HAWORTH

Corporate Social Responsibility Report

2021

On the Cover
Our modular, walkable green roof at our global headquarters covers 45,000 sq. ft. in total. It's made up of 11 varieties of sedum set in 22,500 trays made from recycled chair production material. Our green roof cools and filters the air. Providing acoustic and thermal insulation, it absorbs run-off while protecting our building from the elements.

Daylight and Views
Access to natural daylight and exterior views was an intentional workspace design principle. The glass façade in front of the atrium, slatted railings, celestial glass partitions, transparent stairs, and walkways allow for 90% of members to have access to daylight.

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About Us

At Haworth, we make interiors for wherever you work and live. We deliver products and services from a breadth of admired brands to curate the lifestyle you love.

Matthew R. Haworth
Chairman

Franco Bianchi
President & CEO

Michael Warsaw
Vice President of Global Design, Innovation & Sustainability

Emerge Stronger

Over the next 20 years, global temperature is expected to reach or exceed 1.5°C of warming. If not limited, critical tipping points will be crossed. The consequences will affect our future and the well-being of future generations.

We are committed to the global effort to limit climate change in line with the Paris Climate Agreement. Near-term, we plan to source 100% renewable manufacturing electricity and reduce production emissions by more than half. We believe we can make an impact—not only in our own carbon footprint, but among the services connected to our business.

Carbon accountability is a key focus area in Haworth's sustainability strategy and reflected in our long-term commitments for 2025. One of our core values is working to make the world better for the people, communities, and planet that we serve. Since 2011 we have continued our commitment to the United Nations Global Compact, supporting its Sustainable Development Goals and to address challenges facing our world.

We are a global company influenced by the many cultures where our members and customers reside. In 2021, we grew our Diversity, Equity, and Inclusion (DEI) team to build awareness and educate members about DEI principles: encourage belonging; ensure opportunities; and embrace differences. We continue to evaluate DEI and what it means for our entire family of brands.

Our members have proven they can work from anywhere. Yet, in 2021, we are pleased to say we welcomed many of them back to our physical worksites—where health and safety were top priorities. We also supported the new work from anywhere ecosystem—including the office, home, and "third places"—to foster the variety of workstyles our members employ.

In many ways, the pandemic created more ambiguity in 2021 than the year before. Supply chain challenges, shifting health guidelines, and new hybrid work models all kept us alert. We have continually adapted the ways we work and innovate. We are proud of our global teams who creatively adjusted to these new dynamics while constantly supporting our customers.

Our members around the world have demonstrated strength, resilience, and dedication. After two years of adapting to extraordinary changes in the world, Haworth is poised to emerge even stronger. Guided by our values, we look forward to redefining the next generation workplace where people thrive, in communities across the globe.

Our Vision

We believe space matters and positively impacts quality of work and life. Haworth designs and manufactures a mix of products that offer endless options for transforming space as organizational needs evolve. Through our brands and brand partners, our portfolio fills an entire floorplate—from the core elements in office environments to social spaces, hospitality, higher education, and healthcare.

We collaborate to create effective and inspirational environments that reflect our commitment to innovation, heritage, and our customers. This vision is shared across three distinct business segments with an overlapping client base across multiple channels: Commercial Interiors, Lifestyle Design, and Performance Technology.

Commercial Interiors

Organic Workspaces that align people and space for optimal performance

HAWORTH
Holland, Michigan, USA

HAWORTH collection
Holland, Michigan, USA

HAWORTH health
Holland, Michigan, USA

AIS
Leominster, Massachusetts, USA

BUZZI SPACE
Kontich, Belgium

TUOHY
Chatfield, Minnesota, USA

Lifestyle Design*

Premium brands with unique capabilities and know-how to inspire the variety of our customers' interior needs

*Headquartered in Milan, Italy

Cassina
Meda, Italy

cappellini
Lentate, Italy

CECCOTTICOLLEZIONI
Cascina, Italy

LUMINAIRE
Miami, Florida, USA

DZINE
San Francisco, California, USA

JANUS et Cie
Santa Fe Springs, California, USA

LUXURY LIVING GROUP
Forli, Italy

Karakter
Copenhagen, Denmark

Poltrona Frau
Tolentino, Italy

Performance Technology

Digital and visual container enabling workstream collaboration

BLUESCAPE
San Carlos, California, USA

Values-Driven Organization

Our values define our business behavior and inform our decisions, guiding today's activities and tomorrow's growth—in the global markets we serve and the communities where we live. First drafted in 1975 by Chairman Emeritus Dick Haworth, our values have been modified several times to suit change happening in the world and our evolving business.

Our Values

We listen to our Customers.

We rely on our Members.

We honor Integrity.

We embrace Continuous Learning.

We lead with Design.

We create Value.

We work to make the World better.

Three generations of leadership in one family have been at the helm of our company since it was founded by G.W. Haworth. Chairman Emeritus Dick Haworth and his son, Chairman Matthew Haworth, (shown at left) instilled the family values established by G.W. in 1948.

At-a-Glance

Included in this report is data from Haworth within our Commercial Interiors (CI) segment. Data from Lifestyle Design (LD) brands and Performance Technology (PT) will start being incorporated in 2022. However, stories from Commercial Interiors and Lifestyle Design have been included and told through the lens of these brands: Haworth, AIS, BuzziSpace, Cappellini, Cassina, JANUS et Cie, Luminaire, Luxury Living Group, Poltrona Frau, and Tuohy.

$2 billion in global sales

7,500+ members worldwide

Operating in 120+ countries

650 dealers worldwide

Global for 30+ years

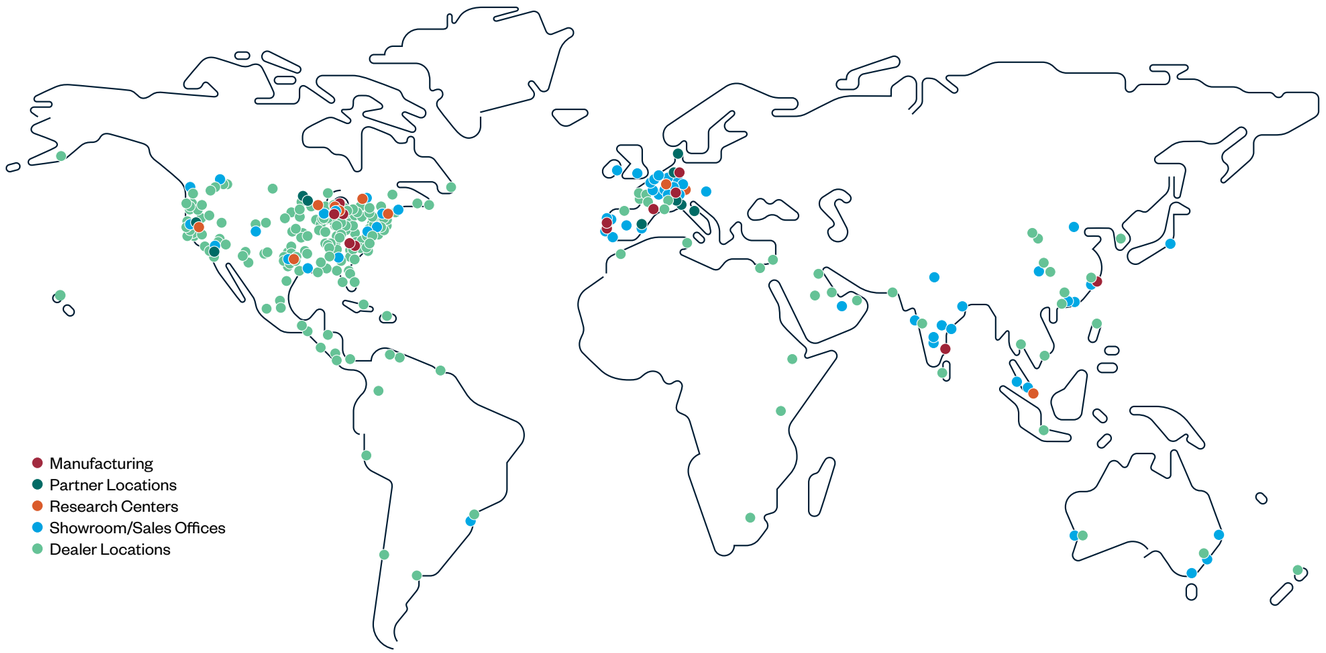
100+ global design & research partners

400+ patents

Zero production waste to landfill since 2012 (CI)

Global Expertise

Our global teams service stakeholders in all regions: The Americas, EMEA (Europe, Middle East, and Africa), and Asia-Pacific.



Global Partnerships

We value the engagement of our internal and external stakeholders. Creating value for our customers drove us to design, manufacture, and distribute products in the global communities where our customers operate. We listen and continuously learn from our members, customers, dealer partners, architect and design partners, industry influencers, research organizations, government agencies, non-profit organizations, and others to collaborate on providing innovative solutions for the most pressing issues we face today. We are uniquely positioned worldwide to meet client preferences and needs based on local cultures, standards, and norms.

Sustainability Memberships and Organizations
Australian Packaging Covenant Organisation (APCO)
Business and Institutional Furniture Manufacturers Association (BIFMA)
CDP Worldwide
European Federation of Office Furniture (FEMB)
German Design Council
German Sustainable Building Council
Health Care Without Harm
International Living Future Institute (ILFI)
IAO Fraunhofer Office 21
Indian Green Building Council (IGBC)
Michigan Recycling Coalition (MRC)
The German Environmental Management Association (B.A.U.M. e.V.)
United Nations Global Compact (UNGC)
US Green Building Council (USGBC)
USGBC of West Michigan
West Michigan Sustainable Business Forum

Our Journey

1992
Opened 19,000 sq. ft. Recycling Center at HQ

1998
ISO 14001 certification

2005
Corporate Sustainability Report*

2008
HQ LEED NC Gold certified
Organic Workspace Strategy – sustainable spaces

2009
Landfill Free North America manufacturing + HQ*

2012
Landfill Free Global manufacturing + HQ*

2013
Beijing Showroom LEEDv4 Gold certified**
Launched Haworth's banned chemical commitment

2016
Shanghai Showroom certified to WELL Silver level

2018
New accredited European LEVEL
Launched Digital Knit technology* no cut/sew/scrap

2019
Established Long-Term, Global Sustainability Commitments

2020
Oceanic fabric introduced in North America

2021
EcoVadis Gold Rating 6th time in a row
Committed to Science Based Targets initiative

* First in industry
** First in the world

Circular Design in Mind
Our Lud'o lounge chair, designed by Patricia Urquiola, is a model for circular design thinking. The entire chair—from the removable seat cover to the base, padding, and textiles—is made from recyclable materials, including a unique internal padding made from milkweed stems and pods. These design features also help extend the product's lifespan by easily changing out textiles and making repairs.

Pergola Display at NeoCon

Awards & Rankings: Commercial Interiors

Haworth

Michigan Veterans Affairs Association Employer Award
Gold-Level Employer

Greater Ottawa County United Way Award 2020/2021
Silver Award

Best of NeoCon
Acoustics & Privacy – Panels, Partitions, Screens, Space Dividers, Silver: Pergola™
Outdoor Furniture – Seating, Silver: Allsize Extendable Dining Table Rectangle

IIDA Showroom & Booth Design Competition at NeoCon Award
Large Booth: Lobby – Pergola, Mart Park

Interior Design's HiP at NeoCon Award
Workplace: Storage System, Infinito Wall

Interior Design's HiP at NeoCon Award
Workplace, Guest Seating: Juli Collection

Metropolis Likes Award at NeoCon Award
Product/Furniture: Compose® Echo

Industrial Design Excellence Award (IDEA)
Bronze Award: Pergola

Fast Company's Innovation by Design Award
Workplace category Honoree: Lud'o

Azure AZ Awards
Design-Furniture category Finalist: Lud'o

NYCxDesign Award
Contract Seating Honoree : Juli Collection

iF Design Award
Innovative Horizontal Stacking Chair: Bowi
Innovative Horizontal Agile Work Chair: Nia

Tuohy

Interior Design's HiP Award
Hospitality – Furniture + Seating: Draped

AIS

Boston Business Journal Corporate Citizenship Award
Listed Among the 98 Most Charitable Companies in Massachusetts

Inc. Magazine's 2021 Best in Business List
Manufacturing Silver Medal

BuzziSpace

LIT Lighting Design Awards
BuzziProp

Architizer A+ Award
BuzziNest, BuzziPlanter

Hospitality Design Awards
BuzziPlanter

Awards & Rankings: Lifestyle Designs

Poltrona Frau
Historic Brands of National Interest (Italian Government Authorities)

NYCxDesign Award
Residential Furniture: Plot Room Divider

Archiproducts Design Awards
Furniture: Mi Cabinet, Plot Room Divider

Interior Design's Best of Year Awards
Accessories: Plot Room Divider

NY Product Design Awards
Miscellaneous Furniture: Plot Room Divider

Favourable Websites Award (FWA)
Site of the Day (FOTD)
2021 Take Your Time Collection Website

Awwwards
Site of the Day Winner, Developer Award, the Honorable Mention, and Mobile Excellence Award for Digital Presentation

JANUS et Cie
Interior Design's HiP Award
Outdoor Seating: Chopstix
Hospitality: Furniture + Seating Honoree: Rally Collection

Interior Design Best of Year Award
Outdoor Seating Honoree: Chopstix
Residential Dining Tables Honoree: Chopstix Dining Table Module

Best of NeoCon
Furniture – Tables Silver: AllSize Extendable Dining Table Rectangle 221

Graphis Design Annual
Gold Winner: Beverly Showroom Design

Robb Report Best of the Best
Outdoor Category: Senja Collection

Red Dot Award
Chopstix Armchair

Hospitality Design (HD) Award
Outdoor Furnishings Honoree: Rally Dining Table 1 Bench Rectangle

NYCxDESIGN Awards
Outdoor Seating Honoree: Chopstix Armchair

Luminaire
AIA Florida Award of Excellence, Renovations & Additions
Coral Gables Showroom

AIA National Design Award
Coral Gables Showroom

Elle Decoration International Design Award (EDIDA 2021)
Tableware: Collection Chandigarh

Chopstix by JANUS et Cie

Featured Stories

Toward Net-Zero Emissions: We Can't Do It Alone

As we all know, climate change caused by human activities is among the defining issues of our time. Widespread, rapid, and intensifying, it is affecting every region on Earth, including the oceans.

Averaged over the next 20 years, global temperature is expected to reach or exceed 1.5°C of warming. If not limited to this temperature rise, critical tipping points will be crossed with unprecedented consequences that affect our future and the well-being of future generations.

Haworth is dedicated to reducing our corporate carbon footprint in line with the Paris Climate Agreement. Endorsed by our President and CEO, Franco Bianchi, we have globally committed to the business ambition for limiting global warming to 1.5°C of the Science Based Targets initiative (SBTi). A global, non-governmental organization, SBTi drives ambitious climate action in the private sector by supporting companies in setting science-based emissions reduction targets.

Carbon accountability is an important element in Haworth's sustainability strategy. With our 2025 Commitments, we set out to take immediate climate action. Our near-term target is to source manufacturing electricity from 100% renewable options to reduce emissions from our production processes by more than half. This pledge is accompanied by initiatives that focus on improving energy efficiency of our infrastructure, equipment, and logistics.

"None of us alone can do this," says Bianchi. "We are impacting not only the footprint of what we make, but also the services around us—like travel and supply chains."

Our 2025 targets:

100% renewably sourced electricity

for manufacturing

Reduce emissions by more than half

from our production processes

We have committed to the global effort to limit climate change.

To avoid the most significant effects of climate breakdown, we must cut greenhouse gas emissions in half before 2030, achieve net-zero emissions before 2050, and halt global temperature rise to 1.5°C, according to SBTi.

“Change happens when the closest person to the change embraces it.”

Franco Bianchi
President & CEO

“This initiative is first about measuring where we are,” says Bianchi. “Second, is creating a path—science-based targets so we know what we use—where and how much. Third, to take the journey—how much is enough? And is enough enough? Half of the work is to create the understanding of where we are so we have a thoughtful, business driven, decision-making process to put a stake in the ground—targets that are rational, not just value based.”

As a next step, we will set and further develop suitable science-based greenhouse gas emissions (GHG) reduction targets to address the different stages of our value cycle. We know it’s a journey and there’s much to do.

But Haworth has a long tradition of sustainability—ISO 14001 certification for all manufacturing sites, zero waste to landfill, corporate social responsibility reporting since 2005, signatory of UN Global Compact and CDP reporting. Working to make the world better is part of our corporate values. We are tackling greenhouse gas emissions upstream and downstream within our supply chain to mitigate and counteract negative environmental and social climate change impacts.

We maintain valuable resources within material cycles and avoid emissions through maintaining our zero-production waste to landfill status.

Several European sites have converted to sourcing renewable and carbon neutral energy for manufacturing electricity in 2021. In fact, five of our 12 Haworth manufacturing sites globally sourced 100% renewable and carbon neutral energy in 2021.

Just like many of our customers, we believe that we have an obligation and opportunity to make an impact. Businesses play a vital role in building a resilient, zero-emissions economy and driving down greenhouse gas emissions—we are linked together through our supply chains and customers.

The Haworth team is excited to be joining this ambitious group of organizations and businesses dedicated to reducing our corporate carbon footprint and slowing climate change for the benefit of human society and nature.

Immediate climate action:
Renewable electricity*

Menziken, Switzerland
22 tonnes CO_2eq

Agueda, Portugal
297 tonnes CO_2eq

Queluz, Portugal
316 tonnes CO_2eq

*2021 emission reductions in Europe through renewable and carbon neutral sources

Changing Mindsets through Circular Design

If Nature had a language, the word “waste” wouldn’t exist.

All resources run in closed loops in Nature’s intricate systems, providing nutrients where needed. Waste is a human-made problem based on a traditional linear economy: take, make, consume, waste (cradle to grave). In contrast, a circular economy follows these steps: take, make, consume, repair, reuse, recycle/regenerate (cradle to cradle).

As we progress toward Haworth’s 2025 Commitments to support a circular economy, our design philosophy and strategy become more integrated with an important goal—that 100% of new products employ circular design principles.

