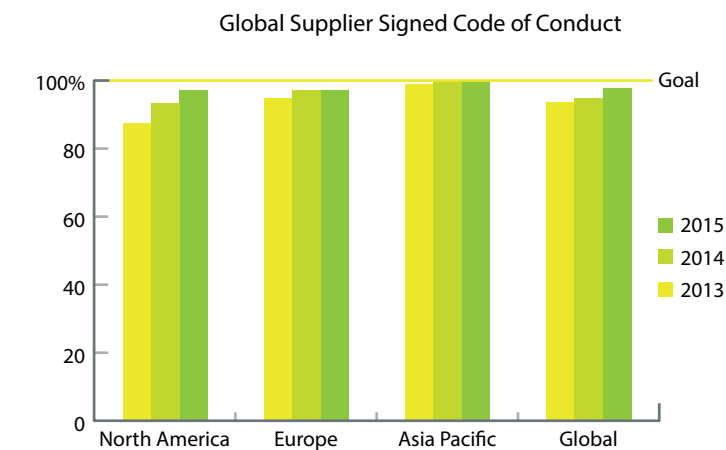
SUPPLY CHAIN

The Sustainability Code

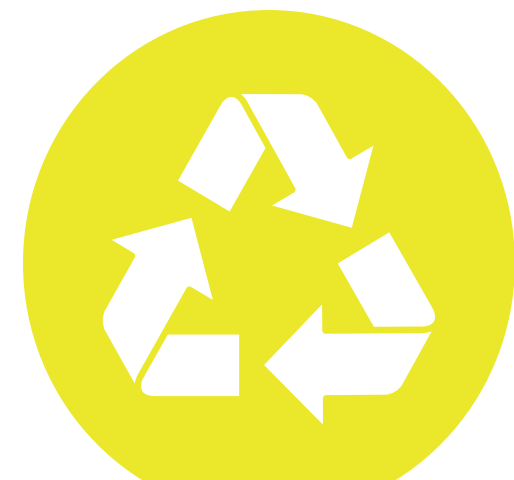
To ensure that Haworth suppliers are aligned with Haworth's values, all suppliers are encouraged to sign and adhere to the Haworth Supplier Code of Conduct. The agreement addresses worker safety, labor compensation, anti-child labor, anti-discrimination, worker respect, and environmental compliance. Supplier response has been positive, with nearly 96 percent of global suppliers signing the Code of Conduct.

An essential part of our business is our supply chain. While our suppliers may understand the materials we need, some may not know our strict requirements for each product. By providing suppliers with guidance and education, we help them understand our complex sustainability criteria, form long-term relationships, and work toward a common goal of a more sustainable world.

One aspect of this supplier engagement is in-depth training about our certification requirements and high standards concerning materials and chemicals used in our products. In 2015, our purchasing team successfully trained multiple suppliers. We look forward to partnerships with suppliers who adhere to the Supplier Code of Conduct and provide sustainable ingredients for our products.



[Download the Code of Conduct](#) 🌱



MANUFACTURING + LOGISTICS

Update: Zero Waste to Landfill

As part of our commitment to maintaining our Zero Waste to Landfill (ZWTL) status globally, we continue to work diligently with our suppliers around the globe. For example, our Asia Pacific sector redesigned the packaging of imported metal legs used for Intuity™ benching. Rather than discarding the expanded polystyrene molded containers that the legs are shipped in, we collaborated with Chinese packaging engineers to design a new breakaway structure. Now the same packaging that the parts arrive in can be used to ship the finished product to the customer.

Despite several waste management obstacles and the current volatility of the recyclables market, our commitment to Zero Waste to Landfill has never wavered. Our recycling team leaders effectively meet all challenges and continually reduce waste. Operations teams remain focused on improving yields for wood, steel, aluminum, fabric, powder paint, and concrete. We always look to eliminate as much waste as possible at the beginning of the manufacturing process so it is not passed on to our customers.

