



# CORPORATE RESPONSIBILITY REPORT

—  
2017

HAWORTH®



*Dear Stakeholders:*

Haworth is a family-owned company committed to sustainability, as well as the health and well-being of people around the world. Driven by foundational values to serve global markets and the communities in which we live, we strive to operate our business consciously—with purpose and responsibility. As our organization continues to evolve, it is our core values that bring balance to all that we do.

Since we first launched our annual Corporate Responsibility Report in 2005—known then as our Sustainability Report—we have continued to make strides in our sustainability efforts while helping create inspiring spaces that support the people who use them.

Through the continuous evaluation of materials and processes, we are maintaining our dedication to reduce our production impact on the environment, as well as the health and well-being of our people. In 2017, we continued working towards our goal to eliminate banned chemicals, identified within our industry as adverse to human health and/or the environment, from all our product lines. To date, our most popular seating product lines are confirmed to be free of the 56 Haworth banned chemicals. By the end of 2018, all of our North American seating lines will be PVC-free.

With the planet and people in mind, we are committed to designing our products with sustainable and healthier materials. Through our ongoing 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.

This past year the sustainability team worked with other coworkers to strengthen our commitment to Design for the Environment (DfE) principles. We completed strategy sessions with new product launch teams, identifying target performance parameters, including certifications, banned chemical compliance, etc. A sustainability checklist was established to help guide project leaders in meeting targeted sustainability attributes, and a DfE product scorecard was piloted to benchmark and compare new product

sustainability performance.

We are also continuing our research into new sustainable materials for use in our products and, in 2017, we devised a way to integrate sustainable materials in some seating products, increasing recyclability.

We are encouraged by this year of progress, as we continue to grow our product materials knowledge base, use that knowledge to implement new material solutions, and refine our designs for reuse and recyclability—all while supporting personal health and well-being. But we also know this is a journey. There is always more that can be done.

At Haworth, our culture of collaboration and innovation seeks to create an inclusive workplace that engages our employees, whom we call members, in meaningful ways. Through their work and volunteer efforts, they help protect and restore our environment, create economic value, and support our communities. We are grateful to them for inspiring our organization every day.

We look forward to strengthening existing partnerships and building new ones, while empowering our members and leveraging our global reach, as we continue our drive toward making positive changes for the people and communities we serve all over the world.



A handwritten signature in black ink.

**Matthew R. Haworth**  
Chairman  
Haworth, Inc.



A handwritten signature in black ink.

**Franco Bianchi**  
President & CEO  
Haworth, Inc.



A handwritten signature in black ink.

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



**Haworth is a family-owned company committed to sustainability, as well as the health and well-being of people around the world.**





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Expandable Content

*Viewable in PDF readers for Windows and MacOS.*

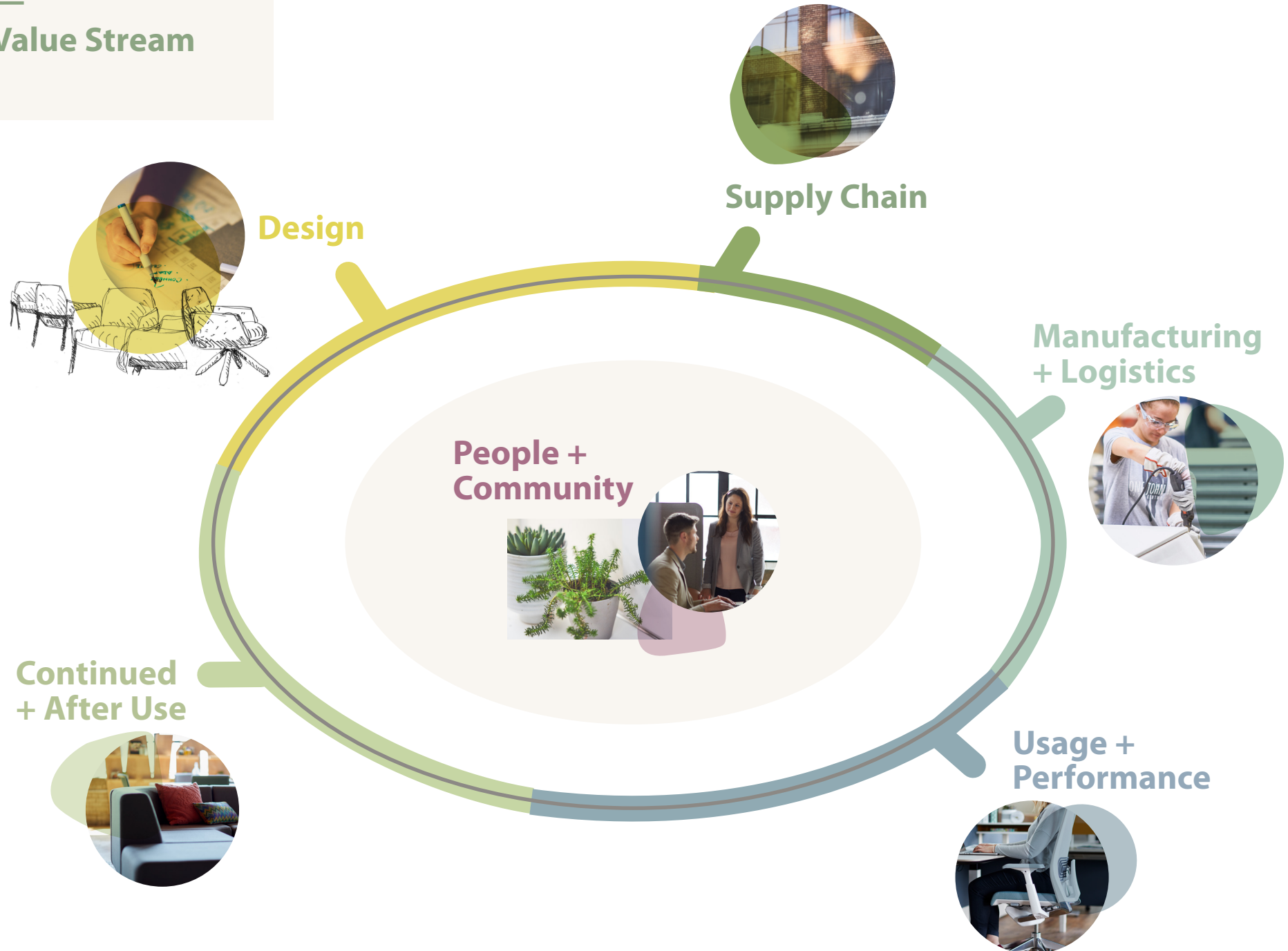


### MORE TO THE STORY

As a product of Haworth's continuing pursuit of responsibility, our 2017 Corporate Responsibility Report is published in electronic format only. To delve further into some of the topics featured in this report, click on the "+" icons to open links and reveal more of the story.