Design thinking is ingrained in our culture—and we are committed to designing products with people in mind while making the best use of the Earth’s resources for a sustainable future. We work to make the world better, and this means making material choices that align with our strategy and designing with the end in mind. A circular economy requires us to keep our resources in closed loops—without losing quality—by recycling, reusing, and rethinking our processes.

We partner with others who share those values, like architect and designer Patricia Urquiola. True to her philosophy of sustainable materials and aesthetics, Patricia designed the Maari® seating family with minimal, durable, and high-quality materials. In 2021, she challenged Haworth to produce a 100% recycled and recyclable version of the chair’s iconic plastic shell with our local supply chains in Europe.

“We cannot approach any of the raw materials the way we approached them before. We need to change our mindset toward a sustainable perspective.”

Patricia Urquiola
Architect & Designer

100%
of new products employ circular design principles

The result is a shell made from zero-waste production—all post-industrial waste is processed for internal reuse or external recycling. We partnered with BOCK Group, a component manufacturer headquartered in Germany, to increase the recycled content and produce the one-piece shell, made of polyamide (PA6) reinforced with glass fiber for increased strength and elasticity. Half the materials come from BOCK's production—waste materials go back to their supplier, who recycles them and returns them to BOCK—and the other half includes 100% post-industrial materials that BOCK obtains from material suppliers.

This design evolution makes a big impact for Maari because the shell is a primary component that's used for the whole product family. Starting with black, our best-selling color, we are assessing supply chain possibilities to increase recycled content for other colors as well.

While creating plastic molds for load-bearing elements from 100% recycled materials presented a challenge in balancing stability and design quality—our team and partners, together, mastered a solution. The recycled content for the shell in the European market will be going from a 15% to a 100% recycled—and recyclable—shell.

In the upholstered version, Maari is available with Oceanic fabric, created entirely from recycled plastic—a percentage of which is ocean-bound plastic. When specified with wood legs, customers can rest assured the wood has been procured through sustainable practices certified by the Programme for the Endorsement of Forest Certification.

The Maari design evolution is part of a journey. Our teams work closely with our design and manufacturing partners to understand and identify opportunities for increasing the proportion of recycled plastic in more of our products. We continue to learn and evolve with the goal of aligning our design thinking with a circular economy.

> "Waste is not trash but a precious resource, an opportunity rather than a challenge."
>
> **Patricia Urquiola**

1-Piece shell:

100%
Recycled

100%
Recyclable

Each meter of Oceanic fabric contains the equivalent of 26 plastic bottles—available on the upholstered version of Maari seating.

Access & Opportunity for All

As a family-owned company, core values guide how we live and operate in global markets. The way we work is always evolving, along with our family of members. It's more important than ever to understand, respect, embrace, and support each other. Our approach to inclusion, equity, and diversity further galvanizes this mindset.

As we progress toward our 2025 Commitments, we continue to expand our diversity, equity, and inclusion (DEI) initiatives. In fact, in 2021 we grew our DEI team, appointing an executive level vice president, Frances Hogsten, and a manager of DEI, Scott Ayotte. They and their teams are charged with building awareness, informing, and educating our members and partners around the tenets of DEI.

In our Q&A interview with Frances and Scott, learn how Haworth is dedicated to this journey—encouraging belonging, ensuring opportunity, and embracing differences among our workforce, partners, and customers.

Q: How would you describe the culture at Haworth as it relates to DEI?

Frances: Making sure everyone is included, empowered, and rewarded for individual and team successes is important at Haworth. That idea is something we're striving for in our culture, giving our members the tools to identify discrimination and remove the barriers that define its occurrences.

Scott: I would also add that by overcoming barriers to participation, we can contribute to a culture of inclusiveness to alleviate environmental and social challenges—like inclusive organizational development or access to resources and opportunities. These issues impact people unevenly across races, ethnicities, classes, ages, incomes, and genders, as well as a wide variety of human rights.

Q: How can Haworth make a meaningful impact?

Frances: Our aspiration is holistic and integrated. Yet DEI varies from region to region, which makes the topic itself diverse. For example, while gender diversity is globally relevant, the importance of supply chain diversity varies. Depending on the region, the focus might have more emphasis on minority groups, such as disabled people. So, an important step is to develop an understanding determine where there is a need for change and opportunity. This is why Haworth has invested in the resources, and both Scott and I are passionate about spending our time and energy on DEI.

We've defined goals in five key areas of diversity: member, supplier, designer, dealer, and community. Each of these is in a different stage of maturity and development—we are always evolving our approach and celebrating achievements along the way.

So, for example, one way we engage our members is through Member Resource Groups (MRGs). The purpose is to create a fair representation of interests, especially of the minority groups, to build awareness, respect, and inclusion within the workplace. MRGs are intended to foster a greater sense of community and mentorship while increasing member engagement, inclusiveness, and representation. They are voluntary, member-initiated, and member-led groups—and we currently have four: Veterans, Young Professionals, FUEL (Female Uplift Empower Lead), and FUEGO (Friends United & Engaged to drive Growth & Opportunity on behalf of the Latin Community).

Member Diversity
Creating a globally diverse and inclusively equitable environment is an investment we make for the promise of future proofing our organization's productivity and performance for all members globally.

Supplier Diversity
Intentional supplier engagement supports diverse economic growth, fosters deeper partnerships with the local business communities, and empowers underrepresented entrepreneurs to innovate and compete.

Designer Diversity
Innovation is driven through a design community that both reflects and understands the unique cultures of the world.

Dealer Diversity
A culturally diverse network of dealer partners allows Haworth to relate to the growing diversity of our customers and enhances our visibility to a wider audience.

Community Diversity
Meaningful, inclusive community engagement is critical to community well-being. When viewed through a DE&I lens, community members are supported, prepared, and empowered to make our world a better place to live and work.

Scott: We also want to extend our aspiration beyond our walls. We value the richness that supplier diversity brings to better support our customers around the world, fuel innovation, and enable problem solving. It makes our company better. We're intentional about developing strategic alliances to create and sustain a diverse supply base that reflects the communities and customers we serve. This year we've been doing a lot of work behind the scenes to ensure our supplier scorecards reflect our pillars and support all aspects of DE&I.

Q: What about design partners? As a design-led, global company, you must have a very diverse network.

Scott: Design thinking is part of our DNA. Whether we're working on product development or creating spaces, we rely on our global partners. They come from the world's leading research institutions, architects, and designers—so, yes, they are quite diverse! With Design Centers in Italy, Germany, China, and the US, we are uniquely positioned to meet client preferences and diverse needs worldwide, based on local cultures and norms. These relationships form the foundation for innovation, and we are excited to evolve our DE&I approach as we work with them in the future.

Frances: We also use our internal talent to impact people's lives through inclusive design by helping our customers alter their spaces to encourage inclusion in the workplace. This could be as simple as providing people with choice in where and how they work, offering devices used by people with sensory limitations, arranging elements in the workspace to eliminate physical hazards and barriers, and giving people adequate space for assistive devices or personal assistance.

Q: How diverse is your dealer network?

Frances: Our dealer principals are not required to report demographics, so all our information is based on self-reported data. Based on what they've shared, we know that at least 25% of our North American dealers are minority- and/or women-owned. We continue to support our dealers with development and leading practices to identify diversity opportunities within the context of their cultural definitions.

The Annual Gala
Members of FUEGO attended the Latin American United for Progress (LAUP) Annual Gala—where exciting projects that LAUP has accomplished through the year were celebrated.

Democratizing Design
During Dubai Design Week, a round table with influential female designers and real estate managers offered opportunity to discuss how women are shaping the future of work. And during International Women's Month, Luminaire honored talented women pioneers in the design world.

Q: And in the fifth area, community, what activities are taking place?

Scott: Haworth members are very engaged with the community. For example, we encourage participation in support of local organizations, like the United Way in North America and many organizations abroad, through volunteer activities and fundraising campaigns. We also offer scholarships and matching gifts to support educational institutions and nonprofits.

Q: So, what's next?

Frances: We are on a journey—and we acknowledge that we don't know it all. We need to regroup and reflect as an organization. Haworth is even more global than before. With our diverse workforce across our brands, we need to think about how to evolve. And we're taking steps toward that by intentionally investing in education at the executive level, evaluating DEI with metrics, and assessing what it all means for our entire family of brands. When we envision our future, we need to determine how far we are from our reality. Then we'll spend time in 2022 putting plans in place.

It's important that we rely on our relationships to help—our dealers, suppliers, design partners. People want to share what they have experienced in hopes they can hear what you have to share. We look forward to collaborating more with our colleagues and customers who are also on this journey to unlock the untapped potential of DEI.

"We appreciate the steps Haworth has taken with its DEI initiatives. I know we share the perspective that DEI is good for the communities we operate in—and great for business."

Michael Davenport
President & CEO
Jireh Metal, Minority Business Enterprise

Frances Hogsten and Scott Ayotte

Supply base coding review revealed
$3,000,000
more in diverse spend

25%
of Haworth's North American dealers self-reported they are minority- and/or women-owned.

A Second Chance

Haworth products are designed for long lifespans. In addition to their high-quality materials—many of which are renewable or recycled—we're also committed to healthy materials that exclude harmful substances to keep people safe.

Circular services are part of our global 2025 Commitments. We are dedicated to finding ways to maintain product value by keeping resources in high-quality use cycles and gradually designing waste and pollution out of the system.

Some examples of how we have shifted from a traditional, linear economy (cradle to grave) to a more circular economy (cradle to cradle) include our pilot projects and partnerships for our End of Life Program. Together with our partners and clients, we use these pilots to explore sustainable solutions for customers' used furniture, including repair, refurbish, reuse, recycle, and/or remanufacture. In Europe, we have piloted the Product as a Service project, which includes leasing.

These programs and projects provide tremendous benefits to customers. Depending on the customer's need, marketability of the furnishings, infrastructure in the region, and market demand, Haworth develops solutions with clients to fulfill circular economy principles: We support ways to relocate used furniture; through established partnerships we clean, repair, refurbish, remanufacture, and recycle it; we also resell and donate it; and we lease or rent furniture.

We know what our products are capable of and are proud of their durability and performance. When our Pudong plant in Shanghai needed an office renovation in 2021, rather than replace old furniture with new, we decided to

Designed around Cradle to Cradle (C2C) principles, Zody® was the first ergonomic task chair to be MBDC C2C Gold Certified™ and contributes to LEED v4 Certification.

refurbish our existing 10-year-old chairs and desks to support our sustainability strategy.

The office seating, our Zody task chair, looked brand new after the bases got fresh coats of paint and seats were reupholstered. Other components, like seating mechanisms, cylinders, and casters, were still functioning well—a testament to Haworth quality—so they were reused.

For the workstations, our Customer Solutions team helped upgrade existing AllWays® fixed-height benches to height-adjustable models. We leveraged our manufacturing plant to repaint the metal components, creating like-new products. Now our members can adjust their desks to suit their changing positions, which supports their well-being. Overall, the used products look great and were upgraded with minimal impact on the environment.

Around the world, we have cultivated partnerships with like-minded organizations to promote a circular economy. As far back as 2011, Haworth France participated in the creation of Valdelia, which accepts office furniture at nationwide pick-up centers to recycle/reuse the primary materials utilized by our industry: wood, steel, aluminum, and plastics.

In 2021, Haworth France joined forces with Label Emmaüs to give a second life to office furniture—and a second chance for people—by supporting the most vulnerable with jobs and job training. Our Zody chair is Haworth's first demonstration of this joint initiative, offering business to business (B2B) customers the promise of a new sustainable purchasing model through distribution of Zody chairs that have been reconditioned in the Label Emmaüs warehouse. Since 2016, Label Emmaüs has been defending solidarity-based and eco-responsible e-commerce in France. Over time, this partnership will expand to a wider range of furniture solutions for office spaces—further extending the life of our products and keeping waste out of landfills and resources within material cycles.

Finding new ways to support a more circular business model is an essential part of our strategy and commitment. We continue to explore environmentally preferred solutions that drive environmental stewardship, economic growth, and community prosperity.

> "We are passionate about designing robust programs and products that support a cradle to cradle philosophy."

Michael Warsaw
VP of Global Design, Innovation & Sustainability

Bringing People Back to the Office

New realities have been driving a re-envisioning of the future office based on societal shifts as work evolves. Like all organizations across the globe, Haworth has been on a journey to understand what the future landscape looks like. In a work from anywhere ecosystem, people will choose from locations like home and third places, but the office will remain the hub. This is where serendipitous connections happen. It's where people come together for creativity and collaboration to drive innovation.

Well-Being

Haworth is a family-owned business, and our members are like family. Empowering people and contributing to the sustainable development of our communities is part of our 2025 Commitments. Yet even with the flexibility to work at the office, home, and third places, we know from our research on resilience at work that people are still at risk of experiencing stress and burnout. Both can lead to cynicism, reduced performance, and exhaustion.

There are many ways we support our members to enhance their well-being—and as people returned to the workplace we added even more. As a global company, we have facilities all over the world and each country has its own guidelines from national and local authorities. Everywhere, however, the process was similarly defined: Create a team (such as the Incident Command Team at our headquarters), follow regulations, and communicate to members.

Protocols—like working remotely, social distancing, and mask requirements for non-vaccinated—were put into place to keep people safe and our sites ready for government mandates.

At our global headquarters in Holland, Michigan, and various sites around the world, we offered vaccine clinics for members, and in some cases, their families too.

Many of our sites provided masks and safe transfers to work via bus to protect our workforce. All our facilities enhanced their cleaning and disinfecting programs.

We also planned three phases for re-entry and safe occupation of our work environments:

Phase 1
Occupancy required for critical personnel (e.g., IT/HR/Facilities) in manufacturing facilities

Phase 2
Return to the office with accommodations

Phase 3
Long-term occupancy plan that adjusts as needed

Accompanying these phases were protocols for members to return to their workplace. These best practices addressed what to do before leaving home (such as a web-based self-screen), to arrival in the building, and interacting within the workspace.

Our customers were also affected by our changes. Those who fly on our jet follow strict protocols in flight, and all visitors adhere to the same guidelines as our members upon arrival in our facilities.

Work from Home
Pandemic

March 2020

Return to Office – Phase 1
Voluntary Return Based on Key Roles

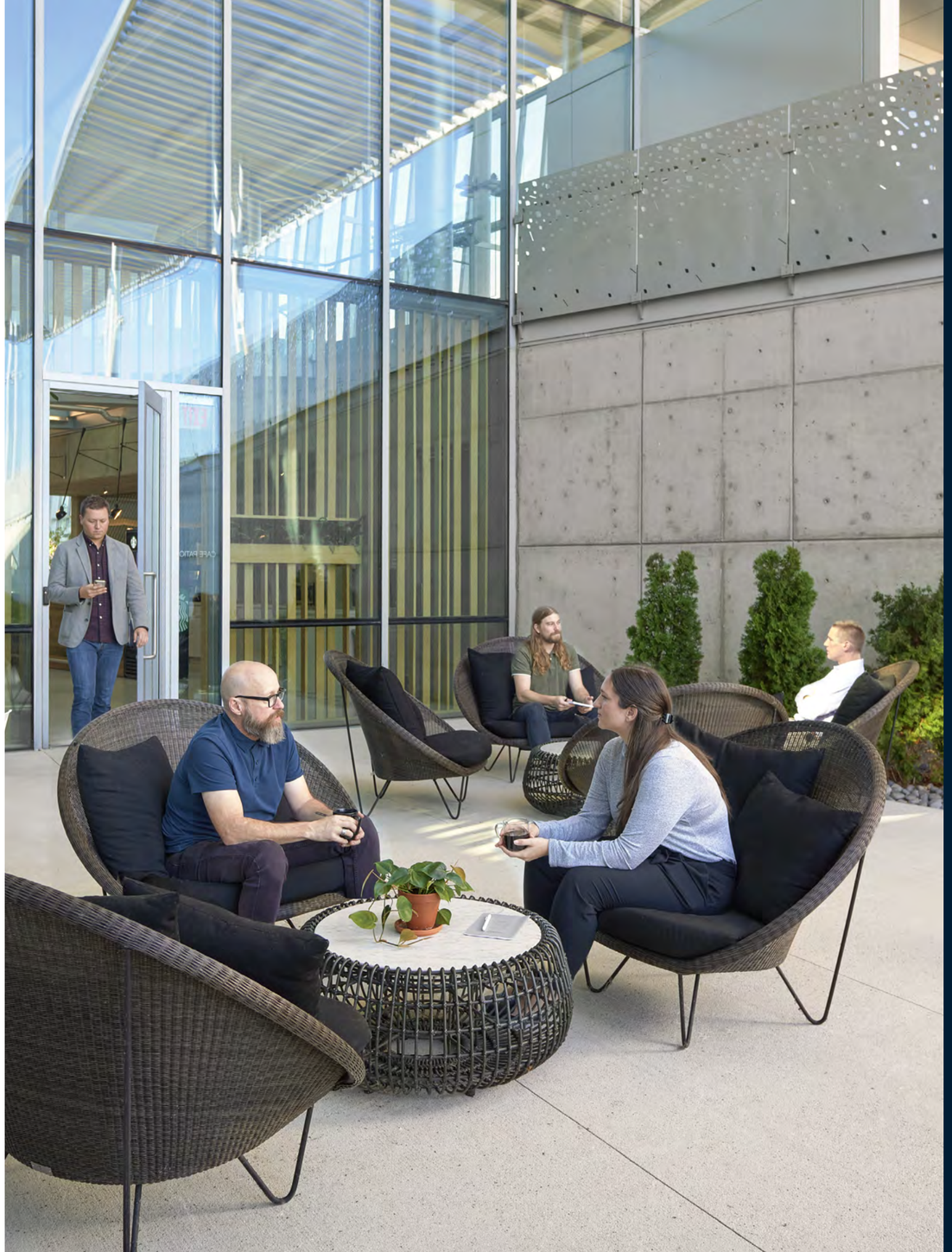
June 2020

Return to Office – Phase 2
Back to Office with Accommodations

June 2021

Return to Office – Phase 3
Long-Term – Evaluation/Adjustment

Ongoing



In search of a diversion from indoor requirements, many of us have spent more time outdoors, appreciating the enjoyment and restorative benefits nature provides, including lowering stress and anxiety, improving mood, and an overall sense of well-being. Our headquarters campus offers members and guests a variety of outdoor spaces to work, interact, or refresh—including a walking path.

“Our goal is for Haworth members to be part of a healthy and thriving culture.”