Haworth Europe continues Zero Waste to Landfill improvements by:

- Increasing share in recyclables
- Notable improvement in Bad Münde, Germany, through a newly installed, HDLV (High Density Low Velocity) powder-coat application technique that realizes a 98% recovery rate for residual powder.
- Overall recycling rate of generated waste through production processes in Europe in 2015:
 - » 68% - Residual recycling through partnership
 - » 32% - Recovered as energy source by an external company

[Read More](#)



The North American powder-coat paint teams made great strides in improving material utilization and reducing powder waste in 2015. It is worth noting that each plant met—or exceeded—its goal. In the five years North American sites have been tracking powder paint waste, they have consistently improved. In 2015, we yielded a 14 percent increase in utilization, which represents a reduction of 279,000 pounds of powder waste annually.

DID YOU KNOW?

The Healthier Hospitals Initiative requires that all foam include zero flame-retardants.



Update: Banned Chemicals

In 2014, we began an aggressive, proactive initiative to eliminate 56 chemicals from our product offerings. With the help of our engineering and purchasing departments, as well as our suppliers, we are making great progress. The Haworth task and lounge seating product categories in North America are close to becoming 100 percent free of chemicals of concern. Both product lines should be 100 percent free of the 56 banned chemicals in 2016.

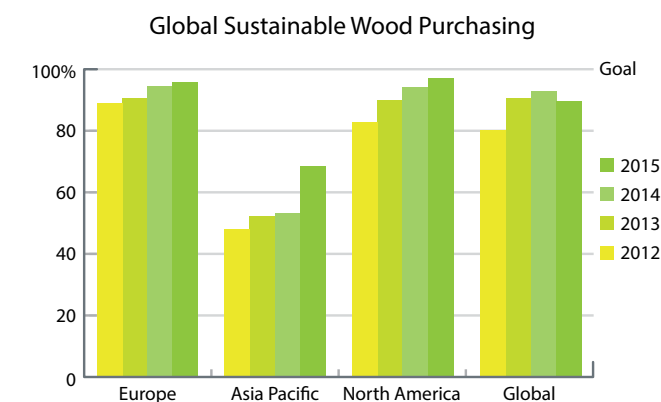
Our engineering team's focus is on parts that support aesthetic and structural performance. Engineers have also created most PVC-free electrical components for products after 2005. The team's target implementation date is 2016. To ensure quality is not compromised when we introduce alternative chemicals, rigorous quality tests are performed.

[Read More](#)

Update: 100 Percent Sustainable Wood (Global)

We remain dedicated to meeting or exceeding the highest social and environmental standards in the market. One example of this is our proactive 2013 goal to source 100 percent of the wood used in Haworth casegoods, systems, tables, and storage products from sustainable sources that have been verified by third-party certifications, such as the Forest Stewardship Council® (FSC®) and Program for the Endorsement of Forest Certification (PEFC).

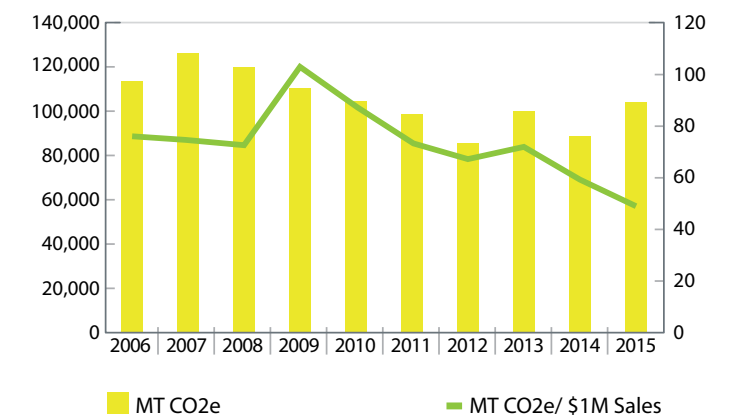
[Read More](#)