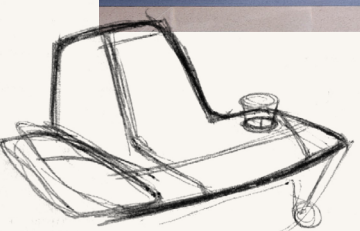


## Value Stream





## 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 relevant 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.

Work happens everywhere. Haworth helps our customers create spaces where people can perform their best— at work, on the go, and at home.

## Who We Are

### OUR LEADERSHIP

Our executive management team is held accountable for meeting our sustainability goals and objectives. A cross-functional steering committee of executive sponsors, 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 progress toward sustainability objectives and set priorities based on the corporate strategy. Region-based functional leaders are the core members of our local sustainability committees. They represent and provide the conduit for regional issues and priorities.

### OUR STORY

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.

G.W.'s engineering-minded son, Dick Haworth, then developed a way to pre-wire modular office 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.

Over the years, our company has grown and evolved, investing in research, design, and acquisitions that expand our portfolio and network to meet changing market dynamics. What began from humble roots—crafting wood furnishings in a Midwestern town on the shores of Lake Michigan—has evolved into a global company focused on providing customers with the workplace knowledge, innovation, design, and expertise required to help people perform their best and enable their success.



*Dick Haworth*



# Who We Are

## 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, the foundation for our growth and code for our company. In this world of rapid change, our values are a guide for today's activities and tomorrow's growth.

We value our customers

We value members

We value integrity

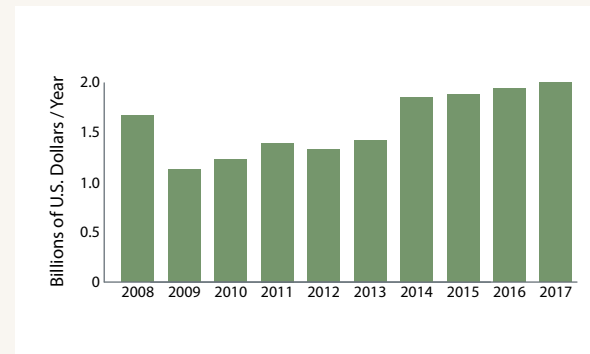
We value continuous learning

We value results

We value our world

## OUR FINANCIAL PERFORMANCE

Haworth's 2017 global sales totaled \$2.04 billion—an increase of 5.3 percent from 2016. The sales increase is evidence of the effectiveness of Haworth's strategy and continued market share growth around the world.



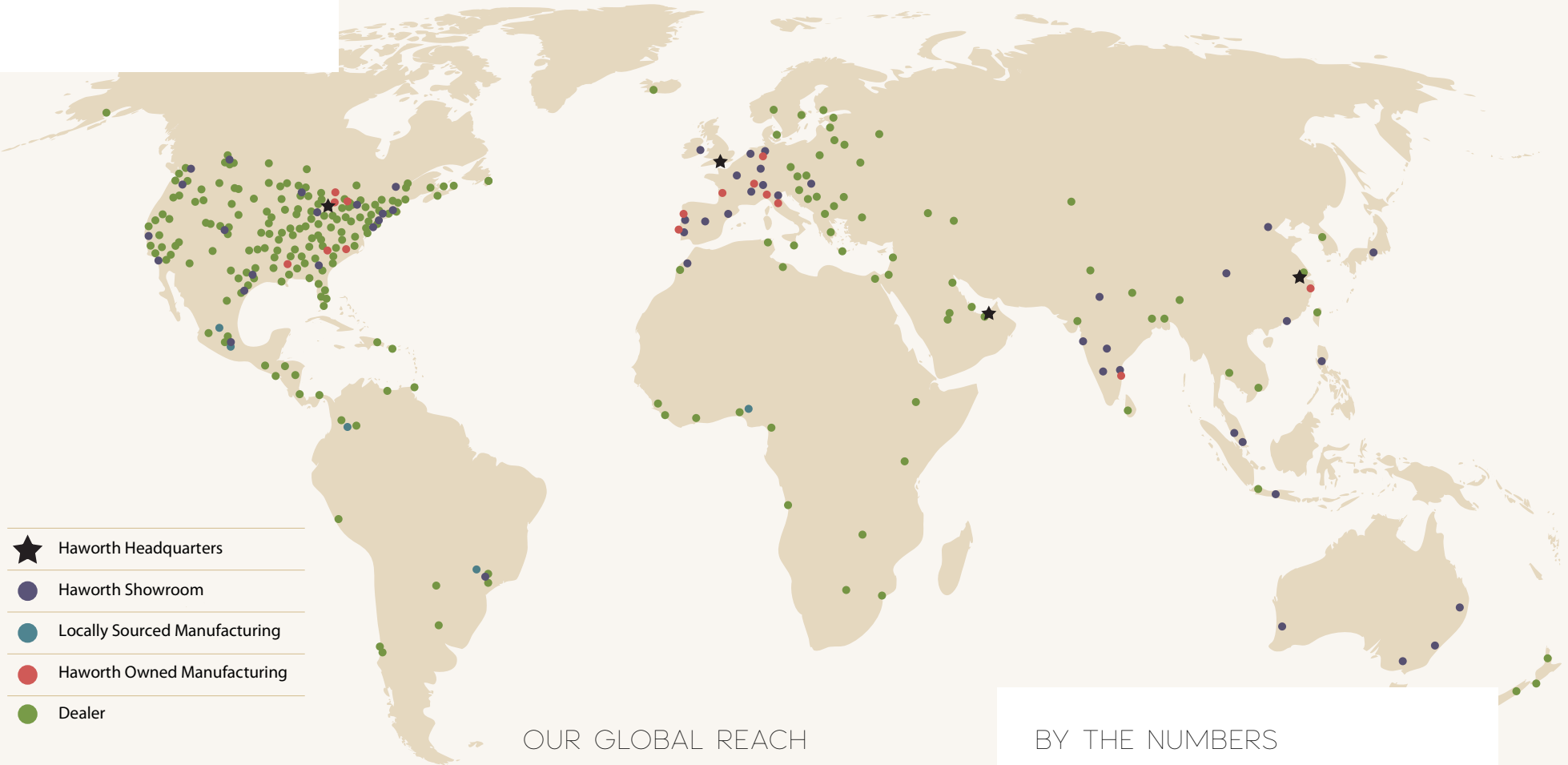
## OUR SUSTAINABILITY VISION

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.