Ann Harten
VP Global Human Resources

Culture

Interactions with colleagues make us happier and more engaged at work. As people exercise their ability to work anywhere, the role of the office has become more important as a place of social context—the hub where organizational culture is built. The office is where we connect face-to-face as individuals and teams, and where collaboration takes place. Going forward, finding balance in supporting personal interaction and collaboration at work—both virtually and physically—will be vital.

To protect members who work at the office, we continue to support working from home. For those working remotely, it’s critical we foster a culture of inclusion. We try to level the playing field between in-person and virtual work experiences by ensuring everyone has the technology they need to collaborate and keep in touch. Teams have also set norms among colleagues to have regularly occurring virtual touch-base meetings or check-ins and time for casual conversation. In some cases, office furniture is subsidized to provide ergonomic support to those working from home.

Floorplate Transformation

Just like all businesses, the pandemic changed the way we operate. Fortunately, reconfiguring floorplates is one of our specialties. Some of the ways we transformed our spaces and amenities include modified layouts to create physical distancing; assigned workstations; expanded outdoor spaces; use of products with easily cleanable materials; reduced seating in community spaces; fewer touchpoints; integrated technology to accommodate both on-site and remote workers; a new broadcast room for production of large meetings and presentations; self-service cleaning stations; and hands-free door openers.

As our journey continues, we are constantly adapting, taking what we know about the workplace, implementing best practices, sharing what we learned, and adjusting as we go. Our global presence has enabled us to be proactive by leveraging knowledge experts around the world and understanding regional experiences.

Haworth has identified five themes that will be important for future office design, but uniquely applied depending on the organization’s culture, goals, geographic location, and workforce demographics.

Immersive Technology
We can’t do our work without some form of technology—and we all learned how to connect via virtual tools to access resources, both information and people. The Internet of Things (IoT) will make connection in space more seamless than ever before.

More Collaboration
Hybrid work brings more choice in where to work, but the office is the hub for collaboration and culture—connection and togetherness for group work will be more critical than ever.

Focus to Restore
People need spaces that protect from burnout and support well-being—places to recharge and restore from intense collaboration and focus work, and where they can explore or happen upon great ideas.

Space Shift
In the new world of hybrid work, people have more choice of where to work and this new workforce autonomy will cause layouts to shift to less density. The office becomes better tuned to serve physical, emotional, and cognitive needs.

More Human
The office should be a place where people want to be—safe, comfortable, and welcoming with a vibe that attracts people, supports well-being, and merges hospitality.

We have an optimistic outlook for meeting coworkers and customers in person more frequently in the future—and we are prepared to respond and adapt when change happens.

Strategy & Commitments

Our Strategy & 2025 Commitments

In our ambitious goals to become a sustainable corporation, our three business segments work together, using our values as our guide to achieve aggressive targets that drive our mission forward. Our strategy is focused on three key areas that form a road map for continuous improvement: People & Community, Circular Economy, and Operational Performance. Within each area of our strategy we have identified priorities.

Through the challenges we all faced during the span of the pandemic, the resilience of our members has demonstrated how to survive—and even thrive. We have shown that we are One Haworth across the globe, leveraging our resources and work from anywhere capabilities with our strategy and values as our north star.

Our work is informed by our commitment to the United Nations Sustainable Development Goals (UN SDGs) and the actions needed to address challenges facing our world. We're eager to continue this journey by promoting sustainability and delivering value to the people, communities, and planet that we serve.

Our Sustainability Commitment
We think beyond our business with a collective purpose to make the world better. As we strive to be a sustainable organization, Haworth empowers and engages its members in practices and processes that positively impact our global communities, economy, and environment. We've set ambitious targets in each of our key areas of focus, which are outlined at the end of each section throughout the document.

Sustainability is a company-wide commitment informed by and integrated into our business strategy. Governance is led by the Haworth Board of Directors and Executive Leadership team.

People & Community

Focus on building strong relationships with and support for internal and external stakeholders

People
Empower people, and foster and sustain diversity, equity, and inclusion of stakeholders (members, suppliers, designers, and dealers)

Community
Contribute to the sustainable development of our communities

2025 Commitments

Circular Economy

Optimize resource utilization and closed loop material flows

Design for Sustainability
Designs that consider environmental, social, and economic factors in support of a circular economy

Circular Services
Economic systems aimed at eliminating waste and the continual use of resources

2025 Commitments

Operational Performance

Focus on improving our footprint

Procurement, Manufacturing, and Logistics
Optimize resource use and minimize impact of buildings, packaging, manufacturing, and transportation

Energy Usage
Optimize direct and indirect use of non-renewable energy and source renewable energy

2025 Commitments

People & Community

As of December 31, 2021, Haworth employed more than 7,500 people, whom we call members. We value and rely on our members and collaborate on one key goal: to help people do great work—within our company, our community, and for our customers.

To deliver on our goal, we empower members through a vast array of purpose-driven experiences, continuous learning, and leadership development opportunities. Members around the world connect to bring a spirit of optimism, drive, inclusiveness, and an unwavering appreciation for service.

We pour our efforts into every customer experience. Our diverse team of members focuses on everything from workplace research, product design, material science, ergonomics, global sourcing and logistics, technology, and, of course, manufacturing products that form each Organic Workspace we deliver.

We recognize that our success is intrinsically linked to the health and vitality of the communities where we live and work. It is an honor and a privilege to apply the assets, capabilities, and resources that help make us successful to efforts that help communities prosper.

United Way Day of Caring
Haworth members proudly work to improve and strengthen our communities through community service. During the 2021 Day of Caring sponsored by the United Way, nearly 450 Haworth volunteers in the US worked toward 44 different projects including: washing windows, yard work, home repairs, painting for area residents, ridding parks of invasive plant species, and more.

Coastal Clean-Up
Approximately 50 members participated in a coastal clean-up in the Binjiang Forest Park, conducted by the team at our Shanghai plant and Rendu Ocean. Volunteers gathered 2,455 pieces of garbage, equating to 233 kg. The results were analyzed and the team found the majority of waste to be almost 80% plastic and Polystyrene, according to the International Coastal Cleanup (ICC) card. Specifically, the pieces were foam fragments, plastic beverage bottles, and plastic fragments. The event brought awareness to the general public about the benefits of coastal clean-up for our environment—and more events are likely to be held because of it.

Working for Wood
In Menziken, Switzerland, our team organized a volunteer event linked to a material dear to their hearts: wood. Together with professionals from the local forestry office, 30 members cleared, repaired, and cleaned paths after logging. They were able to experience first-hand the significance of sustainable forestry in practice.

People

From the members and supply teams who make our products to the thousands of Haworth members around the world, we believe in providing opportunity for all. Leveraging different perspectives leads to unique ideas and unlocks innovation.

2021 Highlights

Diversity, Equity, & Inclusion
At Haworth, we value the richness that diversity brings to our workforce—it makes our company better and the communities we serve stronger. Haworth is committed to creating and sustaining a workforce that represents many backgrounds and cultures; an environment where all members, dealers, customers and suppliers feel valued and are able to perform to their full potential; and where the contributions of all stakeholders are valued and respected. As our family continues to grow and evolve, so too do the ways we understand, respect, embrace, and support all of our members. Our approach to inclusion, equity, and diversity further galvanizes this foundation.

Well-Being, Health, & Safety
We view the work environment as a tool to promote well-being, an enduring state that encompasses cognitive performance, psychological comfort, and physical wellness. We apply this same philosophy to our organization, supporting members in living their best life.

As an extension of our commitment to well-being, the personal safety of Haworth members and contract employees is of utmost importance. Through our Haworth Management System (HMS), we continue to develop and implement strategies that enhance safety. Local teams define goals and metrics at all Haworth global facilities. Occupational health and safety performance are regularly tracked. Improvement measures and training are then implemented. Risk assessments are conducted on an ongoing basis to help keep members safe and reduce the overall incident rate. We maintained ISO 45001 certifications for plants in Germany, Switzerland, and China. Throughout our global locations, our overall lost-time injury rate for our Commercial Interiors segment was 1.1 for calendar year 2021.

Free Dental Screening
As part of World Health Day, members at our Chennai, India, plant collaborated with Saveetha Dental College and Hospitals to organize a free dental camp for all members. Two dentists provided screening, benefiting 60 members.

Manufacturing Day
To honor our production members, Haworth US manufacturing locations celebrated Manufacturing Day the entire week—September 26 through October 2—to include weekend shifts. Each site received a catered meal from a local favorite restaurant for all shifts. Manufacturing members also received specially designed t-shirts at their luncheons to celebrate Manufacturing Day.

Celebrating Upcoming Talent
JANUS et Cie announced its first annual student design competition as a collaboration with architectural design firm Populous. The competition celebrates fresh talent in the design industry and fosters creative innovation around the globe. Submissions showcased accessibility for a full range of physical abilities and breadth of age groups. Students were challenged to design for the perimeter participants of an urban playground, taking into consideration accessibility to all. The winner will be announced in June at NeoCon 2022, Chicago.

Diversity in Front of and Behind the Camera
JANUS et Cie promoted diversity by implementing inclusive hiring for both employees and models to support all of their 2021 ad campaigns, resulting in greater representation of diversity within its workforce and on the set.

Helping Children Reach Their Full Potential
Haworth provides US members—at no charge—access to Rethink Benefits, a web-based tool with on-demand resources and one-on-one consulting to help them support their children with learning, social, or behavioral challenges or developmental disabilities to reduce family stress and overwhelm. Any family member or caregiver—including grandparents, daycare providers, teachers, and others—may also access Rethink.

Improved Locker Rooms
Men's locker rooms in Queluz, Portugal, were due for updates to improve well-being, safety, energy efficiency, and water efficiency. Before, the facilities were quite old and uncomfortable for users. Toilets were segregated by employee type, which could lead to a sense of inequality and affect engagement. Afterward, substantial structural work occurred to create a new, improved space that fosters employee health, safety, and well-being. The renovations include new gas pipes and electrical systems with energy-saving lighting; new water pipes, toilets, showers, and sinks; and changing rooms for more privacy, created with an HPL material for better hygiene.

Programs and Discounts for Promoting Well-Being
The JANUS et Cie employee assistance program (EAP) provides members and their households with free, confidential, in-the-moment support to help with personal or professional problems that may interfere with work or family responsibilities.

Moreover, JANUS et Cie offers member discounts through a partner platform, which includes wellness discounts on gym memberships, fitness apps, nutrition services, tax services, and more.

Access to Nature
Our corporate headquarters in Holland, Michigan, offers members and guests access to nature through a variety of outdoor spaces—the Atrium patio, the Atrium Café patio, seating near the pond, and seating and tables near each of the manufacturing plants—where people can work, relax, and connect with others. The campus property also features a walking path around the perimeter—sustaining extensive trimming and clearing of branches and brush in 2021—allowing members to take a stroll in the natural environment surrounding the facilities.

Great American Smokeout
US members were invited to participate in The Great American Smokeout, an annual intervention event held on the third Thursday of November by the American Cancer Society. The goal is to encourage and offer support to tobacco users in making a plan to quit tobacco use.

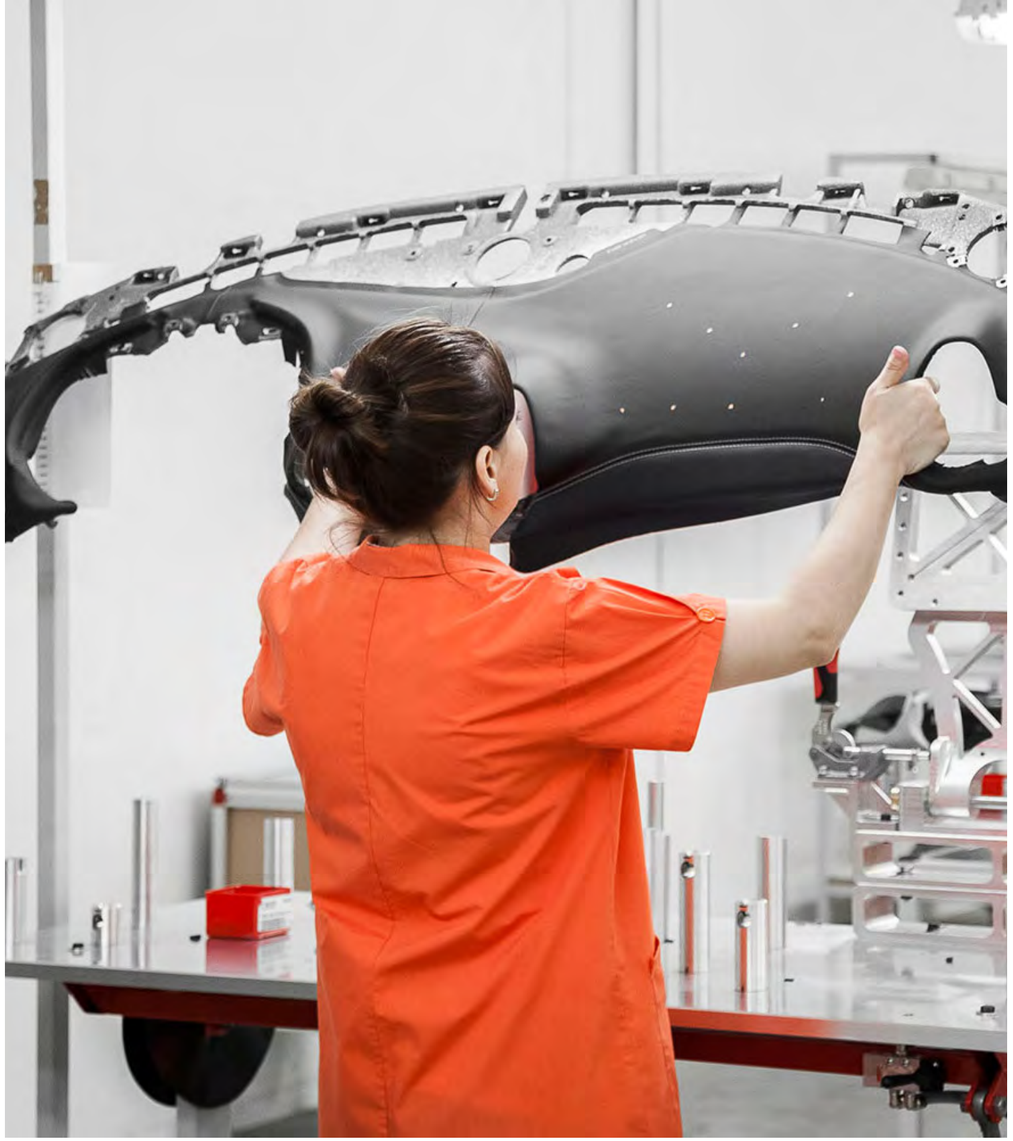
Mental Health Awareness Month
Mental health includes our emotional, psychological, and social well-being. It affects how we think, feel, and act, and it contributes to how we handle stress, relate to others, and make choices. Good mental health is important at every stage of life. In the US, May is designated as Mental Health month, with the goal of raising awareness of behavioral health issues and the impact they can have on the well-being of adults, children, families, and communities.

Haworth offers resources to support emotional and mental well-being for members and their families—including free webinars through employee assistance program providers.

Safety Month Celebration
To commemorate India's 50th National Safety Month celebration in March, our team in Chennai organized competitions for members. Activities included a safety quiz, drawing, and slogan writing throughout the month. Top scorers on the quiz were divided into teams for a final round, and the three top teams were announced as winners. The drawing theme was "Lessons from COVID-19," and drawings were judged based on creativity, presentation, and color harmony. On the last day, winners were recognized with gift vouchers.

Elimination of Trip Hazards
To avoid obstruction of pathways and associated trip hazards, our team in Chennai, India, came up with a plan to make space-saving storage units for the fabric lay-cutting machines. Made from scrap worktop boards, the storage units provide housing for the machines when not in use. Similarly, the team created a collapsible and retractable fence around a lifting platform. The new fence rises with the lifting platform, reducing the risk of people getting accidentally stuck in the pit underneath.

Preventing Unsafe Situations with New Signage
To provide safe and healthy workspaces, our teams regularly evaluate processes, workspaces, and equipment. In support of this approach, we encourage our members to also report near misses so we can take preventive measures. Reports are used to analyze details and uncover potentially unidentified risks. As a result of one review in St. Hilaire, France, the team installed new safety rules for certain machines and created a safety display that is visible to the operator when they are inside the machine. The entire team was trained on the new rules and reminded to stay vigilant on safety issues.



Certified Management System for Health and Safety
Poltrona Frau achieved recertification of their occupational health and safety management system, switching from the Occupational Health & Safety Assessment Series (OHSAS) standard to ISO 45001. Certifications like these are proof of our commitment to provide safe and healthy workplaces for our members by preventing work-related injury and ill health. It's also how we proactively improve OH&S performance to fulfill legal and other requirements.

Keeping Pedestrians Safe in Production Plants
Production sites are busy places with lots of traffic, so rules and signage are critical for safe practices. Our team in Queluz, Portugal, redesigned the boundaries for pedestrian walking zones and crossings, making them more clearly marked with colors and signage so pedestrians can easily identify them. At the same time, reserved parking spaces (e.g., for disabled drivers or those with e-cars) were also refreshed.

Rethinking Equipment and Tools for Good Ergonomics
By modifying small components in the production process, worker safety can be increased enormously. Our team in St. Hilaire, France, identified an opportunity for storing and stacking pallets to reduce the potential risk for injury and physical stressors on our members due to poor ergonomics. They added a roller conveyor to the relevant machine, which allows the pallet stack to move close to the machine without effort. A handling device then picks up the pallet, again without effort. Our team in Agueda, Portugal, manufactured a mold as an auxiliary measuring instrument for cutting fabric, which improved the ergonomics of the process, reduced the risk for scrap, and made the process faster. Our team in Bad Muender, Germany, exchanged trolley casters for metal parts with steerable and lockable heavy-duty casters to improve control and—ultimately—safety.

Upholstery Workstation Redesign
Poltrona Frau reassessed their upholstering workstations to improve ergonomics for operators. One change included adding an electrical system for height adjustment that memorized working heights and provided 360° worksurface rotation through a pneumatic system controlled by the operator with a foot pedal. Improvements like these let members know they are valued and cared for.