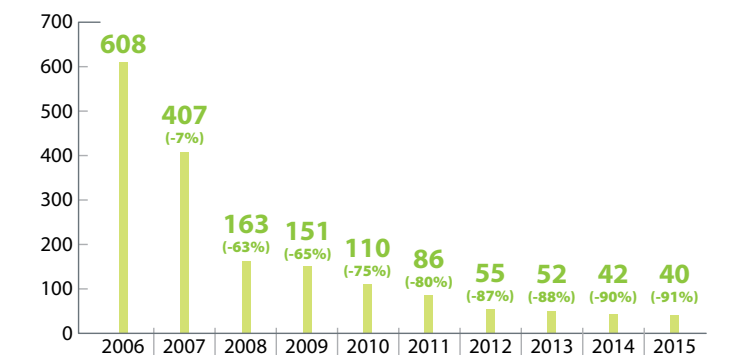
Flame Retardant Free Foam (NA)

Green Transportation (Global)

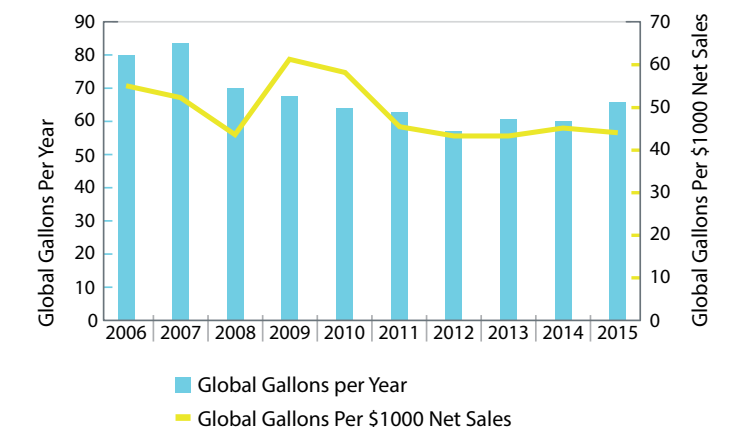
Global Greenhouse Gas Emissions



Global VOC Tons



Global Water Usage



USAGE + PERFORMANCE



Climate Positive (AP)

We don't just focus on decreasing our impact on the environment; we proactively increase the quality of the air for future generations. We achieve this through our Climate Positive Program.

Carbon credits are designed to encourage investments in projects that help reduce global greenhouse gas emissions in order to alleviate the adverse effects of climate change. When Haworth customers in the Asia Pacific sector purchase Zody® seating, Allways™ desk/benching system, or Intuity benching, they can select one of the Climate Positive projects to invest in. We remind our clients that the larger the share of their purchase price that goes to the project, the bigger their positive impact is as a company.

Our third-party partner, South Pole Group, sources the carbon credits directly from its projects. In this way, we ensure that the maximum amount of investment goes directly to the project.

We currently support five carbon-offsetting projects:

- Producing renewable energy in China using micro-hydro plants
- Providing clean energy and restoring the natural environment in Honduras
- Using wind farms to support the energy needs of the local population in South India
- Ensuring sustainable power provision in Maharashtra, India, using wind turbines
- Generating sustainable energy in rural Thailand through wastewater treatment in a starch plant

In 2015, our total carbon offset was 3,472 metric tons (3,827 US tons). Cities that benefitted from our Climate Positive Program include: Tokyo, Singapore, Perth, Sydney, Brisbane, Mexico City, and São Paulo.

Our customers not only receive high quality, sustainable products, they also receive the peace of mind that we are investing in projects that reduce and prevent carbon and other greenhouse gases from entering the atmosphere.

International Academy (EU)

As part of an ongoing effort to support customers, members, and dealers throughout Europe, our North, East, and Southeast regions of Europe hosted an International Academy Series in Bad Münders, Germany. Attendees benefited from an in-depth series related to product training, ergonomics, ideation sharing, and sustainability, as well as marketing activities and tools.