## A Global Leader



- ★ Haworth Headquarters
- Haworth Showroom
- Locally Sourced Manufacturing
- Haworth Owned Manufacturing
- Dealer

### 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)

### BY THE NUMBERS

**\$2.04 BILLION** in global sales for 2017

**450+ PATENTS**

More than **7,000 MEMBERS** worldwide

More than **650 DEALERS** worldwide

Presence in more than **120 COUNTRIES**

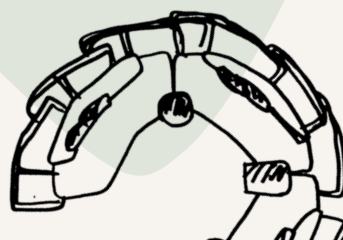
**1 VISION**



# A Global Leader

## AWARDS

- **Red Dot Product Design Awards**  
Fern™, Harbor Work Lounge®
- **German Design Awards**  
Be\_Hold®, Harbor Work Lounge, Fern  
Special Mention: Fern
- **Architizer A+ Awards**  
Special Mention: Fern
- **Core77**  
Honorable Mention: Fern
- **IDEA**  
Bronze Award: Fern
- **HiP Design Solutions**  
Presented by Interior Design Magazine  
Winner – Task Lighting: Pablo Corner Office  
Winner – Task Lighting: Pablo SuperLight  
Honoree – Workplace Modular Seating:  
Riverbend™ & Pebble
- **Metropolis Likes**  
Winner – Lighting: Pablo Corner Office
- **Interior Design Best of the Year**  
Winner: Pablo Corner Office
- **EcoVadis Gold status for Corporate Social Responsibility Excellence**  
Haworth Global
- **REPREVE Champions of Sustainability**  
Brand Partner



## OUR GLOBAL NETWORK

- United Nations Global Compact (UNGC)
- US Green Building Council (USGBC)
- Business and Institutional Furniture Manufacturers Association (BIFMA)
- European Federation of Office Furniture (FEMB)
- The German Environmental Management Association (B.A.U.M. e.V.)
- Health Product Declaration Collaborative (HPDC)
- IAO Fraunhofer Office 21
- Sustainable Leadership Forum
- Healthier Hospitals Initiative (HHI)
- German Design Council

## OUR PRODUCTS

From floor to ceiling, and wall to wall, our mix of products offers inspiring options to transform and tailor spaces, for solutions now and as client needs evolve toward the future.

- Floors
- Walls
- Workspaces
- Desks and Tables
- Storage
- Technology
- Seating
- Lounge Furnishings
- Accessories

## Safety + Diversity

### 2017 HAWORTH MEMBER ENGAGEMENT SURVEY RESULTS

Each year, Haworth conducts an engagement survey among our global workforce to understand where our organization can improve the employee experience. For 2017, our response rate was 80 percent, which is above average for our industry. High scores were received for overall job satisfaction, which was above the manufacturing benchmark mean globally by six points. Areas for improvement for Haworth include communication, especially across departments.

Based on these statements, the following percentages of Members agree:

The people I work with treat me with respect.	<b>81%</b>
My work affects profitability.	<b>80%</b>
I enjoy working with the people in my workgroup.	<b>80%</b>
Expected "how" behaviors (values, cultural competencies, conduct and safety policies, and business ethics) have been communicated to me.	<b>77%</b>
I clearly understand what my supervisor expects of me.	<b>77%</b>

### Member Training Tools



# \$300,000 +

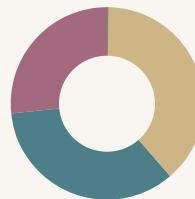
invested in education through scholarships and tuition reimbursement

# 34,496 hours

member invested training

[SEE THE BREAKDOWN](#)

### Member Highlights



- .3% Silent Generation** Born before 1946
- 34.8% Generation X** 1965–1979
- 38.5% Baby Boomers** 1946–1964
- 26.4% Generation Y (Millennials)** 1980–2000

BASED ON 3,189 NORTH AMERICA MEMBERS

### 1 IN 5 IS DIVERSE

#### Globally

New hires 739  
Interns 74

#### North America

Veterans 3%  
Men 63%  
Women 37%

#### Europe + Asia

Women 32%  
Men 68%



Of Haworth Material & Member Contributions Were Recycled

**EUROPE + ASIA PACIFIC MEMBER HIGHLIGHTS**



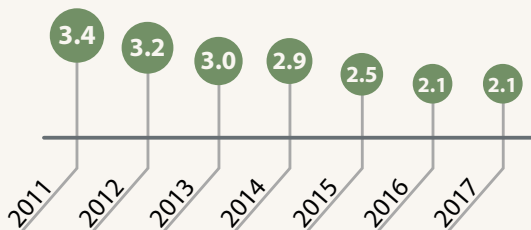
## Safety + Diversity

### FIRE SAFETY IN GERMANY

Safety comes first, that's why we conduct member training on a regular basis—to help refresh knowledge and ensure a quick reaction in case of emergency. In September 2017, fire safety education was executed for members of Haworth Germany appointed as evacuation personnel. In addition to theoretical training on behavior in emergency cases, first-aid, and evacuation plans, participants received practical training in the use of fire extinguishers. To complete the course, each participant was required to extinguish a small fire with a fire extinguisher.