Member Master Classes
When the pandemic hit, members around the world got creative by offering virtual master classes in their areas of expertise to support overall well-being, manage stress, and achieve a calmer state of mind. For example, some members are certified yoga instructors who inspired well-being activities by offering online yoga classes. These classes continued throughout 2021, focusing on the following topics to keep people healthy in mind, heart, and spirit: fitness, yoga, zero waste lifestyle, running, painting, and illustrating—as demonstrated by these drawings from the Urban Sketching Member Master Class.

Engagement

Member Engagement
We've been conducting member engagement surveys for 10 years. This survey, which includes data from all segments except PT, enables members to confidentially share their perspective and experience. As our values affirm, we rely on our members to help prioritize change as we strive to be an employer of choice.

In 2021, members agreed that:

87% I understand how my work contributes to the overall success of this organization.

83% The people I work with treat me with respect.

83% I enjoy working with the people on my team.

82% Expected "how" behaviors have been communicated to me.

79% I clearly understand what my supervisor expects of me.

Dick Haworth Values Award
The Dick Haworth Values Award is named for our company chairman emeritus who in 1976 formally documented our organization's guiding principles. Dick later established the peer-nominated award to recognize members who embody the values that influence behaviors that drive our business culture and success. In 2021, 15 Haworth members received the Dick Haworth Values Award.

Volunteering in the Community

Members all over the world engage with their communities to support local non-profit agencies. Activities include collecting donations to accomplishing tasks on-site, hosting events, fundraising, and making face masks during the coronavirus pandemic.

Women's Service Day
Women's Service Day aims to make a difference by increasing awareness of issues for women and children, promoting networking, and serving women and children in the Holland, Michigan community. The Product Marketing team from our corporate headquarters spent half a day at My Sister's House—an assisted living home for women with mental disabilities in Holland, Michigan. They cleaned all the windows, moved the wood pile, raked leaves, and pulled weeds in the landscaping.

Yard Work to Help Those in Need
Members of the corporate IT team in Holland, Michigan, used their volunteer hours to do yard work for three transitional homes run by Calvary Church in the local community. Heartfelt appreciation from the Calvary facilities director and tenants was expressed, thanking those who participated and thanking Haworth for affording its members this opportunity.

Kids Food Basket
Teams in Holland, Michigan, have used their volunteer time at Kids Food Basket, a nonprofit in West Michigan that breaks down barriers to food equity and helps to solve systemic and complex causes of childhood hunger. One way they do this is through sack suppers—a well-balanced evening meal delivered right to a child's classroom or summer site, filling a gap not being met. Those suppers are packed by community volunteers.

Dragon Boat Festival with the Elderly
Since ancient times, the Dragon Boat Festival has been a traditional Chinese festival. The custom of eating rice dumplings during the event is popular all over China, and one of the most widespread dietary customs in the country. Our Haworth team in Shanghai joined the Huawei community service center to make rice dumplings and sew sachets with the elderly. The event received a great amount of attention from the local community.

Feed People, Not Landfills
For Youth Homelessness Matters Day, some of our Australian members joined a unique teambuilding event called "Cooking for a Cause." Sponsored by Ozharvest, a charity that reduces food waste to landfill by making meals and giving to those in need, the program instructors taught zero-waste cooking. Our members transformed rescued ingredients into delicious meals, which were distributed to support vulnerable communities and local charities.

Partnership with ASPiRE!
Earth Day gave members at AIS headquarters in Leominster, Massachusetts, the opportunity to get outside and host a clean-up day. AIS partnered with members of Seven Hills ASPiRE! Academy, which offers opportunities for people with intellectual and development disabilities, autism, and brain injury to develop skills necessary to pursue interests in employment, recreation, and social interaction. The Earth Day event has led to an on-going partnership between AIS and ASPiRE! Young adults from the program continue to work side-by-side at AIS headquarters each week to do various manufacturing tasks.

Invasive Species Control
Members of the Global Design, Innovation, and Sustainability team worked with the Ottawa County Parks Departments in Holland, Michigan, to rid the Black Lake Boardwalk of invasive species, such as honeysuckle and bittersweet.

Binky Patrol MA
Over two fun and productive evenings, the Boston showroom team combined volunteer efforts with the local design community to create 30 blankets for Binky Patrol MA, the local chapter of a national nonprofit in the US. These blankets were distributed to children and teens in need of comfort and to let them know they are supported and remembered.

Joint Mission:
Hiking Together, Picking Up Trash
Wadi Shawka is one of the United Arab Emirates' most incredible natural places and an important habitat for wildlife. But the ecosystem is under threat—trash is polluting the wadis and threatening nature. Our team from Dubai went on a hike through the waterway with the dual purpose of cleaning up this beautiful place and enjoying nature as a team. Following the lead of an expert, the team also discovered hidden gems and spotted wildlife.

Development & Training

Continuous learning remains one of our core values as it's critical to both personal achievement and business success. We continue to build a creative and inclusive culture, where all voices are welcome, heard, and provided with opportunities to learn and grow. We offer a breadth of learning and development opportunities—from online courses to in-person training.

Member Development & Training
Member engagement begins with onboarding new talent. In addition to in-person training, our online training offers more than 800 digital courses where members learn standards pertaining to safety, ethics, values, diversity and inclusion, Haworth Management System (continuous improvement), and environmental practices. In 2021, Haworth recorded more than 17,700 hours of training globally on orientation, professional development, business systems, product training and first aid and safety training. Still, these numbers do not reflect all courses offered yet or the countless hours of trainings provided on the job. All our members are offered a mid-year and annual performance and career development review. During these reviews, members and supervisors set individual development and career plans including required training.

Through our partnerships with ThinkWise and Skillshare, members can customize their development plan by selecting courses and tracking their progress. Additional educational support is available via the Tuition Assistance Program, offering funding for members pursuing degree programs.

Haworth Global Learning and Haworth University
Haworth Learning & Development Teams across the globe brought curated training content to our members and family of businesses. Each week they published new training articles, techniques, tips, and digital tools on an important topic.

New Suite of Compliance Training
Haworth President and CEO Franco Bianchi announced the January 2021 launch of a new suite of Required Global Compliance Training modules. This curriculum applied to all members, across all business units, with the goal of equipping everyone with knowledge to ensure they uphold legal compliance regulations. Available in eight languages, over 6,200 members completed the training in 2021 (more than 29,100 hours) and all brand segments are compliant.

Continuous Learning/Students

Haworth Scholarships
For over 30 years, Haworth has been investing in education and encouraging higher learning to help members, their children, and the community. The Haworth Scholarship Program has impacted over 400 students and families throughout Michigan and the US. It is one way we cultivate hope for our future, invest in our communities, and live out our values.

Seventeen children of Haworth members, along with seven students from the community, were named to receive scholarships through Haworth's Scholarship Program in 2021. Awards totaled $59,000 and exemplify Haworth's commitment to our value of continuous learning, an integral part of our company's heritage.

Applicants to the program are evaluated on their grade point average and extramural activities, including volunteer work and part-time employment. Each student also writes and submits a personal essay. Scholarship winners are chosen by an independent panel of judges, respected leaders from various organizations throughout the community.

Five students received Haworth's Diversity Scholarship and two students received Haworth's Skilled Trades Scholarship (supporting students pursuing a certification, associate degree, or skilled trade/vocational program).

Creating a Brighter Future in Shanghai
In 2021, Haworth sponsored 10 students—five in high school and five in university—as part of the Shanghai Sunrise program, which creates access to education and mentorship through scholarships for underprivileged Shanghai youth. Haworth members pair up with the students to help them become a positive force in the community and realize fulfilling careers.

Higher Education in the New Normal
The pandemic, as well as other national events, has left university and college students with numerous challenges, including not living the campus life they may have expected. In the US, Haworth's Employee Assistance Provider, Encompass, invited members to join them for a live webinar entitled "Helping Students Thrive in the New Normal," which focused on ways members could help their students get the most out of their educational and social experiences, despite today's unique circumstances.

46,800
Hours of training provided to members globally (minimum)

800+
Online training courses

$59,000
Awarded in scholarships

Community

We recognize that our success is intrinsically linked to the vitality of the communities where we live and work. Our goal is to contribute to community prosperity by leveraging our resources and expertise to partner with community leaders who are evolving the economic and social systems in our own backyard.

In addition to offering our time, Haworth and our members contribute financial resources to support community initiatives.

2021 Highlights

Haworth Matching Gift Program
In North America, Haworth matches donations (up to $500) made by Haworth members, retirees, and members of the Board of Directors to eligible institutions of higher learning and 501(c)3 organizations that alleviate victims' loss from natural disasters.

United Way Support
For 55 years, members in North America have had the opportunity to contribute to the United Way, which helps to provide programs and services that improve people's lives in four areas: basic needs, health, education, and financial stability. Many members across our US manufacturing sites stepped up during an incredibly challenging year to support their communities, including through Haworth's 2020-2021 United Way fundraising campaign. As a result of member pledges, fundraising events, and the Haworth company match program, the United Way was gifted with $202,485 to help strengthen our communities.

In 2021, the Greater Ottawa County United Way, the local chapter in Holland, Michigan, recognized Haworth for earning a Silver Award for the 2020/2021 campaign year. Recipients of this award are major organizations that meet three out of five of the following award criteria:

- An increase in employee giving from the previous year
- At least $175 average employee gift
- 50% or more participation in campaign giving
- Employee volunteer involvement (with United Way internally, Day of Caring, or corporate volunteer projects)
- Three or more employees giving at the Lighthouse Leadership Circle level ($500+)

$202,485

Gifted to the United Way by Haworth member donors

BuzziSpace Special Charity Auction
BuzziSpace created a special one-off, limited-edition acoustic seating element and iconic lighting solution to auction off, with 100% of the proceeds from the winning bid donated to cancer research (split between the Cancer Research Institute and Think Pink Europe). The BuzziSpace team gathered the ingredients needed to dye the fabrics, helped in choosing a charity that is near and dear to them, and even put their handiwork to good use.

Keeping India Safe
When the local village of Kiloy needed help with COVID-19 disinfection in public areas, the Haworth Chennai plant provided essential materials and PPE to the village leadership.

Increased Access for Vaccinations
Poltrona Frau's subsidiary in Mumbai, India, purchased 1,500 Astrazeneca vaccines (at a cost of 15,000€) and donated them to support a COVID-19 prevention campaign.

Haworth Inn and Conference Center Renovation
Located on the campus of Hope College in Holland, Michigan, the Haworth Inn and Conference Center opened 23 years ago to serve as a bridge between the campus and downtown business district. With its renovation in 2021, that emphasis has been renewed, now with a coffee shop intended not only for hotel and conference guests, but also for members of the Hope and Holland communities.

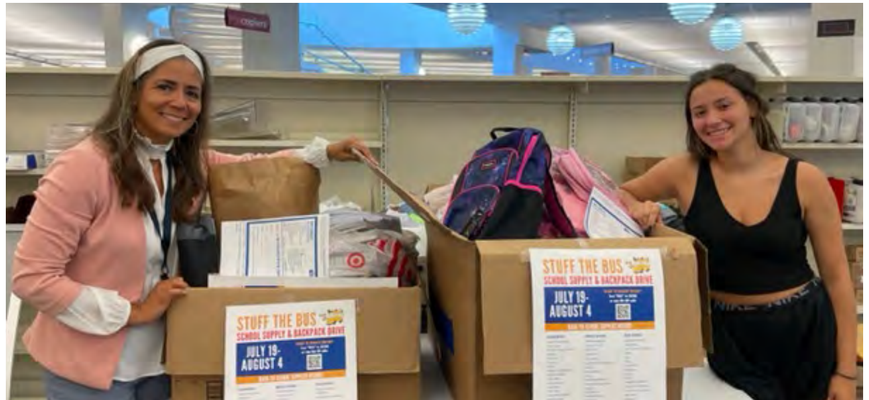
Designed by world renowned architect and designer, Patricia Urquiola, this community resource has also become a coveted design destination featuring updated guest rooms, a fitness facility, touchdown workspaces and social spaces throughout the lobby, and more than 10,000 square feet of meeting and banquet facilities—furnished with sustainable products.

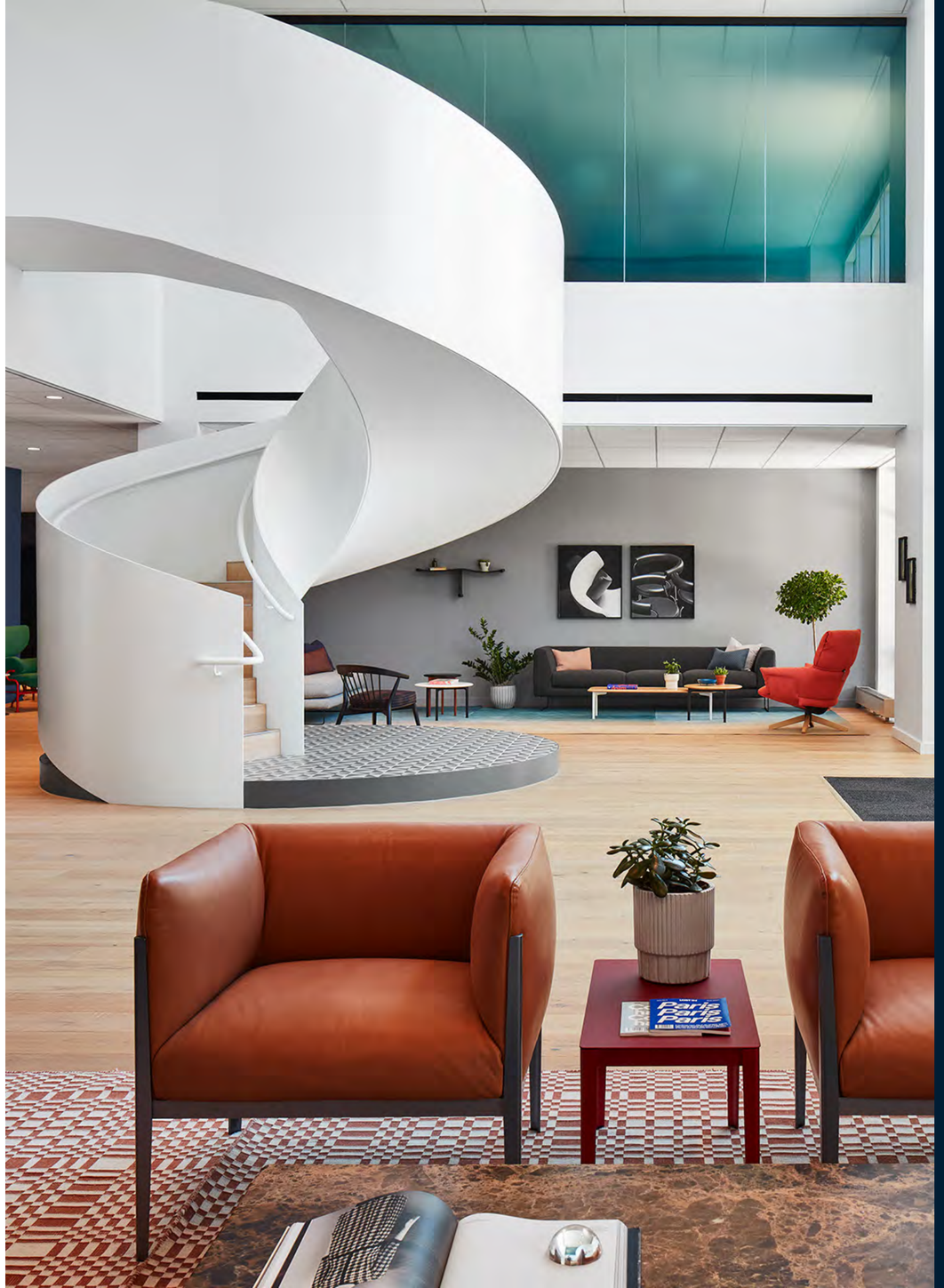
Promoting Education in Rural India
Haworth inaugurated a new classroom in a rural school run by Sevalaya (an NGO) in Tamil Nadu, India. Powered by solar energy, the new building is ventilated, fully furnished, and equipped with smart boards and a water supply. With Haworth's contribution, an additional 500 children now have access to quality education—free of cost.

Essential Medical Supplies for Rural Patients
In Chennai, India, Haworth supplied labor ward instruments and tables for the local primary health center (PHC), which serves the nearby village of Ulundhai. The staff was grateful to receive these supplies and equipment, including LED exam lights, digital instruments, and a mosquito net, which will support the village people in need of medical care, especially pregnant women.

Toys for Tots
For 17 years, US Haworth members have supported the Marine Corps Reserve Lakeshore Toys for Tots organization, which services an area of approximately 5,500 square miles in West Michigan. Its mission is to distribute toys to children whose parents cannot afford to buy them gifts for Christmas. This year, Haworth members donated 290 toys to the Lakeshore Toys for Tots group in Michigan. The initiative was also supported by JANUS et Cie.

Stuff the Bus for Students' Futures
Education is fundamental to a better life. The United Way across the US invited businesses and other organizations to collect classroom essentials to help kids prepare for the coming school year and brighter futures. Members at our global headquarters in Holland, Michigan, partnered with the Greater Ottawa County United Way to "Stuff the Bus" with backpacks and school supplies for elementary, middle, and high school students of low-income families.





290

Toys gifted to Michigan's Lakeshore Toys for Tots

500

More children have access to free education in India

Haworth Hotel
Situated on the campus of Hope College, this luxury hotel and conference center features global products from our brand partners and fulfills the Haworth family's vision to create a bridge between the community, the college, and our clients.