Cleaner Air (AP)

Over 56% of employees in China identify poor workplace health as a primary reason to change jobs. Given the elevated concern of clean air in China, Haworth Asia Pacific measures air quality in real time to ensure members and guests are breathing in clean air.

Haworth Shanghai is RESET Certified. RESET is an international project certification that prioritizes occupant health and environmental regeneration, starting with material chemistry and indoor air quality (IAQ). It measures air quality (PM2.5, TVOC, CO2, Relative Humidity, Temperature) in real time to ensure members and guests are breathing clean air indoors. Members can access these measurements 24/7 through a mobile app displayed on a screen.

Sustainability + Sales

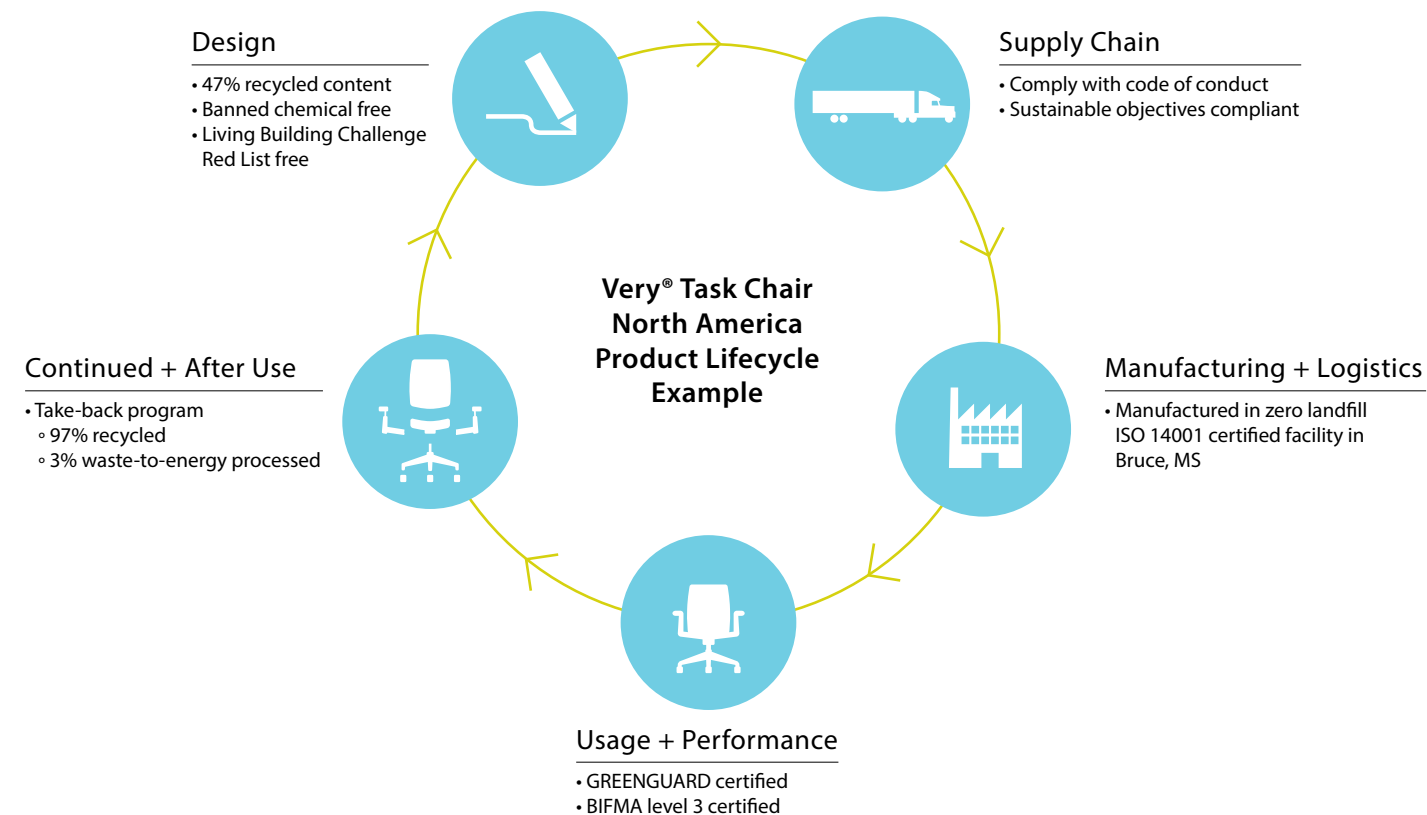
In an effort to support Haworth sales members, the sustainability team provided updates on monthly calls with architects and designers (A&D). Topics for 2015 included the progress of the banned chemicals initiative, packaging, supply chain, recycling, volunteering, donations, WELL Building Standard training, RFP responses, LEED product attributes, and tangible product differentiators. In addition to the monthly calls, the team continues to regularly field questions from sales representatives regarding LEED requests, resources for bids, and competitive differentiators.