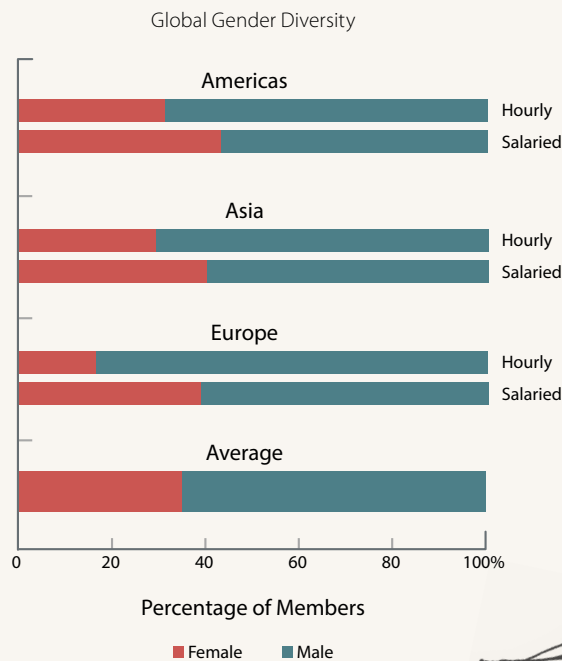
### SAFETY

**Actual Recordable Accidents**  
Per 100 Members Globally



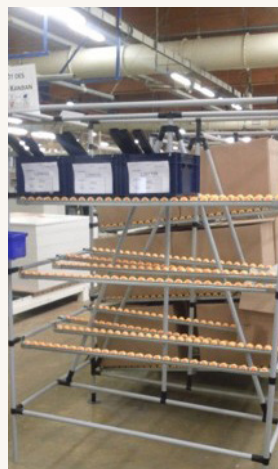
### DIVERSITY

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.



## Continuous Improvement

At Haworth, we value our members, customers, and results. We continuously work on incremental improvements in the areas of quality, environment, and health and safety to offer healthy workplaces to our members and add value overall. Here are some examples.



### SYNCHRONOUS FLOW HARDWARE INVENTORY IN FRANCE

A cross-functional team with members from production, data management, and the warehouse worked to solve the problem of runouts and over-stores of hardware inventory at the assembly stations. The team linked the trigger for hardware replenishment directly to the rate the product was being consumed on the assembly lines using SQL server inventory management. Hardware for assembly is now received just in time for production, improving internal procedures and simplifying team coordination.

### FINISHED GOODS WAREHOUSE OPTIMIZATION IN CHENNAI

Storage in racks without pallets at the finished goods warehouse in Chennai was causing manual handling, time consuming picking, cumbersome inventory analysis, decreased accuracy, and poor 5S workplace organization—all of which was decreasing productivity. The warehouse team redesigned the layout to create more shelf space to store parts and a palletized storage method to allow forklift picking and moving of the products, with no manpower involved. These changes have improved 5S organization in the warehouse, making stock easy to identify and track. Manual handling has been eliminated and the loading process has been shortened by approximately 60 minutes per trailer.



### INCREASED TRAINING OFFERINGS FOR HAWORTH EUROPE

Haworth Europe has worked diligently to increase and enhance its training offerings. In addition to well established training, like member onboarding programs, regular safety training, leadership training courses from the Haworth Leadership Institute, and HMS and Shingo workshops, an increased variety of online training modules has been developed. "The Center," Haworth's global e-learning platform, now includes more education on business ethics, global strategy, information security as well as specific product training. In addition, new training formats, such as InTouch virtual product training, were introduced, and a new palette of online training modules has been developed. Improvements are already visible, with over 600 completed courses by European members and a 4% increase in member satisfaction, according to the engagement survey, over the last year.

### IMPROVING INTERNAL COMMUNICATION

To improve internal communication in 2017, especially across departments, Haworth Portugal installed a communication board on the shop floor level that regularly displays information on ongoing projects, continuous improvement ideas, HMS tools, as well as a "Best Idea of the Quarter" award. Haworth Switzerland also increased internal communication by installing screens in the breakroom areas and by setting up a new meeting room designed for member meetings, trainings, development of new creative ideas, and working on improvement measures.



## Continuous Improvement

### LUDINGTON PLANT CNC MACHINE OPTIMIZATION

The Haworth Ludington plant flexes parts between CNC machines daily. This may be to manage order due dates or capacity overloads, or to transfer the jobs from a machine that is down. However, due to the variety of equipment in the CNC department, not every part can be run on every machine. To verify that a given machine can produce a specific part, members previously had to physically take the order to the individual machine and scan the barcode to see if a program was available for download. If not, the same process had to be repeated at each machine until a match was found—sometimes up to seven times. The Ludington Team Leaders and Programmer developed a solution in which members enter a part number just once, and can quickly see which CNCs have the desired program. The new method is up to 90 percent quicker, allowing team leaders to reroute material with 100 percent success in one minute, rather than up to 10 minutes.



### KENTWOOD FLOORING PLANT IMPROVING RECEIVING, SHIPPING, AND FABRICATION CEL

The Kentwood flooring plant made a change to its process that allowed 6 x 6 plates to be shipped directly from our supplier to the plating company, eliminating the need for storage and handling at the Kentwood facility. Since implementation, this improvement has reduced lead times and saved over \$4,500, not including shipping fees, warehousing footprint space, or the cost of additional handling that was required by Kentwood members. This is a great example of creativity and continuous improvement in action, as the team was able to look beyond its walls to directly impact the value stream.

### SHANGHAI FIBERGLASS WASTE REDUCTION

Each month, Shanghai had been experiencing usable fiberglass material shortages, yet high amounts of scrap. The team realized they were often throwing away vast amounts of product as scrap material, leaving them in short supply of fiberglass material later. To solve the issue, the bill of materials was re-specified, which resulted in a 12% reduction in fiberglass material cost per panel, along with fewer material shortages.





## Design

### EUROPE'S SUSTAINABILITY INITIATIVES IN DESIGN

In partnership with one of our suppliers and a fiber compounds manufacturer, Haworth Europe is now using new material composition to replace that of the polypropylene seat shell in our Lively® 29 visitor chairs. The new material is a compound of readily recyclable polypropylene (PP) and sunflower fibers derived from ground hulls produced during kernel processing. The sunflower fibers function as a bio-based additive for plastic compounding, reducing the need for fossil-based virgin material, while maintaining full recyclability of the product. The fibers are GMO-free, don't compete with the food chain, and don't require additional cultivation area. After going through an extensive testing phase to ensure technical and quality requirements are met, the new material can now enter serial production.

### ATWELL™ DESIGN FOR ENVIRONMENT RESULTS

In 2017, Haworth® Health Environments launched the Atwell collection with the key design for environment principles in mind. The collection successfully achieved GREENGUARD Gold certification, BIFMA LEVEL 2 certification, and was launched with a new PVC-free surface material option that holds up to Haworth's rigorous performance and cleanability standards.