People & Community: 2025 Commitments

Commitment	Progress Report
Education & Training: Personal Sustainability Impact 100% participation in member development programs to advance individual and organizational sustainability goals.	Haworth demonstrates our commitment to our values of Customers, Members, and Continuous Learning by investing in in-house professional learning and development of professional teams to grow and develop our members, supporting a culture of engagement—ultimately resulting in value and satisfaction for our customers. We continued sustainability trainings for members as refreshers and during onboarding. Moreover, we provided trainings to key functions (e.g., Purchasing, Product Design, Sales, Customer Operations) to provide members with the knowledge on relevant sustainability aspects related to their work. Beside specific training sessions, information was continuously shared on the job as part of projects and during routine meetings with different functions. As a next step, our Human Resources and Global Sustainability teams will work to establish functions and specific sustainability curricula for Haworth members and partners to advance individual and organizational sustainability goals.
Diversity, Equity & Inclusion Foster and sustain diversity, equity, and inclusion of stakeholders (members, suppliers, designers, and dealers).	Haworth is committed to creating and sustaining a workforce that represents many backgrounds and cultures. In 2021, we launched a suite of required training modules for 2021 to equip our global members with knowledge to uphold Diversity, Equity, and Inclusion (DEI) practices and understand legal compliance regulations. This global curriculum applies to all Haworth members and addresses the roles of leaders and employees regarding their organization's diversity and inclusion efforts. The course offers practical guidelines for creating an inclusive, respectful workplace, and comprises some of the biggest diversity and inclusion challenges, such as unconscious bias and micro-inequities. Haworth scholarship programs continue to support minority students enrolled in an undergraduate college/university. Donations and volunteering events supported organizations dedicated to support members of minority groups in distress or in need of aid. Also, some Haworth events occurred in 2021, which celebrated and highlighted the role of women in design. Other activities in 2021 included developing our understanding of DEI and where change is needed. To do so we started the implementation of regular, comprehensive KPI reporting, e.g., for training provided, DEI figures, and volunteering activities and status. We will continue this process during 2022.
Community Outreach: Volunteering Promote community engagement through educational opportunities and volunteerism in the communities where we operate.	Haworth members all over the world engaged with their communities in 2021, as is depicted in this section of the report. To support this, we continued raising awareness for our commitment during trainings and piloted additional volunteering events in China and Switzerland to create momentum and attention. In North America, our members participated in numerous volunteer events supporting the United Way Day of Caring and Kids Food Basket. For 2022, we will continue offering volunteering events.

Circular Economy

Haworth's design philosophy has resulted in numerous innovations that have transformed millions of people's work experience. Design thinking permeates everything we do—from products to spaces. We incorporate two key elements: performance and desire. This combination, along with four design characteristics—open, informed, experiential, applied—complement our pursuit to create Organic Workspace environments that align people and space for optimal performance.

All Haworth members are part of creating something—from presentations to new products, process improvement, and our customers' collective experiences. Design thinking is ingrained in our culture—it speaks to who we are, what we care about, and why our company exists.

As part of our commitment to design with people in mind and make the best use of the Earth's resources, we are focused on two priority areas: Design for Sustainability and Circular Services. A circular economy is one of the biggest opportunities to design a sustainable future and is an essential part of our strategy.

Closing Loops with Bowi Seating
Our international team implemented a process to bring Bowi seating closer to a circular design model. Switching from a double-sided adhesive tape to a Velcro solution allows for significantly lighter reupholstery, resulting in less material used while retaining the same Haworth quality our customers rely on.

Upcycling While Helping the Community
When our Chennai, India, plant has discarded and unused fabric on hand, one way our team repurposes the textiles is through upcycling. We partner with Craftizen Foundation, an organization in India that enables craft-based livelihoods for traditional artisans and marginalized communities. This initiative supports persons with intellectual disabilities and women from underprivileged backgrounds who have no other sustainable sources of income. They employ their craft to repurpose fabrics in ingenious ways, creating laptop sleeves and travel kits for Haworth clients and our design community.

Regeneration Design
Cappellini featured an installation called AXO, which aims to launch a message of awareness, environmental sustainability, and solidarity. Initiated by Elena Salmistraro, AXO focuses on the impact of the textile industry on the environment and addresses the importance of socio-cultural regeneration—in particular, the re-integration of marginalized women into society, to offer them new opportunities. The installation highlights new ways of giving life to fabrics that would have been thrown away—fulfilling the principles of circular design while supporting our larger community. In collaboration with the Alice Cooperative, female inmates, migrants, and women with social or mental health issues are given a new chance at life.

Designing for Sustainability

Through our design-led approach, we're committed to addressing the environmental impacts of our business. Our design teams consider the environmental, social, and economic impact through sustainable material choices, waste-reducing engineering processes, avoidance of Haworth banned chemicals and chemical compounds of concern, and alignment with leading certifications. Considerations for the use of safer materials continue to drive us to evaluate more sustainable solutions as alternatives become commercially available. We continue to offer products free of problematic chemicals such as non-stick additives derived from per- and poly-fluorinated compounds, antimicrobials, PVC, and associated phthalates, flame retardants, and heavy metals. The drive toward sustainable, healthier solutions also support our clients in achieving their sustainable goals.

2021 Highlights

Healthy Materials
An important aspect of a circular economy is healthy materials to ensure human and ecosystem health. If we continue down the historically "traditional" path without evaluating the material chemistry of our products, future generations will be left with "legacy contaminants" in recycled materials. Back in 2013, Haworth specifically targeted 55 "banned chemicals" to either remove from our products or avoid as we source new materials. These chemicals (e.g., PVC, heavy metals, ozone depletors, halogenated flame retardants) are identified in our industry as having adverse impacts on human health and the environment.

Declare Labels
Declare is like a nutrition label for building products. This transparency is conveyed through an easy-to-read label highlighting the material chemistry of the given product, allowing users to make informed decisions about the products they are specifying and installing in their building. A label answers three questions: (1) Where does the product come from? (2) What is it made of? (3) Where does it go at the end of its life? Declare labels also contribute to the Living Building Challenge green building standard. They are available on three of our architectural products: Enclose®, Pergola™, and Trivati®.

Plastic from Plants
As part of the Cassina LAB project to promote well-being and sustainable design, updates were made to the Soriana sofa and Dudet armchair. For the sofa, the internal padding now comes from BioFoam® microspheres, a bioplastic of plant origin; the seat's comfort is further heightened thanks to 100% recycled blown fiber padding produced from PET recovered from Plastic Bank®. For the armchair, circular design principles were applied: its metal core is easily separated from the polyurethane foam padding to facilitate recycling. And, its foam padding includes a percentage of polyols derived from biological sources.

Expanding Sustainable Material Choices
BuzziSpace added more products to their portfolio that qualify for SCS Indoor Advantage certification for low VOC emissions or FSC chain of custody certification. These new choices complement the current offering of products certified according to Blue Angel for low levels of hazardous substances and VOC emissions, GREENDGUARD for low VOC emissions, and/or the PEFC chain of custody standard.

LEVEL® 3 BIFMA Certification for Popular Products
AIS has held LEVEL® 1 and LEVEL® 2 certifications for a decade. In 2021, the company achieved LEVEL 3 certification for seven additional products. Their design for environment team continually works to establish new ways to utilize renewable, recycled, and biodegradable materials, along with water management and energy efficiency, and the use and disposal of products at the end of their life. These principles are founded in creating both sustainable products and processes.

The Eco Passport
In 2021, Cappellini launched an "Eco Passport" for bestselling products. The Eco Passport has become an integral part of the product data sheet, which can be downloaded from their website. It includes information on material composition, recycled material content, and recyclability.

A Second Chance for People and Materials
Haworth has partnered with Atelier Emmaüs, a design company and woodworking school in Lyon, France, that is at the crossroads of two worlds: contemporary design/craftsmanship and the fight against social exclusion. It aims to reuse materials—discarded wood and furniture scraps—for the promise of a second life for products while helping people learn new skills.

Product Certifications
Circular design principles are helping us reimagine the way products are designed, packaged, manufactured, and shipped. We continue to be an industry leader in achieving global accredited certifications, providing customers the ability to make informed choices. Certifications offer a common methodology to present the environmental and social characteristics of products.

With 110 certified products certified under the Business and Institutional Furniture Manufacturer's Association Product Sustainability Standard (BIFMA) LEVEL program and 35 products certified under the European LEVEL Certification, Haworth has a variety of options to meet customer requirements.

North America
- BIFMA LEVEL 1
  26 products
- BIFMA LEVEL 2
  24 products
- BIFMA LEVEL 3
  34 products
- GREENGUARD
  88 products
- GREENGUARD Gold
  66 products

Europe
- EUROPEAN LEVEL 3
  35 products
- GREENGUARD
  16 products
- GREENGUARD Gold
  16 products
- SCS Indoor Advantage Gold
  30 products

Asia-Pacific
- BIFMA LEVEL 1
  27 products
- GREENGUARD
  33 products
- GREENGUARD Gold
  23 products
- GECA
  23 products
- China Type I Environmental Label (Certificate by Category)
  › Office Chairs
  › Meeting & Visitor Chairs
  › Conference Chairs
  › Office Desks (including Height-Adjustable Tables)
  › Conference Tables

Oceanic Introduced for Cappellini
In 2021, Cappellini became another Haworth brand to launch Oceanic fabric. Oceanic is created entirely from post-consumer recycled plastic—collected from marine litter in the oceans and discarded water bottles destined for landfill. It was developed by the SEAQUAL INITIATIVE and textile manufacturer Camira.

Circular Services

Finding new ways to support a more circular business model is an essential part of our strategy and commitment. We aim to make it easier for customers to utilize alternatives to the landfill when disposing of workplace products no longer needed. We continue to explore environmentally preferred solutions that drive environmental stewardship, economic growth, and community prosperity.

2021 Highlights

Diverting from Landfill – Green Standards x Haworth
One significant example of our circular services commitment involved key partners like Green Standards, which shares our mindset. Green Standards sustainably manages the resale, recycling, and donation of used office furniture and equipment. Through our partnership, five clients were supported in 2021, diverting 866 tons (99.8%) of material from the landfill, reducing environmental impact (e.g., 2,516 tonnes of CO2e emissions reduced based on reduction of energy required to create new furniture, plus the corresponding decrease in landfill emissions), and positively contributing to the community. Twenty-seven nonprofit organizations benefited from the partnership, with a $57,820 fair market value of in-kind donations. The projects took place in 14 cities across five countries and included all products—not just Haworth's—because we have a passion to help the industry solve the used furniture problem.

Repurpose Furniture, Avoid Landfill
AIS partnered with ANEW to provide a take-back solution for surplus office furniture and materials. This partnership provides AIS clients with a means to repurpose their furniture, fixtures, and architectural materials, diverting the items from landfill. All captured materials are donated to public agencies and charities within a 50-mile radius of Leominster, Massachusetts, benefiting the local communities.

866 tons
Material diverted from landfill

$57,820
Fair market value of in-kind donations

2,516 tonnes CO_2eq
Emmissions reduced

Improving Air and Water in LA
As part of our on-going effort to demonstrate our commitment to deliver superior work environments that support tenant health and well-being, we are proud to share that FourFortyFour South Flower is the first building—globally—to achieve UL's Healthy Building Verification for Indoor Air and Water Quality. FourFortyFour South Flower, the 48-story high-rise, is in Downtown Los Angeles and the location of the Haworth LA showroom. Part of the Coretrust Capital Partners portfolio, the 915,000 square-foot building underwent the verification process, which included UL visual inspections, Indoor Air Quality and water quality performance testing and assessment, and recommendations for improved management of all building systems.

Circular Economy: 2025 Commitments

Commitment	Progress Report
Circular Design 100% of new products designed using circular design principles.	In 2021, Haworth Commercial Interiors launched our extended set of sustainability criteria, which include circular design principles. New product developments undergo multiple reviews along the design and development process to ensure these principles are incorporated. For the EMEA markets, we developed the Maari seat shell made from 100% post-industrial recycled plastic. In addition, we further increased the number of LCAs available for products; for North America, we also generated EPDs and Declare labels for select products. Finally, our Oceanic fabric (made of marine plastic debris and other post-consumer recycled plastic) is now available for our clients globally.
End of Life Program Offer sustainable solutions for customers' used furniture, including repair, refurbish, reuse, recycle, and/or remanufacture.	In 2021, Haworth Commercial Interiors worked toward expanding its network of partners for circular services. Commercial Interior brand AIS is partnering with ANEW for donating used furniture products to schools and charitable organizations. Haworth established new partnerships in International, such as Deartree in China and Label Emmaüs in France. Our collaboration with Label Emmaüs, a cooperative for eco-responsible e-commerce, initially focuses on a joint distribution of reconditioned Zody chairs. Offerings will be expanded over time. For North America and International, we created Circular Services briefs to provide guidance on potential end of life options and how we can support our clients.
Product as a Service Program(s) for Product as a Service in place including leasing and pay-per-use.	In the past few years, Haworth Commercial Interiors implemented some pilots with product rental and lease projects in partnership with customers. We also closed service agreements with clients as add-ons to traditional purchase contracts, which cover product continued use and end of life support. Collective knowledge and best practice sharing across regions and business units feed into and support our service offering. Haworth's International Circular Services brief serves as a conversation starter around PaaS business models with clients.

Operational Performance

Manufacturing and environmental responsibility is not a trade-off; neither are profit and people. We continue to seek opportunities to address the environmental impact of our business in all facets of our operations. We believe operating a sustainable corporation will allow us to help people do great things for generations to come.

Our customers care about the quality of the products they buy. They also care about the work that goes into those products. Within our own facilities, and in collaboration with our suppliers, we strive for healthy social and environmental working conditions. Using our Supplier Code of Conduct, we work together to increase the transparency of sustainability standards addressing worker safety, labor compensation, anti-discrimination, anti-corruption, worker respect, and environmental compliance.

Progress in operational performance involves commitment and effort in partnership with our suppliers and within our own facilities. We focus on continuous improvement in the procurement, manufacturing, and logistics of all products and aim to operate efficient facilities that are designed with our long-term impact on the environment in mind.

The Small Things Matter
As a global manufacturer, much of our focus is on production sites because of the large impact in operations. But small changes can influence responsible sourcing and waste reduction. For example, Upside Down Coffee Roaster is a café vendor in Singapore that provides ethically sourced coffee from Africa and Brazil. At our Singapore showroom, their coffee is served in a reusable Huskee brand cup made from recycled husks of beans that are often discarded by growers. Takeaway cups and straws are made of cornstarch, reducing the impact on the environment. Another example is in our Paris showroom, where reusable water bottles are refilled with filtered still or sparkling water, significantly reducing the amount of plastic waste by about 1,500 bottles per year. For Christmas, members in Paris received customized biocomposite mugs, pens made of wheat straw fiber, and a Big Arrow fabric tote bag made of 100% post-consumer recycled polyester.

Material Efficiency and Waste Reduction
Our team in Shanghai reduced fabric use by 50% for a large screen order by redesigning the fabric cutting scheme and using offcuts. They also improved the material utilization rate for steel from 53% to 82% to produce cable trays by machining layout improvement. Again, metal offcuts were used to produce smaller sized product parts. The team also made it a habit to reuse Ziploc bags from purchased parts to package small items such as screws. And end bits of mesh fabrics were found to have a good size and fit to be turned into cable snake covers.

Sourcing Sustainable Wood
Poltrona Frau increased the number of suppliers who provide FSC-certified wood from 11 to 17, which accounts for 50% of forestry components suppliers. Also, two additional project-specific FSC certification (auditorium) projects were added to their list of improvements for sourcing wood from responsibly managed sources.

Procurement, Manufacturing, & Logistics

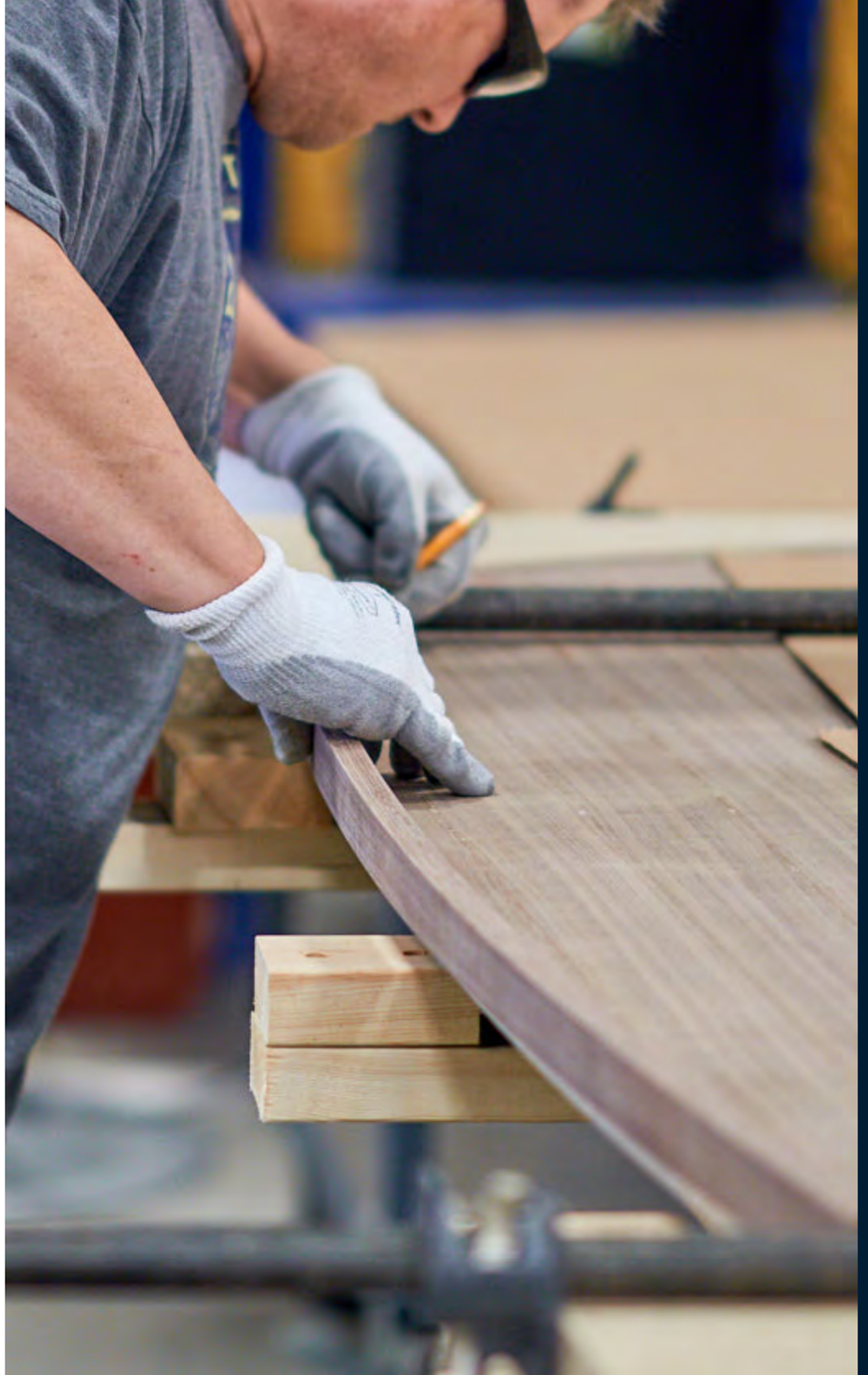
We optimize resource use and minimize the impact of buildings, packaging, manufacturing, and transportation. Through the Haworth Management System (HMS), we ensure the principles of continuous improvement are applied. Our global HMS team inspires all members to support, facilitate, and lead initiatives that drive results and eliminate waste, advancing our strategy to create sustainable value for customers, members, and the communities we serve.