"Understanding product attributes for LEED, and the discrepancies between recycling certifications and credits, can be difficult," said Rachel Cash, Associate Sustainability Specialist. "We take pride in being able to help bring clarity for our A&D and sales reps, especially as it relates to their specific projects."

[Read More](#) 



CONTINUED + AFTER USE



Recycle Center Engagement (NA)

Re-furnished Chairs – Not Just a Number (EU)

We are dedicated to sustainable practices through the entire lifecycle of our products, including end-of-life. In 2015, a customer needed support with 2,900 older chairs and contacted Haworth Benelux. Our sales and customer service team, together with a refurbishment company, jumped in to help, creating a list of refurbishment options. The chairs were reconditioned in or outside of the customer's facility with sustainable fabrics and upgrades. Both the customer and our team were satisfied with the outcome of the project and the opportunity to lower the impact on the environment. Financially, it was also a win/win. Haworth gained the opportunity to provide this service while the customer saved costs for new chairs.

Refreshing Furniture (AP)

Regular cleansing and disinfection of furniture not only lengthens the lifespan of the investment, it can also reduce the impact of biological pollutants within office environments. Haworth Asia Pacific's Furniture Refresh Program provides customers with certified experts who assess, clean, repair, and re-upholster Haworth chairs using environmentally friendly cleaning methods. Our certified professionals recommend that furniture be professionally cleaned every two years.

[Read More](#) 



PEOPLE + COMMUNITY

New Friends in Benelux (EU)



In 2015, the Haworth Benelux team supported the GOAL foundation by spending an afternoon making new friends. The GOAL foundation supports people with disabilities and elderly populations in need by enabling them to enjoy recreational activities and make social connections. Haworth members and GOAL foundation guests enjoyed coffee, tea, and pancakes before visiting a farm to spend time with animals. The day ended with a wagon ride, singing, and great conversation.

Earth Week Celebration (Global)



Globally, Haworth members celebrated Earth Week 2015 using the theme: "I Celebrate Earth Week Because..." Hundreds of members from Europe, North America, and Asia Pacific participated in the week-long celebration, which featured a blend of traditional and new initiatives.

[Read More](#)

Clean Up on Aisle 131 (NA)

Since 2011, the Big Rapids, Michigan, wood plant has participated in the Michigan Adopt-a-Highway program. Each year, approximately 20 members volunteer their time outside of work hours to clean up a five-mile stretch of highway US 131. Each time a clean-up is performed, 30 to 40 garbage bags of trash are collected.



Implementing the WELL Building Standard (NA)

The Haworth showroom move from Santa Monica to Los Angeles provided an opportunity to explore the WELL Building Standard in space design.

Its seven pillars, or categories, are similar in structure to LEED in addressing the built environment: air, water, nourishment, light, fitness, comfort and mind. Each focuses on an aspect of what makes the built environment more beneficial for the occupant, both physically and mentally.