[READ MORE](#)



### Product Certifications

#### BIFMA

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

##### North America:

- 29 BIFMA LEVEL 1 certified
- 12 BIFMA LEVEL 2 certified
- 26 BIFMA LEVEL 3 certified

##### Asia Pacific:

- 19 BIFMA LEVEL 1 certified

#### GREENGUARD®

##### North America:

- 81 GREENGUARD certified

##### Asia Pacific:

- 24 GREENGUARD certified

##### Europe:

- 8 GREENGUARD certified

#### SCS Indoor Advantage™ Gold

##### Europe:

- 17 Indoor Advantage Gold certified



### PRODUCT STATS (GLOBAL)

- 197 product environmental data sheets completed
- 11 Good Environmental Choice Australia (GECA) certified
- 6 FEMB European Sustainability attestations

## Supply Chain

### THE SUPPLIER CODE

To ensure that Haworth suppliers are aligned with Haworth's values, all 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. By providing suppliers with education to understand our comprehensive sustainability criteria and guidance on practices, we are forming long-term relationships that help us work toward a common goal of a more sustainable world.

Based on our Supplier code of Conduct and Haworth internal standards, we work diligently with our supply chain to increase the transparency of our suppliers' sustainability standards and initiate improvement measures. In a joint approach with our quality and sustainability teams, in-depth audits were conducted for some of our key suppliers in 2017. The audits followed standardized procedures, to foster transparency, evaluate compliance, and allow for comparability. Aspects ranging from quality, environment, health and safety, to overall sustainability were addressed. A close follow-up process, including action plans to implement improvement measures identified, follows each audit. This thorough approach is characterized by a partnership with our suppliers, intended to overcome any challenges together.



[READ MORE](#)

### OMT Veyhl® Partnership in North America

Haworth successfully partnered with OMT Veyhl in achieving the highest possible BIFMA LEVEL product certification for the Planes® height-adjustable table. Since OMT Veyhl manufactures a significant portion of the product for Haworth, they are considered a part of Haworth's manufacturing process and required to be a part of our product certification process. The team's dedicated time, efforts, and close collaboration with Haworth proved to be instrumental in achieving great results.

### Wilsonart®, A Proactive Supplier

As Haworth is committed to designing with the environment in mind through sustainable material choices and processes, we partner with equally proactive suppliers who strive to do the same. As an example, Haworth's supplier, Wilsonart, was recognized for their impressive accomplishments.

- Four Wilsonart facilities are ISO 14001 certified.
- Wilsonart is FSC® certified and 100 percent of wood parts supplied to Haworth are FSC certified.
- Wilsonart supplies parts are free of Haworth banned chemicals.
- Wilsonart has published Health Product Declarations (HPDs), as well as Environmental Product Declarations, in efforts for increased product transparency.



## Manufacturing + Logistics

### UPDATE: BANNED CHEMICALS

In 2017, Haworth Engineering and Purchasing teams rolled out a significant project that shifted our supply chain to the use of a safer surface finish on parts supplied to Haworth, resulting in reduced risk to both human health and the environment. This project is far reaching, impacting over 14 percent of North American product sales, and renders the entire X Series® and V Series® lines free of Haworth banned chemicals. The Seating team targeted the removal of a PVC containing component associated with several task seating products. With this project implementation, every NA seating product line will be PVC-free.

### UPDATE: 100 PERCENT SUSTAINABLE WOOD

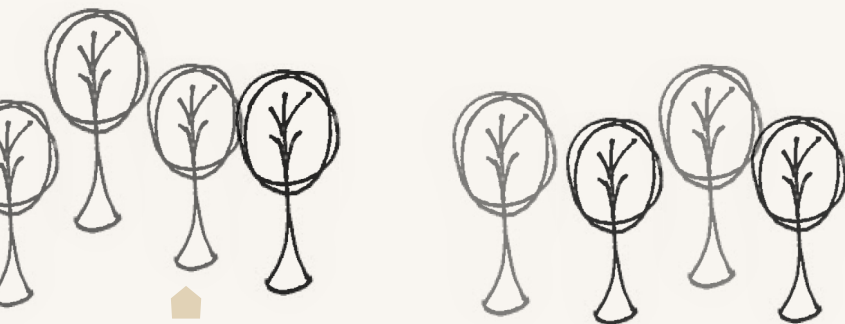
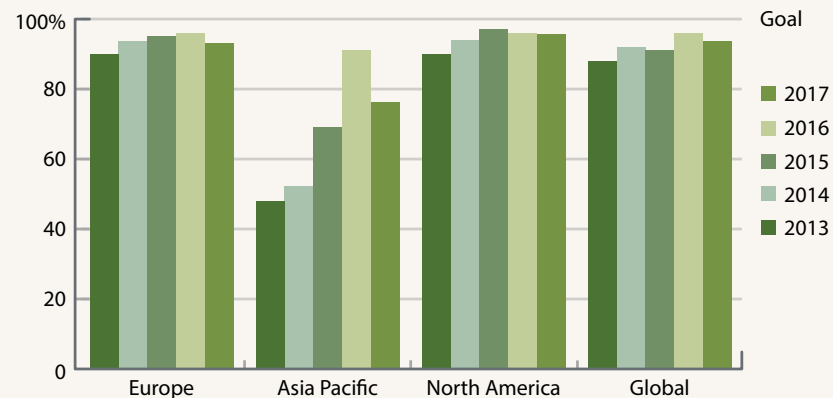
We remain dedicated to meeting or exceeding the highest social and environmental standards in the market. Offering FSC® (license code FSC-C002821) and PEFC (license codes PEFC/10-31-1827 and PEFC/DC-COC-000965) certified products demonstrates Haworth's commitment to valuing the world.

In 2017, Haworth Germany received the Programme for the Endorsement of Forest Certification (PEFC) Chain of Custody certificate for sustainable wood sourcing. The Chain of Custody standard assesses the sourcing, handling, and processing of wooden raw materials. This certification applies to all storage and system furniture products manufactured at Haworth Germany—stressing our commitment to sustainable wood sourcing.

In 2017, Haworth took part in the Forests Disclosure pilot program for the Carbon Disclosure Project (CDP™) supply chain. This was an exciting opportunity to help us benchmark our timber policies and sustainable wood goals, and work to align with best practices. Key topics included the current state of our programs, risk assessment, implications of various risks and opportunities, how we measure and monitor timber as a commodity, our company's governance and strategy on the topic, and barriers and challenges associated with our use of timber products. Haworth's disclosure came at the request of a customer, and our response helps to directly support our customer's own sustainable timber goals and policies.