2021 Highlights

Global Supplier Code of Conduct
With over 96% of suppliers (by spend) globally signing Haworth's Code of Conduct, we work together to help increase the transparency of sustainability standards and initiate improvement measures.

FSC Chain of Custody Certified in India
In line with our global commitment to sustainable wood and meeting the demand of key clients, our plant in Chennai, India, is now FSC Chain of Custody certified. With the successful addition of our Indian plant to Haworth's FSC group certification, we can now offer FSC Chain of Custody certified desking products out of Chennai when desired by clients. We continue to proactively engage our supply chain to ultimately achieve our goal of 100% wood verified from sustainable sources. The certification was prepared in 2021 and the addition to the certification was issued on Jan 15, 2022.

Wood Waste Recycling
In St. Hilaire, France, members learned they could divert more than 600 tonnes of wood waste from waste to energy to recycling since its implementation in April 2021. These efforts also pay into reducing carbon emissions from waste treatment by approximately 174 tonnes CO_2eq.



96%
Suppliers signed Haworth's Code of Conduct

600 tonnes
Wood waste diverted

174 tonnes CO_2eq
Reduction in carbon emmission from waste treatment in France

Renewable and Efficient Packaging
JANUS et Cie uses 85% bio-based and recyclable packaging and they have observed that recycled Kraft crinkle-paper usage continues to decrease the need for plastic inner-pack components. Packaging studies support the continued reduction of used packaging material while protecting the product for transport.

New Life for Repurposed Materials
Team members in our Holland, Michigan, manufacturing plant were able to repurpose 18 rolls of leftover insulation that had been sitting around for months. Rather than disposing of them, the team donated the rolls to the Lakeshore Habitat for Humanity ReStore, which sells new and gently-use home improvement items and building materials for the benefit of Habitat for Humanity homes.

Goodbye, Polystyrene
Luxury Living Group eliminated all packaging components made from polystyrene and implemented the use of only FSC-certified wood for wooden crates. Around 15% of the packaging used for products is cardboard suitable for recycling. Luxury Living works to increase this value further over the coming years.

Product Packaging Reductions
In 2021, teams in Michigan improved product protection, reduced waste by 12.6 tons of stretch wrap, and reduced pack-out time by 50% with the new Mobile Ped Pack Redesign. The Glass Panes Project created a savings of around 276,000 lbs. of material a year by replacing wood crate material with corrugated material. The elimination of materials allows shipping to more efficiently cube a trailer, which reduces the number of shipments and fuel consumption, reducing our carbon footprint.

Material Advances toward Sustainable Packaging
Poltrona Frau implemented the use of PET coverings for all seating collections to reduce the use of non-recyclable material like polystyrene and polyurethane (overall, nine tonnes of materials replaced for both materials). Also, heavy products (e.g., sofas, cupboards) are now shipped with wooden pallets to reduce protective fillings needed.

85%

Bio-based and recyclable packaging at JANUS et Cie

276,000 lbs.

Material savings through Glass Panes Project

Fit for Purpose
Sustainable packaging is fit-for-purpose, resource efficient, made from low-impact materials, and reusable or recyclable at the end of its useful life. Our packaging teams are consistently working on creating more sustainable packaging with goals to reach 100% (by spend) renewable, reusable, easily recyclable, or compostable by 2025. In 2021, we accomplished around 82% of packaging spend on sustainable characteristics in packaging globally.

Energy Usage

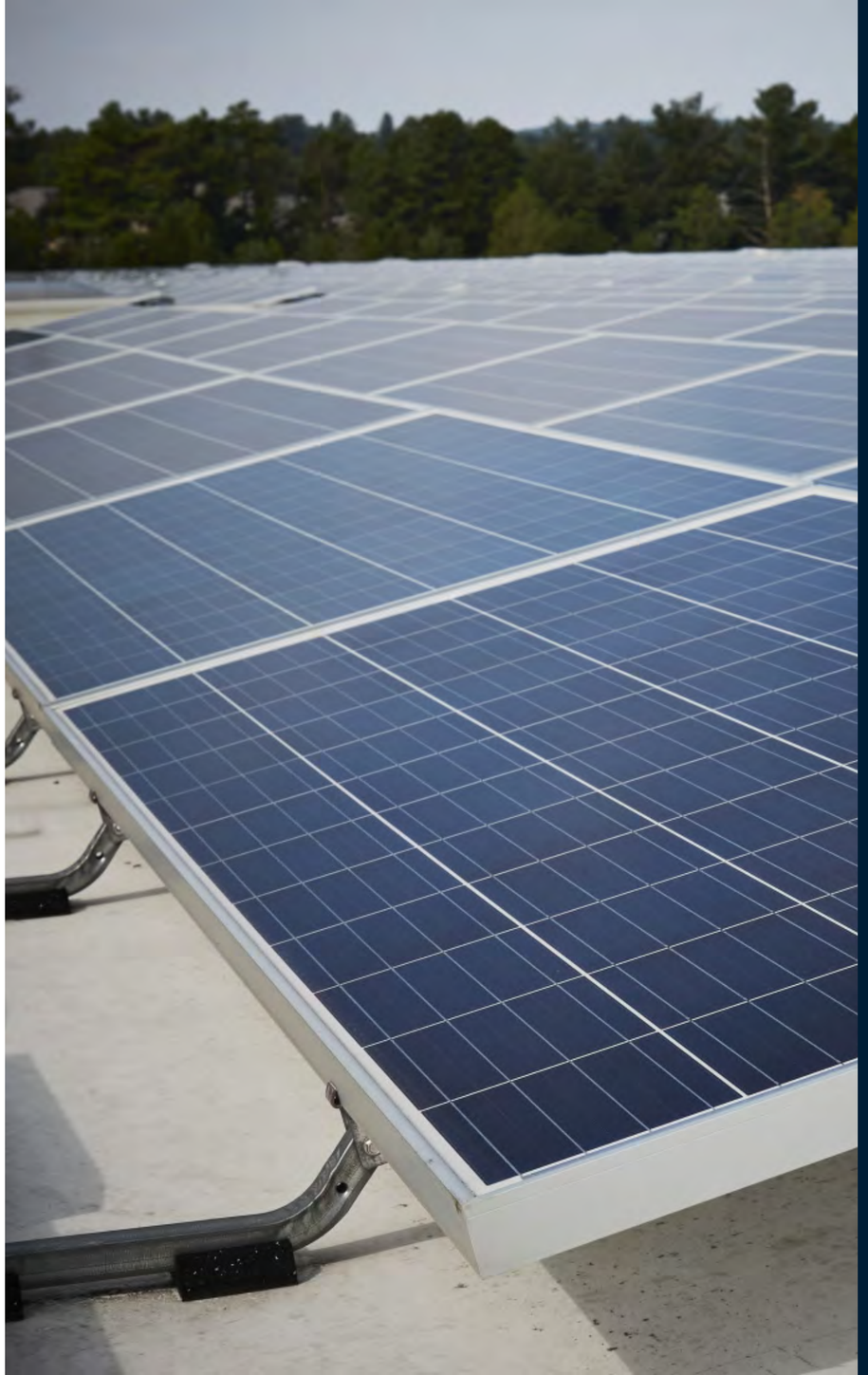
Through ambitious energy programs and partnerships, we are advancing our strategy to improve our carbon footprint and align with science-based reduction targets for emissions. Since 2005, through our ISO 14001 certified Environmental Management System, Haworth has improved carbon accounting, increased energy efficiency and reduced greenhouse gas emissions. We report our progress annually within our Corporate Social Responsibility Reports and for the CDP. In 2021, Haworth committed to the Science Based Targets initiative with the collective goal of limiting global warming to 1.5°C by 2050.

2021 Highlights

Reducing Energy Intensity in Production
Teams in all our North American plants installed variable speed drives on pump motors in paint cells, reducing pump speeds from 100% to approximately 75% and saving about 32,000 kWh per year (approx. 18 tonnes CO_2eq). Another improvement was the installation of variable speed drives on dust collection motors, reducing speeds from 100% to 67% and saving approximately 365,000 kWh per year (218 tonnes CO_2eq). Two other initiatives led to more energy savings: a compressed air flow controller saved around 15,000 kWh (9 tonnes CO_2eq) and the use of an energy-efficient, fiber-cutting laser saved about 260,000 kWh (156 tonnes CO_2eq).

Smart Meters
BuzziSpace installed smart meters to help optimize energy consumption at their facility in Bladel, The Netherlands. Due to their accuracy and automated functions, these smart meters allow BuzziSpace to identify opportunities to consume energy more efficiently.

Reducing Carbon Footprint
Cassina reduced its carbon footprint by sourcing electricity from renewable sources for manufacturing. Now, more than 2 GWh of electricity are carbon neutral.



401 tonnes CO_2eq
Avoided for North American manufacturing sites

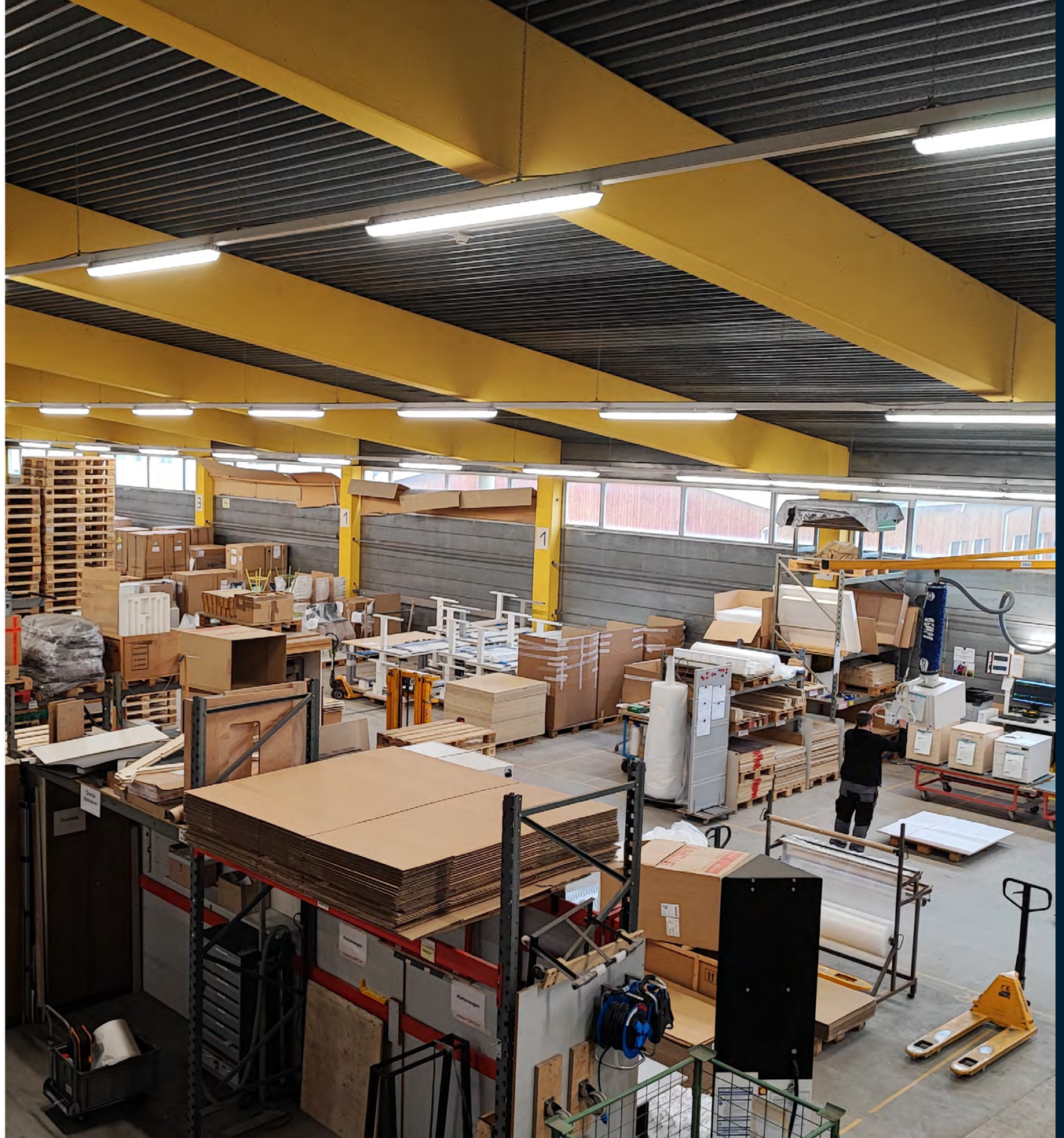
672,000 kWh
Saved in North American manufacturing sites

Decarbonizing Productions
AIS worked to reduce its carbon footprint by investments in emerging manufacturing technologies and alternative energy. Solar panels installed on the roof provided more than 50% of the facilities electricity demand. For the remaining assessed emissions, carbon offsetting was used to compensate production impact.

Lights On—Only When Needed
JANUS et Cie continued increasing energy efficiency of their lighting systems. Their team upgraded movement sensors throughout the facilities, added new LED wall packs to exterior walls, and regularly cleaned and maintained skylights to increase the use of natural light. Luminaire also transitioned overall lighting systems within showrooms to LED lighting, from office spaces to their expanded spaces. Additionally, all overhead lighting was transferred to LED during 2021.

Sourcing Renewable Energy
By the end of 2021, five of 12 Haworth manufacturing sites globally sourced 100% renewable and carbon neutral energy—three of them switched their supplies to 100% renewable/carbon neutral electricity reducing our carbon footprint by 635 tonnes CO_2eq.

Lighting Up the Lunchroom
At one of our plants in Portugal, LED lighting and a control panel were added during a cafeteria renovation to enable temporal and zonal control of used lighting (approximately 70% energy savings). The project also included installing controls to better manage running times of cafeteria equipment.



70%

Energy savings with LED lighting and control panelin cafeteria of Portugal plant

100%

Renewable and carbon neutral energy at 5 manufacturing sites

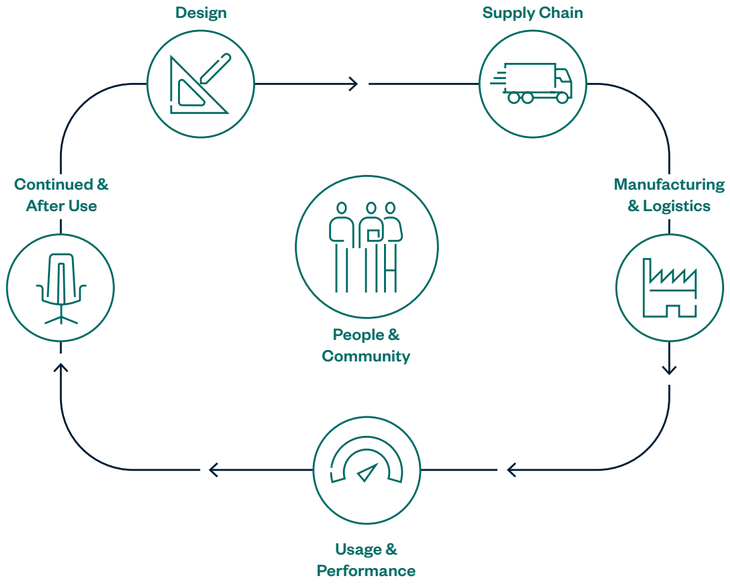
Energy Efficient Lighting
The teams at our plants in Germany and Switzerland reduced the energy consumption of lighting used. In Germany, LED illuminants led to an energy savings of approximately 17,700 kWh and avoided emissions of 7 tonnes CO2 eq. In Switzerland, the use of LED technology and motion detectors led to a savings of approximately 7,700 kWh.