Uncover the actions implemented in the L.A. showroom for each of the seven pillars.

The new showroom incorporates increased levels of fresh air exchange, ergonomic furniture, sit-stand options for desks, non-toxic and non-offgassing materials, and air and water quality filtering and testing. The space also meets LEED Gold certification through energy, lighting, and water reduction, as well as use of recyclable and recycled materials.

New Ways of Working (EU)

Haworth was among the Top 10 candidates in the Green Office category for the 2016 Green-Tec Awards—one of Europe's most important environmental awards.

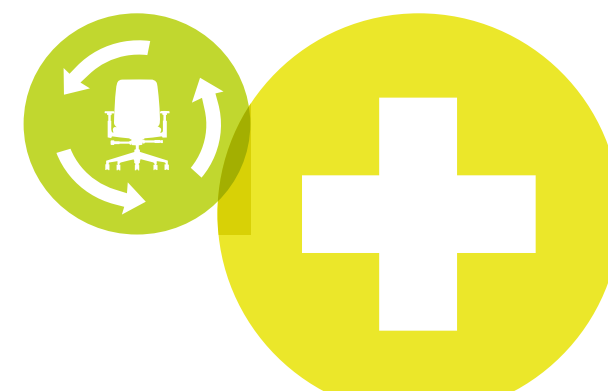
Among the top 10 in the Green Office by KYOCERA category, OffX is a future-oriented, coworking space in the heart of Berlin. Haworth Germany teamed with if5 to open the space, which promotes alternative ways of working while supporting the well-being of its users. With ergonomic, design-oriented furnishings, diverse working environments, and excellent infrastructure, OffX offers the concept of shared space versus ownership, which saves natural, material, and financial resources. The shared economy within OffX connects users while facilitating innovative thinking and ideas.

Four Hours of Paid Volunteering (NA)



Winter weather doesn't keep Haworth members in West Michigan from warming hearts with their enthusiasm. More than 15 people from Haworth's corporate headquarters applied their volunteer hours and made the trek—even on a blustery day—to assist at the Holland Rescue Mission's Restoration Center, where they sorted and organized donated items. The Restoration Center sells these items through its thrift outlets, with all proceeds directly going back into helping those in need at the Holland Rescue Mission and surrounding communities.

Because Haworth believes that each of us can make the world a better place to work and live, North American full-time exempt, nonexempt, and hourly members have the opportunity to volunteer in the community with up to four paid hours per year. "It's a gift that keeps on giving by providing those who need a helping hand with opportunities for a brighter future," said Lydia Knowles, Haworth Marketing and Social Responsibility Manager. In 2015, a total of 424 hours were utilized by 116 members. "We know Haworth members have generous hearts and willing, helping hands, so we're eager to see how many volunteer hours Haworth North America members will contribute next year."



Haworth publishes an annual sustainability report.

This report includes data from fiscal year Jan. 1, 2015 to Dec. 31, 2015 unless otherwise noted for all regions: Asia Pacific, Europe, Latin America, Middle East, and North America (excluding independently-owned Haworth dealerships).

This report was prepared with consideration for the Global Reporting Initiative's (GRI) Sustainability Reporting Guidelines version G4.

Haworth, Inc. continues to support the ten principles of the UN Global Compact with respect to Human Rights, Labor Rights, Anti-Corruption, and Environmental Protection. As a private company, we take great pride in our corporate values that include valuing people and the world we live in. We continue our commitment to implement the ten principles in our business strategy, culture, and operating processes. We continue to work in our supply chain to advance these principles beyond the walls of our facilities and into the communities in which we operate.

All financial information is reported in US dollars (unless otherwise noted). Measures are metric. Questions regarding content should be directed to Steven Kooy, Global Sustainability Manager, One Haworth Center, Holland, Michigan, 49423 USA or steven.kooy@haworth.com.

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