### GLOBAL SUSTAINABLE WOOD PURCHASING





## Manufacturing + Logistics

### INVESTING IN ENERGY EFFICIENCY AND DECREASING ENERGY CONSUMPTION

In 2017, Haworth Switzerland found that it could significantly reduce its energy consumption—in both heating and electricity—by investing in modern, energy-efficient technology and machinery. LED lights were installed in the wood cutting hall. A new edge bender and a new energy-efficient CNC wood cutting machine replaced older existing machines. These significant investments towards energy efficiency, along with smaller improvements, led to an energy consumption reduction of 5 percent compared to 2016. In addition, the manually operated rolling gate was replaced by a new automated sliding gate, significantly reducing the energy demand for heating. These improvements will continue to yield positive results for Haworth Switzerland in coming years.

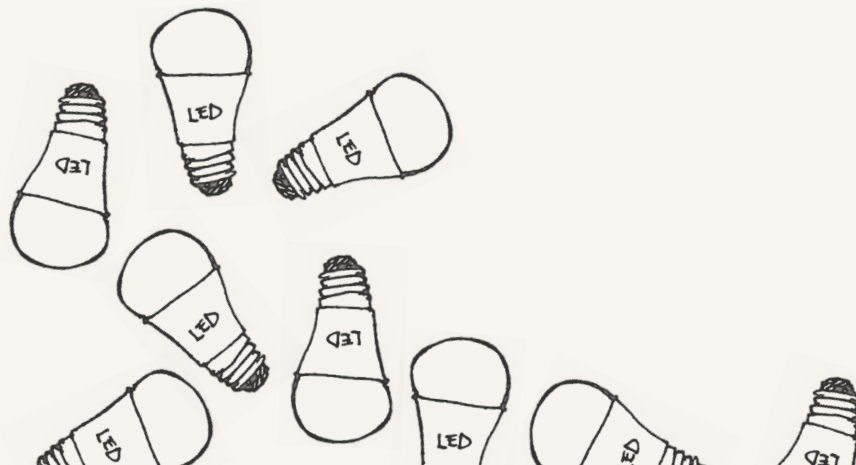
Haworth Portugal also reduced energy consumption by installing LED lamps. In addition, new polycarbonate translucent roof tiles were installed over the production halls, reducing the need for any artificial lighting.



**In our Conover, NC plant,  
we replaced older lighting  
fixtures with LED fixtures,  
resulting in a 27 percent  
annual savings.**

### UPDATE: LOCALIZATION OF PRODUCTION IN EUROPE

By redesigning our operations footprint in Europe, Haworth Europe managed to significantly reduce transportation emissions. In 2017, assembly of one of our task chair lines was moved from Hungary to a manufacturing site in Poland. With this shift, the transportation distance between the manufacturing site and our hub in Germany was reduced by over 570 km. This results in a CO2 emissions reduction of 600 kg per way—a total 75,000 kg of CO2 over the course of a year.



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## Fabric Treatments

We continue to offer product free of:

- perfluorooctanoic acid (PFOA)
- perfluorooctanesulfonic (PFOS)
- antimicrobials
- PVC
- Phthalates
- halogenated flame retardants



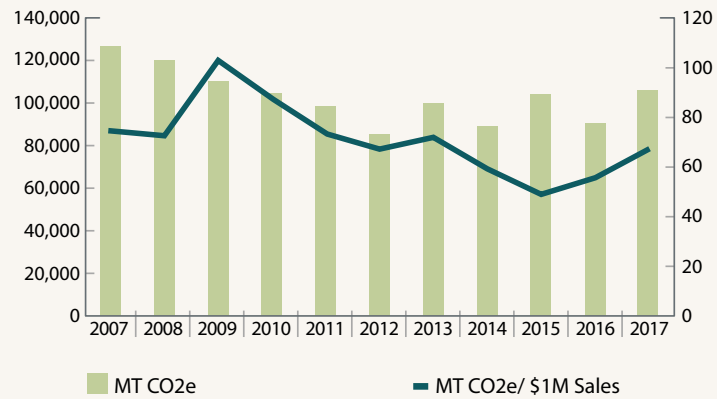
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## Management System Certification

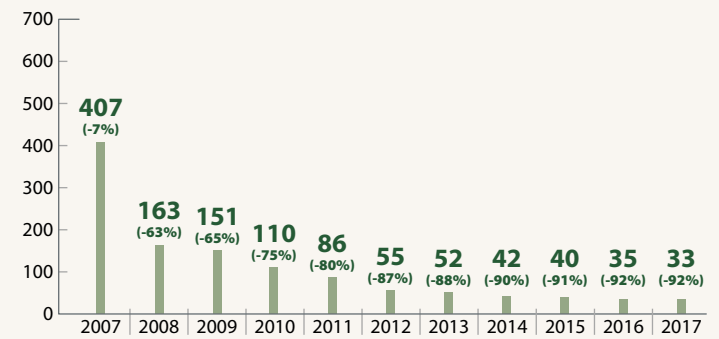
- All global Haworth manufacturing sites are certified to ISO 14001
- All global Haworth manufacturing sites are certified to ISO 9001
- Haworth manufacturing sites in Germany, Switzerland, and Shanghai are certified to OHSAS 18001

## Update: Global Metrics

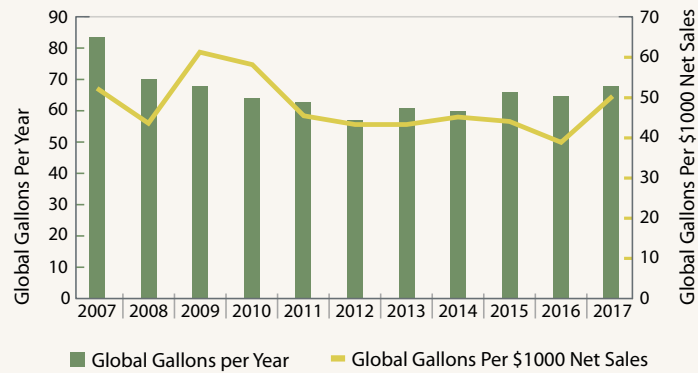
GLOBAL GREENHOUSE GAS EMISSIONS



GLOBAL VOC TONS



GLOBAL WATER USAGE





## 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. Despite several waste management obstacles and the current volatility of the recyclables market, our commitment to Zero Waste to Landfill has never wavered. 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.



### Décor Paper Waste Reduction in France

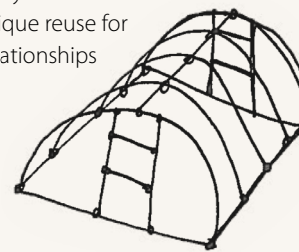
Haworth France improved the process for laminate and veneer décor paper and significantly reduced waste amounts. By creating a vertical storage space for medium-sized laminate paper scraps and a process to manage the storage, leftover laminate paper is no longer sent to the recycler, but reused in production.