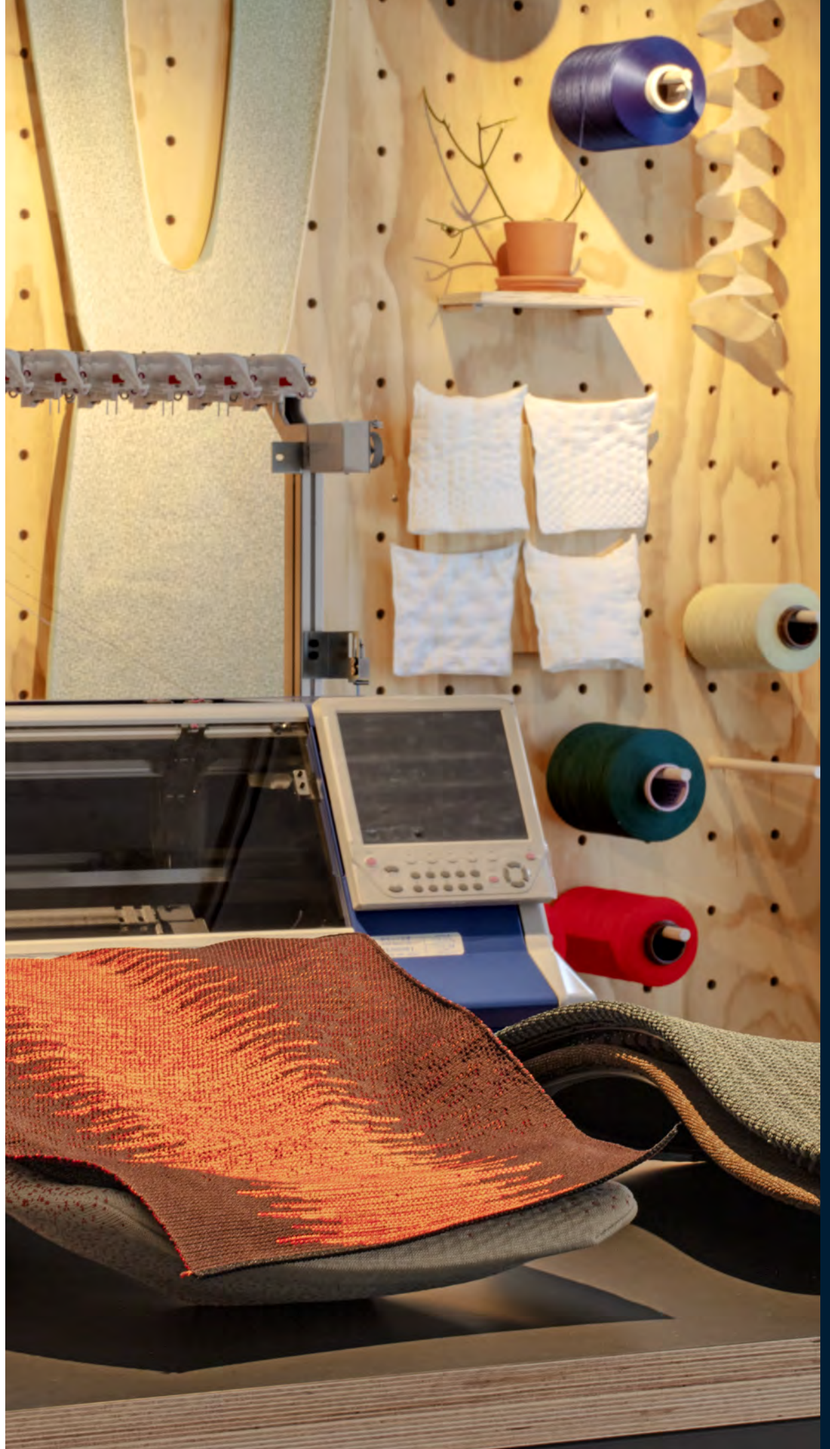
Operational Performance: 2025 Commitments

Commitment	Progress Report
Sustainable Wood Source 100% of wood from sustainable sources.	Of the wood sourced by Haworth Commercial Interiors in 2021, 86% (by spend) was third-party verified as sustainably sourced. We continue to engage our supply chain to achieve our goal of 100% wood verified from sustainable sources. We continue to maintain chain of custody certifications according to FSC and/or PEFC, depending on the market. In 2021, we extended the scope of our FSC certification and included our plant in India.
Responsible Sourcing 100% tier one suppliers are screened according to responsible sourcing criteria. 100% of tier one suppliers sign Haworth Code of Conduct.	In 2021, over 96% of Haworth Commercial Interiors tier one suppliers (by spend) signed the Supplier Code of Conduct. We continue to engage our supply chain to achieve our goal of 100%.
Sustainable Packaging 100% renewable, reusable, recyclable, or compostable packaging.	In 2021, 82% of current packaging materials (by spend) comprise sustainable characteristics, such as renewable material. Next steps include evaluating alternative solutions for packaging items, including higher recycled content materials, and the elimination of single use plastic packaging from non-renewable sources and/or no recycled content.
Renewable Energy Sourcing 100% renewable energy sourcing for electricity for manufacturing facilities.	In 2021, we used 24% of electricity from renewable or carbon neutral set sources for Haworth Commercial Interiors globally. Good improvements were especially achieved for plants in Europe again (+12%). In 2022, we will reassess our energy consumption and greenhouse gas emissions to define targets for SBTi. We will continue our evaluations for on-site sourcing opportunities of renewable energy for our manufacturing plants, but also options to source renewable energy through power purchasing agreements. In addition, we will continue our efforts to reduce energy intensity.
Zero Waste Zero Waste to Landfill for manufacturing sites and world headquarters. Maximize material efficiency and ensure highest value use for remaining material. Continually reduce global waste-to-energy.	We maintained the Zero Waste to Landfill status for Haworth plants in 2021. Waste to Energy share was 10.4% for Haworth Commercial Interiors globally in 2021. (The amount of Waste to Energy varies between regions.) To advance our efforts, we will focus on identifying potential opportunities for waste reduction and increasing recycling rates. Furthermore, we will implement a robust reporting structure to track material efficiency.

Value Cycle

Becoming a sustainable corporation involves commitment by all our members, suppliers, and partners. To help translate our strategy, we use a value cycle that serves as a framework to guide our actions.





Design
Designing with people and the environment in mind through sustainable material choices and the avoidance of harmful chemicals.

Supply Chain
Engaging with supplier partners in continuous dialogue to ensure responsible sourcing and carbon reductions.

Manufacturing & Logistics
Continue managing quality, environment, health and safety, and maintain ISO certifications. Optimizing global resource use, including energy, water, waste, and carbon reductions.

Usage & Performance
Earning top certifications, promoting healthy spaces, and fostering well-being.

Continued & After Use
Providing life cycle assessments and maximizing product life spans. Supporting customers by educating on landfill alternatives and offering tailored circular service solutions.

People & Community
Strengthening communities by helping to restore the environment and protect ecosystems; supporting people through volunteerism, health and safety protocols, and continuing education.

Digital Knit Technology
Our state-of-the-art digital knitting technology produces no waste of materials during manufacturing and eliminates seven steps in the supply chain.

Governance

Haworth is dedicated to reducing our corporate carbon footprint in line with the Paris Climate Agreement. Endorsed by our CEO, we have globally committed to the business ambition for limiting global warming to 1.5°C of the Science Based Targets initiative (SBTi). We are excited to be joining this ambitious group of organizations and businesses committed to slowing climate change for the benefit of human society and nature.

Haworth also supports the Sustainable Development Goals (SDGs) and the 10 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 work with our supply chain to advance these principles beyond the walls of our facilities and into the communities in which we operate. Through the Haworth Management System, we ensure the principles of continuous improvement are applied.

Our executive team is accountable for meeting sustainability goals and objectives. The executive sponsors, in partnership with our global sustainability team, set company-wide goals and metrics based on the company's long-term strategy. The global sustainability team drives the metrics and reports progress regularly to our Vice President of Global Design, Innovation & Sustainability, who is responsible for the direction and pace of our sustainability plan, reporting to the CEO. The CEO provides formal sustainability oversight through corporate sector reviews. Region-specific functional leaders help direct local sustainability efforts. They represent and provide the conduit for regional efforts and priorities.

Sustainability Team

Our global sustainability team informs strategic direction and policy, ensures the company and its leadership are kept abreast of current concerns, and shares industry best practices across all regions. They are supported by an interdisciplinary group of Haworth members across the globe who play a crucial role in promoting and maintaining the strategic direction.

Asia-Pacific

Sridhar Harivanam
India

Alex Przybyla
China

Reta Yang
China

Europe

Bianca Doenicke
Germany

Jessica Karp
Germany

Susanne Schliehe-Diecks
Germany

North America

Dominic Daunter
US

Katie Chapman
US

Jim Kozminski
US

Lifestyle Designs

Marco Lazzaro
Italy

Ervino Riccobon
Italy

Sustainability Briefs

A number of sustainability topics are important to our customers. During engagements, in presentations, and in project bids, we share overviews that highlight our 2025 Commitments and points of view on carbon accountability, sustainable wood, material chemistry, diversity/equity/inclusion, and other relevant issues.

Click on the images to learn more about each topic.

Haworth strives to be a sustainable corporation. We believe operating a sustainable corporation will allow us to help people do... Read More

The built environment accounts for a large share of global energy use and greenhouse gas (GHG) emissions, playing a major role... Read More

Climate change caused by human activities is among the defining issues of our time. If not limited to 1.5 Celsius, critical... Read More

Haworth set out on an ambitious journey to become a sustainable corporation. Working toward a circular economy is one of... Read More

Wood is a valuable, renewable resource. As a design-led company, Haworth values its qualities and aesthetics aesthetics... Read More

Sustainability and making the world better is one of Haworth's foundational, companywide values. Finding new ways to... Read More

As our family continues to grow and evolve, so do the ways we understand, respect, embrace, and support all our... Read More

Indexes

Our Contribution to the Sustainable Development Goals

The Sustainable Development Goals (SDGs) are a universal call to action to end poverty, protect the planet, and improve the lives and prospects of everyone, everywhere. The 17 goals were adopted by all UN Member States in 2015, as part of the 2030 Agenda for Sustainable Development. Haworth strategies and processes for sustainability align with the SDGs.

Targets

1.1 Eradicate extreme poverty for all people everywhere
1.2 Reduce poverty in all its dimensions according to national definitions
1.4 Equal rights to economic resources

GRI Link

202-1 Living wages
203-2 Indirect economic impacts
413-2 Impacts on local communities

Highlight Stories & Examples

A Second Chance
Volunteering in the Community
Community

Targets

2.1 End hunger and ensure access to food

GRI Link

413-2 Impacts on local communities

Highlight Stories & Examples

Volunteering in the Community

Targets

3.8 Achieve universal health coverage
3.9 Reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination

GRI Link

203-2 Indirect economic impacts
305-7 Significant air emissions
306-1 Waste related impacts
306-2 Management of waste
306-3 Waste generated
306-5 Waste directed to disposal
403-6 Promotion of worker health
403-9 Work-related injuries
403-1 Health and safety management system

Highlight Stories & Examples

Bringing People Back to the Office
People 2021 Highlights
Well-Being, Health & Safety
Healthy Materials
Product Certifications
Circular Services
Material Efficiency & Waste Reduction
Procurement, Manufacturing & Logistics Highlights 2021
Energy Usage 2021 Highlights

Targets

4.1 Access to education
4.3 Equal access to higher education
4.4 Increase the number of youth and adults who have relevant skills for employment, decent jobs and entrepreneurship
4.5 Ensure equal access to all levels of education
4.7 Ensure that all learners acquire the knowledge and skills needed to promote sustainable development

GRI Link

404-1 Hours of training

Highlight Stories & Examples

Access and Opportunity for All
Development & Training
Engagement
Continuous Learning/Students
Volunteering in the Community
Community

Targets

5-1 End all forms of discrimination
5.2 Eliminate all forms of violence against all women and girls
5.5 Ensure women's full and effective participation and equal opportunities for leadership

GRI Link

2-9 Governance structure
2-10 Nomination of the highest governance body
202-1 Living wages
401-3 Parental leave
405-1 Diversity of employees
406-1 Incidents of discrimination
408-1 Incidents of child labor
409-1 Incidents of forced labor
414-1 Suppliers screened using social criteria

Highlight Stories & Examples

Access and Opportunity for All
People 2021 Highlights
Engagement

Targets

6.2 Access to adequate and equitable sanitation and hygiene for all
6.3 Improve water quality by reducing pollution
6.4 Increase water-use efficiency across all sectors
6.5 Implement integrated water resources management at all levels
6.6 Protect and restore water-related ecosystems

GRI Link

303-1 Interactions with water
303-2 Water discharge-related impacts
303-3 Water withdrawal
303-4 Water discharge
303-5 Water consumption
304-1 Operations in areas of high biodiversity
304-2 Impacts on biodiversity
304-3 Habitats protected or restored
304-4 IUCN Red List species
306-1 Waste related impacts
306-2 Management of waste
306-3 Waste generated
306-5 Waste directed to disposal

Highlight Stories & Examples

People 2021 Highlights
Operational Performance
Procurement, Manufacturing & Logistics Highlights 2021
Energy Usage 2021 Highlights

Targets

7.2 Increase substantially the share of renewable energy
7.3 Double the global rate of improvement in energy efficiency

GRI Link

302-1 Energy consumption within the organization
302-4 Reduction of energy consumption
302-5 Energy requirement of products & services

Highlight Stories & Examples

Toward Net-Zero Emissions: We Can't Do It Alone
Energy Usage 2021 Highlights

Targets

8.4 Improve progressively global resource efficiency in consumption and production
8.5 Achieve full and productive employment and decent work for all
8.7 Take immediate and effective measures to eradicate forced labor, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labor
8.8 Protect labor rights and promote safe and secure working environments for all workers

GRI Link

2-7 Employees
2-30 Collective bargaining agreements
202-1 Living wages
203-2 Indirect economic impacts
301-1 Materials used
301-2 Recycled input
301-3 Reclaimed products
302-1 Energy consumption within the organization
302-4 Reduction of energy consumption
302-5 Energy requirement of products and services
306-2 Management of waste
401-1 Employee hires
401-3 Parental leave
403-1 Health and safety management system
403-2 Risk assessment and incident investigation
403-3 Occupational health services
403-4 Worker participation
403-5 Training on occupational health and safety
403-7 Health and safety impacts directly linked by business relationships
403-8 Workers covered by a health and safety management system
403-9 Work-related injuries
403-1 Health and safety management system
404-1 Hours of training
404-2 Employee skills
404-3 Performance and career development reviews
405-1 Diversity of employees
408-1 Incidents of child labor
409-1 Incidents of forced labor
406-1 Incidents of discrimination
407-1 Freedom of association and collective bargaining
414-1 Suppliers screened using social criteria

Highlight Stories & Examples

Access and Opportunity for All
People 2021 Highlights
Community
Operational Performance
Procurement, Manufacturing & Logistics Highlights 2021
Energy Usage 2021 Highlights

Targets

9.1 Develop quality, reliable, sustainable and resilient infrastructure
9.2 Promote inclusive and sustainable industrialization
9.3 Increase the access of small-scale industrial and other enterprises
9.4 Upgrade infrastructure and retrofit industries to make them sustainable
9.5 Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries

GRI Link

201-1 Economic value generated
203-1 Infrastructure investments and services supported

Highlight Stories & Examples

At a Glance
Changing Mindsets through Circular Design
A Second Chance
Access and Opportunity for All
People 2021 Highlights
Volunteering in the Community
Community
Design for Sustainability
Circular Services

Targets

10.3 Ensure equal opportunity and reduce inequalities of outcome
10.4 Adopt fiscal, wage and social protection policies, and progressively achieve greater equality

GRI Link

2-7 Employees
401-1 Employee hires
404-3 Performance and career development reviews

Highlight Stories & Examples

Access and Opportunity for All
People 2021 Highlights
Engagement
Volunteering in the Community
Development & Training
Continuous Learning/Students
Community

Targets

11.6 Reduce the adverse per capita environmental impact of cities

GRI Link

306-1 Waste related impacts
306-2 Management of waste
306-4 Waste diverted from disposal
306-5 Waste directed to disposal
417-1 Products and services information

Highlight Stories & Examples

Changing Mindsets through Circular Design
A Second Chance
Design for Sustainability
Circular Services
Procurement, Manufacturing & Logistics Highlights 2021
Energy Usage 2021 Highlights

Targets

12.2 Achieve the sustainable management and efficient use of natural resources
12.4 Achieve the environmentally sound management of chemicals and all wastes throughout their life cycle
12.5 Reduce waste generation through prevention, reduction, recycling and reuse
12.6 Adopt sustainable practices and integrate sustainability information into the reporting cycle
12.7 Promote public procurement practices that are sustainable
12.8 Ensure that people everywhere have the relevant information and awareness for sustainable development

GRI Link

301-1 Materials used
301-2 Recycled input
301-3 Reclaimed products
302-1 Energy consumption within the organization
302-4 Reduction of energy consumption
302-5 Energy requirement of products and services
303-1 Interactions with water
305-1 Scope 1 GHG emissions
305-2 Scope 2 GHG emissions
305-3 Scope 3 GHG emissions
305-6 Ozone-depleting substances
305-7 Significant air emissions
306-1 Waste related impacts
306-2 Waste-related impacts
306-3 Waste generated
306-4 Waste diverted from disposal
306-5 Waste directed to disposal
417-1 Products and services information

Highlight Stories & Examples

Changing Mindsets through Circular Design
A Second Chance
Design for Sustainability
Circular Services
Procurement, Manufacturing & Logistics Highlights 2021
Energy Usage 2021 Highlights

Targets

13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters
13.2 Integrate climate change measures into national policies, strategies and planning
13.3 Improve education, awareness-raising on climate change

GRI Link

201-2 Risks and opportunities due to climate change
302-1 Energy consumption within the organization
302-4 Reduction of energy consumption
302-5 Energy requirement of products and services
305-1 Scope 1 GHG emissions
305-2 Scope 2 GHG emissions
305-3 Scope 3 GHG emissions
305-4 GHG emissions intensity
305-5 Reduction of GHG emissions

Highlight Stories & Examples

Changing Mindsets through Circular Design
A Second Chance
Toward Net-Zero Emissions: We Can't Do It Alone
Energy Usage 2021 Highlights

Targets

14.1 Prevent and significantly reduce marine pollution of all kinds
14.2 Sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts

GRI Link

None

Highlight Stories & Examples

Changing Mindsets through Circular Design
A Second Chance
People & Community
Design for Sustainability
Circular Services
Operational Performance

Targets

15.1 Ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services
15.2 Promote the implementation of sustainable management of all types of forests
15.5 Take urgent and significant action to reduce the degradation of natural habitats
15.7 Take urgent action to end poaching and trafficking of protected species of flora and fauna

GRI Link

304-1 Operations in areas of high biodiversity
304-2 Impacts on biodiversity
304-3 Habitats protected or restored
304-4 IUCN Red List species
306-3 Waste generated
306-5 Waste directed to disposal
305-1 Scope 1 GHG emissions
305-2 Scope 2 GHG emissions
305-3 Scope 3 GHG emissions
305-4 GHG emissions intensity
305-5 Reduction of GHG emissions
305-7 Significant air emissions

Highlight Stories & Examples

People & Community
Volunteering in the Community
Procurement, Manufacturing & Logistics Highlights 2021

Targets

16.2 End abuse, exploitation, trafficking and all forms of violence against and torture of children
16.3 Promote the rule of law at the national and international levels and ensure equal access to justice for all
16.5 Reduce corruption and bribery in all their forms
16.6 Develop effective, accountable and transparent institutions at all levels
16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels
16.10 Ensure public access to information and protect fundamental freedoms

GRI Link

2-9 Governance structure
2-10 Nomination of the highest governance body
2-11 Highest governance body
2-15 Conflicts of interest
2-23 Policy commitments
2-25 Processes to remediate negative impacts
2-26 Mechanisms for seeking advice and raising concerns
2-29 Stakeholder engagement
307-1 Compliance with environmental laws and regulations
205-2 Anti-corruption policies and procedures
205-3 Incidents of corruption and actions taken
403-4 Worker participation
408-1 Incidents of child labor
418-1 Customer privacy

Highlight Stories & Examples

Global Partnerships
Access and Opportunity for All
People & Community
Engagement
Procurement, Manufacturing & Logistics Highlights 2021