The veneer process was also improved. Previously, tabletops had to be turned lengthwise in order to attach the veneer balancing paper. The most common tabletop measures are 1600 x 800 mm. However, the balancing paper had a standard width of only 1350 mm. By partnering with the Purchasing department and the veneer paper supplier, Haworth France now receives the paper in 1650 mm width, thereby reducing over-processing and paper waste.



### Fabric Recycling for Community Use in France

Some of our obsolete fabrics were given a second life in France. Thanks to the team's close connection to the local community, our French manufacturing plant was able to help a local nursery with its need for a large amount of fabric to insulate their greenhouse. Working with Finance, the fabric was given to the nursery—rather than being recycled—providing a unique reuse for the material and fostering our relationships within the community.

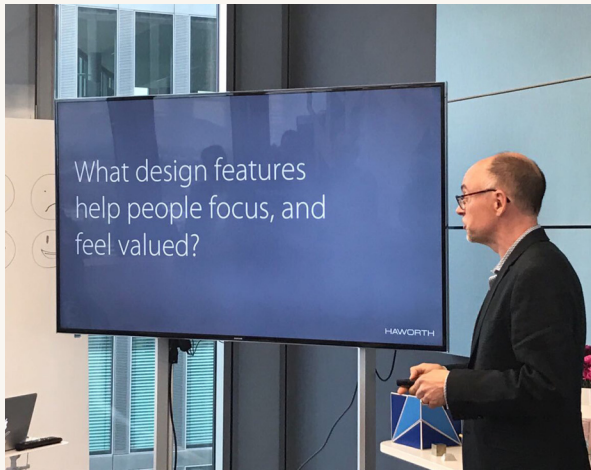


### North America Working to Reduce Scrap

Haworth North America saw an exceptionally productive year in manufacturing, contributing to an increase in sales. Even with this increase in sales, the overall amount of recycled material produced decreased by over four million pounds. We attribute this achievement to our members—each of whom continuously looks for ways to reduce scrap and the quantity of material needing to be recycled in every aspect of our business.



## Usage + Performance



### HAWORTH EUROPE KNOWLEDGE SERIES

Haworth Europe hosted a "Design for Meaningful Work" knowledge series for its clients, dealers, and A&D in both Munich and Amsterdam. Members of the Global Haworth Research Strategy team shared their perspectives on how the design of the physical workspace contributes to meaningful work and happiness. The event also included interactive discussion among the participants.



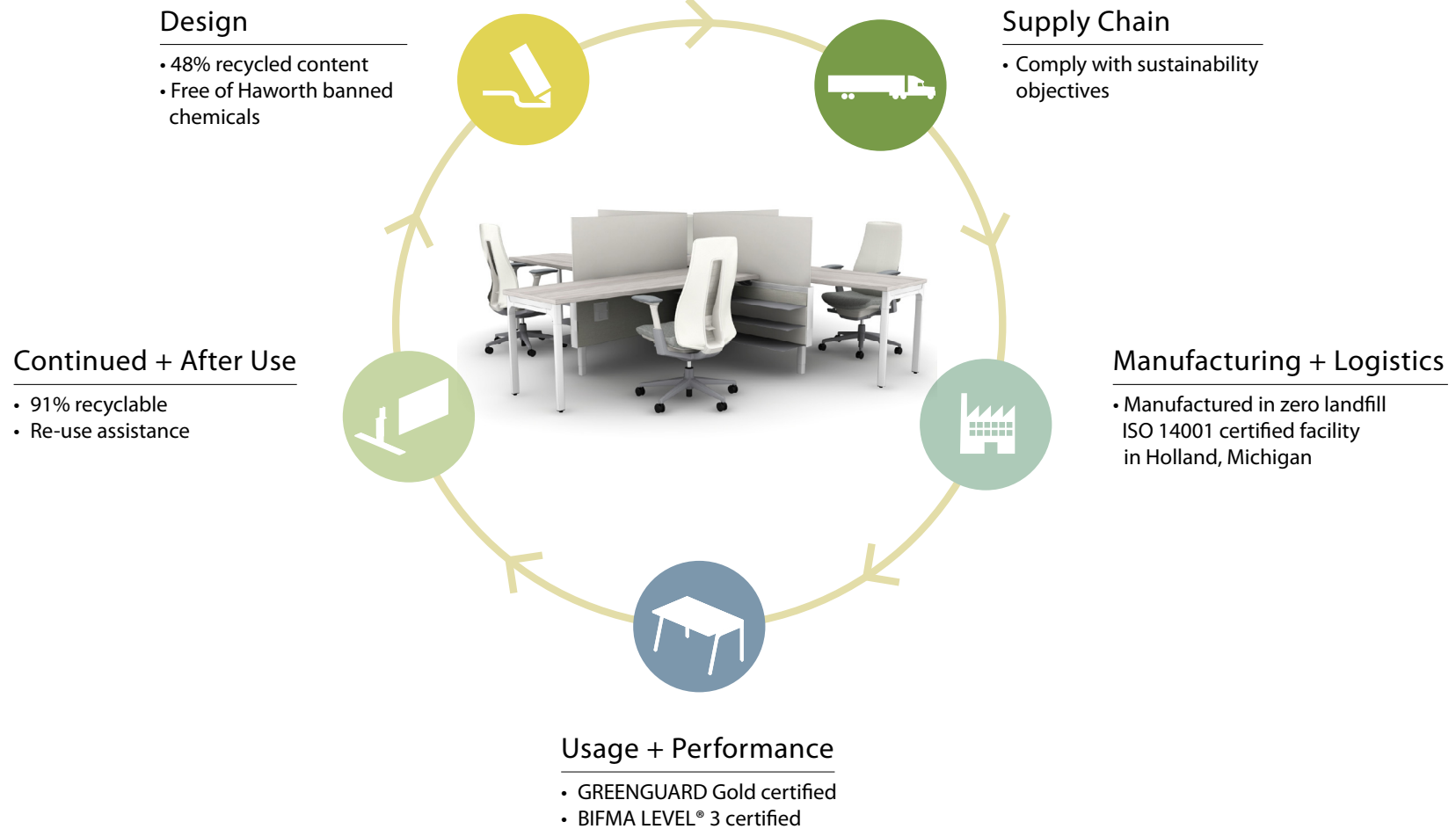
### WE VALUE OUR CUSTOMERS

As the first of our six global values, valuing our customers means regarding them as some of our most important stakeholders. To assess customer expectations and satisfaction with our products and services, Haworth conducts regular surveys of our customers and dealers. The surveys include questions on product solutions, sales support and professionalism, scheduling, and reliability. As we always strive for continuous improvement at Haworth, these surveys bring valuable results for us. By conducting and evaluating regular surveys we gain a feel for customers' perspectives towards our services and project delivery, allowing us to act upon potential for improvement.



## Continued + After Use

### COMPOSE® CONNECTIONS™ NORTH AMERICA PRODUCT LIFE CYCLE EXAMPLE





## Continued + After Use

### ZODY® CHAIR REFURBISHMENT AND RE-USE

Haworth Benelux supported several projects on the buy-back and refurbishment of older furniture. In cooperation with a local refurbishment partner, our Benelux sales team bought back Zody chairs, which—after going through the refurbish center—were sold back into the market, e.g., to start-up companies.

In another project, older chairs were reconditioned with sustainable fabrics and upgrades to be reused at the customer's site. Haworth products are generally designed for a long life, due to high quality materials, enduring design, and replaceable wearing parts.

Haworth continues to work with a great number of other non-profit organizations—on both small and large-scale projects—to turn older products into those with a new purpose.

Additionally, to foster recycling, our products are designed and produced for easy disassembly. Haworth's product end-of-life program encourages our customers to contact us regarding end-of-life options in their region.



## People + Community



### Haworth Values its Members

Member appreciation takes many different forms—from member days hosted globally at Haworth facilities allowing members' families to experience food, fun, and facility tours, to events and awards celebrating the previous years' successes, to member and sector anniversary celebrations.



### Member Garden in Its 7th Year

For the past seven years, member volunteers at our corporate headquarters in Holland, Michigan have been planting, growing, and harvesting fresh produce, herbs, and flowers in the Member Garden.

Adding two new Master Gardeners to the core team for 2017, the group was able to donate about 125 lbs. of produce to a local women and children's organization. To expand their growth and reach, the member volunteers also completed a fall planting. Although it didn't yield as much as hoped, it was a learning experience that will inform decisions for the garden in 2018.

Not only does the Member Garden beautify the environment and help us share with the community, it's also a great way to encourage members to disconnect and take some restorative time for themselves—even for just a few minutes of the workday.



### United Way Drive

Fall of each year brings many traditions in West Michigan, including departmental United Way fundraisers. From bake sales to golf putting contests, basket raffles to can-struction events, our corporate headquarters departments have come up with some pretty creative ideas.

One department held an internal team competition focused on collecting donations to benefit a local organization striving to defeat childhood hunger, assisting children through their school, not only with lunches, but also sack suppers to take home. With food donations already coming from many venues, the organization was in need of sandwich bags and lunch bags to help pack food. Over 25,000 sandwich bags were collected and the department hand-decorated over 4,400 paper lunch sacks (more than twice the number as the year before) to put smiles on the children's faces. Over \$3,500 in cash donations were also raised to meet the organizations other needs.



## People + Community

### Natural Disaster Relief Support

An unprecedented occurrence of natural disasters in 2017 created havoc in geographic regions around the world. This past year, Florida and neighboring states were ravaged by Hurricane Irma, a Category 5 storm that made landfall on the coast in September. In South Asia, relentless monsoon rains throughout the month of August devastated India, Nepal, and Bangladesh, causing flooding and landslides that left millions of people without homes, food, or drinkable water.

Following each of these events, Haworth global members expressed their desire to help the victims. In response, Haworth organized opportunities for members to donate to reputable, charitable organizations providing relief services. Haworth also committed to providing a 40 percent match to the funds Haworth members contributed. Contributions went towards support for victims of Hurricane Harvey and floods in Texas, Hurricane Irma in Florida, Hurricane Maria in Puerto Rico, and India flooding, totaling \$46,455.

Additionally, Haworth India members collectively donated cash to Oxfam India for the victims of the floods in Assam and Manipur. These donations will be used for rehabilitation and to recover their livelihoods.

### Polio Immunizations for Chennai Community

In April, the Chennai plant provided transportation to support the local government as they administered free Polio immunizations to the local children.

### Friends in Benelux: Rabobank

Haworth Benelux partnered with one of its customers, Rabobank, to raise funds for children and families in need by participating in the Weissensee4kids event, which includes a 200 km skate on the frozen waters of the Weissensee river in the Netherlands. The money raised from this skating event goes towards the Ronald McDonald Home in Zwolle and the Orange Babies foundation.



### Preserving Local Beauty in Holland

Haworth is a proud participant in the Ottawa County Parks Adopt a Park program. With this project, Haworth members dedicate time and efforts to preserving our adopted park, Mount Pisgah, located near the shores of Lake Michigan in Holland, Michigan.





## People + Community

### Four Hours of Paid Volunteering (NA)

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, which is communicated and encouraged in a variety of ways.

Our members have generous hearts and willing, helping hands, as demonstrated by their participation in local community events. In 2017, members volunteered 419 hours of service utilizing this benefit. For example, several members volunteered for Women's Service Day, a grassroots event started in 2001 to serve women and children in Holland, Michigan. The event had a record number of participants this past year—over 180 people.

### Earth Week Activities

Each year during Earth Week, Haworth globally engages in activities that promote sustainability within the company and in the local communities where we do our business. To raise sustainability awareness, Haworth members around the world test their knowledge in sustainability quizzes and their children participate in the Kids Coloring Page Contest.

In 2017, along with further Haworth initiatives across the regions, Haworth Germany collected member donations to support a local hospice for chronically/terminally ill patients. All donations were doubled by management and the work's council. In addition to the monetary benefit for the hospice, the initiative raised awareness for the importance of community support and operating as an ethical business.



# Global Reporting Initiative

## Haworth publishes an annual corporate responsibility report.

This report includes data from fiscal year Jan. 1, 2017 to Dec. 31, 2017 unless otherwise noted for all regions: Asia Pacific, Europe, Latin America, Middle East, and North America (excluding independently-owned Haworth dealerships).

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Sustainability Reporting Standards: Core option.

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 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 English unless indicated.*

## Questions regarding content should be directed to:

Haworth Sustainability  
One Haworth Center  
Holland, MI 49423 USA  
or sustainability@haworth.com

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