Targets

17.1 Strengthen domestic resource mobilization
17.9 Enhance international support for implementing effective and targeted capacity-building
17.16 Enhance the global partnership for sustainable development
17.17 Encourage and promote effective public, public-private and civil society partnerships

GRI Link

None

Highlight Stories & Examples

Values-Driven Organization
Global Partnerships
Changing Mindsets through Circular Design
Toward Net-Zero Emissions: We Can't Do It Alone
Access and Opportunity for All
A Second Chance

Global Reporting Initiative

GRI 2: General Disclosures

Global Reporting Initiative Index (GRI), United Nations Global Compact (UNGC), and Sustainable Development Goals (SDG)

Note: The report has been prepared in accordance with the GRI Standards

GRI	UNGC	SDG	GRI Standard Requirement	
2-1			Organizational details	• Legal name: Haworth, Inc. • Nature of ownership and legal form; Haworth, Inc. is a privately held corporation. • Location of our headquarters: One Haworth Center, Holland, Michigan 49423, USA • Countries of operation: Global Expertise
2-2			Entities included in the organization's sustainability reporting	Data within the Haworth 2021 Corporate Social Responsibility Report is derived for the Haworth Commercial Interiors segment from calendar year January 1, 2021 to December 31, 2021 for our global sectors: EMEA (Europe, Middle East, and Africa), Asia-Pacific, and the Americas. Other CI brands, plus Lifestyle Design brands and Performance Technology (Bluescape), will start reporting data in 2022. However, stories have been included from several brands within both the Commercial Interiors and Lifestyle Design segment.
2-3			Reporting period, frequency and contact point	• Reporting period and frequency: 2021 Calendar Year: January 1, 2021 – December 31, 2021, annual reporting • Publication date of the report: see final page of this report • Contact point: haworth.sustainability@haworth.com
2-4			Restatements of information	Not applicable
2-5			External assurance	Not applicable
2-6			Activities, value chain and other business relationships	Founded in 1948, Haworth, Inc. is a global manufacturer of Organic Workspaces and interior architectural systems, including movable walls, systems furniture, wood and metal casegoods, files, and seating products. The corporate headquarters is located in Holland, Michigan. Based on the product's weight, the following three material groups are the most relevant in Haworth products: metals (mainly steel and aluminum), plastics, and wood-based materials (mainly particleboard). Haworth takes a holistic approach to evaluating the impact we make on our global economy throughout every aspect of our business, including our supply chain. We engage in continuous dialogue and education with our global network of suppliers. We share best practices to ensure socially and ecologically responsible sourcing. Nurturing these relationships maintains integrity and transparency throughout our supply chain. With over 96% of global suppliers (by spend) signing this Code of Conduct (see GRI 308-1), we work together to help increase the transparency of sustainability standards and initiate improvement measures. We conduct audits of strategically important suppliers to monitor adherence to our Supplier Code of Conduct. Together with our suppliers, we identify potential for improvement and timeframes for adjustment if necessary. Our Vision Value Cycle Sustainability Briefs

GRI	UNGC	SDG	GRI Standard Requirement	
2-7	Labor	8, 10	Employees	

Gender (self-reported)	North America	Europe	Asia-Pacific	Total
Female	38.6%	33.4%	30.7%	36.0%
Male	61.4%	66.6%	68.3%	64.0%
Age				
Baby Boomer (1946-1964)	24.9%	15.7%	5.0%	19.3%
Gen X (1965 – 1979)	37.7%	41.4%	27.4%	36.7%
Millennial (1980-2000)	35.9%	34.0%	57.9%	39.4%
Gen Z (Since 2001)	1.5%	8.9%	9.7%	4.6%
Hires				
Turnover Rate	26.0%	11.0%	6.0%	19.2%
New Hires	12.4%	7.4%	17.0%	12.1%
Number of Interns	45	31	3	79

The table does not include workers who are not employees of Haworth. They are included in health and safety procedures and statistics. They do not perform a significant portion of our activities but buffer work peaks. Haworth partners with reliable temporary employment agency who offer to their employees proper hiring conditions.

2-8	Labor	8, 10	Workers who are not employees	Contract workers constituted about 7% of our workforce in 2021. They do not perform a significant portion of our activities but buffer work peaks. Haworth partners with reliable temporary employment agency who offer to their employees proper hiring conditions.
2-9		5, 16	Governance structure and composition	Governance
2-10			Nomination and selection of the highest governance body	Haworth is a private, family-owned, values-driven company. Our values define our business behavior and inform our decisions, guiding today's activities and tomorrow's growth—in the global markets we serve and the communities where we live. Based on values and policies, we apply the same criteria for diversity, equity, and inclusion as for regular members, when choosing and assigning members to our highest governance body.
2-11		16	Chair of the highest governance body	Governance
2-12			Role of the highest governance body in overseeing the management of impacts	Corporate social responsibility is a company-wide commitment informed by and integrated into our business strategy. Governance is led by the Haworth Board of Directors and Executive Leadership team. Our CEO provides formal sustainability oversight through corporate sector reviews and holds ultimate responsibility for sustainability within our organization. He reviews and guides strategy, major plans of action, annual budgets and business plans, and oversees progress against goals and targets for addressing climate-related issues. And he provides strategic guidelines for the executive team, for example by defining the higher priority of carbon reduction and energy substitution activities over carbon offsetting. Our Officer & Vice President of Design, Innovation & Sustainability is responsible for the direction and pace of our sustainability plan. He receives regular updates of the Global Sustainability team, which in turn drives improvements initiatives and metrics. The Officer & Vice President of Design, Innovation & Sustainability reports directly to the CEO on progress against goals and targets for addressing climate-related issues. Our executive team is accountable for meeting sustainability goals and objectives. The executive sponsors, in partnership with our global sustainability team, set company-wide goals and metrics based on the company's long-term strategy. Region-specific functional leaders help direct local sustainability efforts like the sourcing of renewable energy (on-site as well as off-site) or measures to increase energy efficiency. They represent and provide the conduit for regional efforts and priorities. Governance
2-13			Delegation of responsibility for managing impacts	Haworth executive leadership has delegation oversight for Haworth's sustainability strategy. The Vice President of Global Design, Innovation & Sustainability and the Sustainability team work with functional leaders across the company to determine strategies, policies, and goals related to corporate responsibility. Governance

GRI	UNGC	SDG	GRI Standard Requirement	
2-14			Role of the highest governance body in sustainability reporting	Haworth's CEO, our Vice President of Global Design, Innovation & Sustainability, and our Vice President of Global Strategy and Marketing review and approve the Corporate Social Responsibility Report. Emerge Stronger Governance
2-15			Conflicts of interest	Conflicts of interest arise wherever business interests are at stake given the human capital in any global organization. Haworth strives to avoid such conflicts, both as an organization and at the employee level. Haworth does so first proactively by providing training on conflicts of interests and including provisions in its employee handbook and code of conduct. Haworth also proactively manages conflicts of interest by performing routine audits and having an anonymous whistle-blowing hotline as well as internal reporting process.
2-16			Communication of critical concerns	See GRI 2-12
2-17			Collective knowledge of the highest governance body	See GRI 2-12 and 2-13 Governance
2-18			Evaluation of the performance of the highest governance body	Haworth's Board of Directors and Executive Leadership Team conduct annual performance evaluations in accordance with Haworth's performance review system, involving both self-evaluation as well as peer and leadership evaluation. Governance
2-19	Labor		Remuneration policies	Haworth is committed to paying members fair and appropriate compensation in the form of wages and salaries and other benefits. Remuneration for members consists of basic salaries in line with market conditions and collective bargaining agreements (where applicable) and secure at least living wages. Depending on the function, variable performance-related payments can apply to offer attractive benefits and acknowledge performance. This is regulated by additional individual agreements.
2-20	Labor		Process to determine remuneration	With support of an independent third-party company for benchmark, Haworth conducts surveys of compensation and benefits and uses them to benchmark salary level for global guidance and agreement. Collective bargaining agreements can also factor into the process to define local remuneration. Salaries are reviewed against benchmarks every year. Members with salaries below benchmarks are brought up to maintain equal pay according to local benchmark.
2-21	Labor		Annual total compensation ratio	See GRI 2-19 and 2-20
2-22			Statement on sustainable development strategy	Emerge Stronger
2-23	Labor, Human Rights, Anti-Corruption, Environment	16	Policy commitments	Haworth acts in accordance with clearly defined values and standards of conduct that, at a minimum, comply with or go beyond laws and regulations, and take internationally recognized principles into account. Among others, Haworth respects and applies: • The Ten Principles of the United Nations Global Compact • The Sustainable Development Goals of the United Nations • Principles set by the International Labor Organization • Haworth Company Policy and Values • Haworth Standard of Legal and Ethical Conduct • Haworth Supplier Code of Conduct The strategic planning, implementation, performance monitoring and risk assessment is set by Haworth's integrated management system according to ISO 9001, ISO 14001, and ISO 45001. With the revisions of ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018 comes along an increased responsibility for risk assessments and for evaluation, selection, monitoring performance and re-evaluation of external providers. The effectiveness and efficiency of conducting our business in a responsible manner is regularly assessed and evaluated through management reviews, internal and external audit procedures, and continuous improvement activities. Moreover, our global operations are a covered by our sustainability strategy including a close monitoring and transparent reporting in our annual reports. Haworth's globally aligned and managed sustainability commitments cover—besides our own operations—also the upstream supply chain. This includes a commitment on responsible sourcing that focuses on engaging our supply chain to ensure comprehensive social and environmental standards are met. In addition, Haworth is externally reviewed through sustainable product certification audits and corporate social responsibility assessments by partners who are engaged by our clients. Being regularly assessed by third parties supports that Haworth facilities follow local labor requirements and adherence to values including preventing any involvement by the company in labor and human rights violations. In our external communications, we always aim for high levels of transparency and reliability. Hence, our annual Global Corporate Social Responsibility Report follows the GRI reporting standards and the UN Global Compact principles. It also addresses the UN Sustainable Development Goals.

GRI	UNGC	SDG	GRI Standard Requirement	
				We work diligently with our supply chain to increase transparency on our suppliers' sustainability standards and initiate improvement measures. We are dedicated to further advance in this area, including in-depth supplier screening and auditing tools to foster transparency and evaluate compliance. While especially focusing on potential "hot spots" in our supply chain, this approach is characterized by a partnership mindset, intended to overcome any challenges together with our suppliers. We engage in continuous dialogue, education, and share best practices to ensure their codes of conduct prevent any modern slavery and human trafficking within their business and include socially and ecologically responsible sourcing overall. Sustainability Briefs
2-24			Embedding policy commitments	To incentivize functional and regional leaders, Haworth integrates relevant aspects of our 2025 Commitments into personal goals. This approach runs through the various management levels, moving from high level goals to site or function specific initiatives and goals. Other ways of incentivizing members include, for example, the Dick Haworth Values Award. Company Chairman Emeritus Dick Haworth established the peer-nominated award in 2001 to recognize members who daily integrate into their activities: listening to our customers, empowering and engaging members, honoring integrity, leading with design through creative thinking, driving continuous improvement, and striving to make the world better by embracing diversity, caring about the environment, and creating economic value. Honored members receive a monetary or travel award depending on which region the member works within. Moreover, Haworth provides member discount programs to purchase furniture.
2-25	Labor, Human Rights, Anti-Corruption, Environment	16	Processes to remediate negative impacts	Haworth takes a holistic approach to evaluating the impact we make on our global economy throughout every aspect of our business. Using our Value Cycle as a framework, we consider the economic, environmental, and social impacts along with associated challenges and opportunities. The precautionary principle is integrated into our Haworth Management System (HMS). All manufacturing sites maintain certifications according to ISO 9001 and ISO 14001. Additionally, our manufacturing sites in China, Switzerland, and Germany are certified according to the ISO 45001. Also, we are working on extending our certification to include our manufacturing site in France in 2022. We will advance our journey to become a more sustainable corporation through our 2025 Commitments. Governance
2-26	Labor, Human Rights, Anti-Corruption, Environment	16	Mechanisms for seeking advice and raising concerns	At Haworth, we strive to always act ethically, lawfully, and with integrity. As a United Nations Global Compact signatory, Haworth supports the Ten Principles of the UN Global Compact with respect to human rights, labor rights, environmental protection, and anti-corruption. Not only does this garner the respect of our members, customers, suppliers and their employees, and the communities we serve, but it also drives our business growth and success. Ethics training and training on information security are mandatory elements of Haworth's onboarding process and ongoing member refresher training. In 2021, we launched of a new suite of Required Global Compliance Training modules. This curriculum applies to all members, across all business units, with the goal of equipping everyone with knowledge to ensure they uphold legal compliance regulations and information security (participation rate, Haworth Commercial interiors >99,9%). Whistleblowing reporting procedures can be accomplished via several different avenues, including but not limited to, utilizing Haworth's anonymous reporting tool (both by phone and electronically) with EthicsPoint through Navex, reporting through the standard chain of command, or directly reporting to Haworth's Ethics and Compliance department. Our Member Code of Conduct, member handbook guidance documents, and supplier manual also provide information on specific standard operating procedures for reporting practices and procedures for filing a complaint regarding violations of Haworth's ethics and compliance guidelines. Anti-retaliation policies are in place.
2-27	Labor, Human Rights, Anti-Corruption, Environment		Compliance with laws and regulations	Haworth acts in accordance with clearly defined values and standards of conduct that, at a minimum, comply with or go beyond laws and regulations and take internationally recognized principles into account (see also GRI 2-26). We cooperate with authorities, institutions, and consult experts to understand and implement legal requirements. In addition to internal controls, assessments, and audits, we and our suppliers are subject to various external audits that also cover compliance with legal requirements. These audits address, for example, finance, information security, customs, quality, environment, and health and safety. They can be part of certifications such as ISO 9001, ISO 14001, and ISO 45001. Our plant in Shanghai has held an AEO certification since 2018. See also GRI 307-1

GRI	UNGC	SDG	GRI Standard Requirement	
2-28			Memberships of associations	Haworth is a signatory of the UN Global Compact and a supporter of the Sustainable Development Goals (SDGs). In 2021, we committed to the Science Based Target initiative. Moreover, we report annually with CDP. Sustainability Memberships and Organizations
2-29		16	Approach to stakeholder engagement	Management and executive leadership identify stakeholders and provide recommendations and guidance for both formal and informal engagements. This list is not exhaustive but encompasses stakeholder groups we monitor and consult with closely: Haworth members Haworth customers and dealer partners Haworth suppliers and operations contract partners Haworth shareholders Business leaders and industry influencers Government agencies Non-profit organizations Engaging with stakeholders and listening to their ideas and concerns is vital to the success of our company. Their engagement involves a variety of methods that create forums for communication with each group. Haworth has ongoing relationships with global business leaders, government agencies, and sustainability organizations that help us understand the most pressing challenges facing our world. Global member engagement surveys are conducted on an annual basis.
2-30	Labor	8	Collective bargaining agreements	Collective bargaining agreements can apply to members located in EMEA and Asia-Pacific. We cooperate with employee representatives (e.g., works council) to negotiate collective bargaining agreements and improve working conditions. See also GRI 2-19 to 2-21 and GRI 403-1 to 403-10. Internal agreements and standards on employees' health and safety, working conditions, training and career management, and anti-discrimination and anti-harassment are part of our Values and Policies (see GRI 2-23).

GRI 3: Material Topics

3-1			Process to determine material topics	Enterprise risk management (ERM) is the high-level process of identifying and methodically addressing the potential events that represent risks to the achievement of strategic objectives, opportunities, or to gain competitive advantage. Each functional unit must also identify general risks to Haworth overall, including competitive threats, market disruptors, regulations, technology, environmental and climate change, supply chain disruption, and skill and talent gaps. Company leadership then identifies the top three risks in each business unit. For direct operations, the assessment of material topics, risks, and opportunities is included in our integrated QEHS management system. EHS managers and teams on site perform an annual analysis of stakeholder requirements and the likelihood and scale of impact of potential events and changes. Outputs of these assessments are then provided to region-specific functional leaders and subsequently to our executive team for further consideration in strategic planning. Key topics are also brought to our attention by stakeholders through various channels. The results from this multi-level process are addressed during annual strategy meetings and board of directors meetings, and during quarterly strategy reviews within the executive team. Our global sustainability team informs strategic direction and policy. This way, the team ensures that the company and its leadership are kept abreast of current and upcoming concerns, and shares industry best practices across all regions. The team reports half-yearly directly to the CEO and quarterly to our Officer & Vice President Design, Innovation & Sustainability (in case of urgent matters also on demand). In addition, the global sustainability team organizes executive workshops that focus on advancing our sustainability strategy. Strategy and 2025 Commitments Value Cycle Governance
3-2			List of material topics	Strategy and 2025 Commitments

GRI	UNGC	SDG	GRI Standard Requirement	
3-3			Management of material topics	See GRI 2-23

GRI 201: Economic Performance

201-1		5, 8, 9	Direct economic value generated and distributed	Haworth's 2021 global sales were $2 billion.
201-2	Environment	13	Financial implications and other risks and opportunities due to climate change	Transitioning toward decarbonization is one of our key priorities, and accordingly we are establishing low carbon products and services, training staff on climate related risks, and seeking to reduce our own operational footprint. Each of our business areas needs to understand the risks and opportunities relevant to their customers—including those related to climate change. Our business strategy includes systematically addressing physical and transition risks and leveraging opportunities, e.g., by investing in renewable energy and energy efficiency, by providing low carbon products, and to support low-carbon business models that include the reuse of used furniture. Climate-related risks are addressed as part of an overarching multi-disciplinary process on different levels. Enterprise risk management (ERM) is the high-level process of identifying and methodically addressing the potential events that represent risks to the achievement of strategic objectives, opportunities, or to gain competitive advantage. For direct operations, we also include the risk and opportunity assessment in our integrated QEHS management system. EHS managers and teams on site perform an annual analysis of the likelihood and impact of potential events and changes. The defined processes manage, for example, the acute and chronic risks from extreme weather and changing climate as well as transition risks from current and emerging regulations and legal risks that are site and country specific. The processes also manage the identification of opportunities, e.g., for investing in renewable energy and increasing energy efficiency. To manage upstream risks of climate change, our carbon reduction strategy builds on the exchange and engagement with service providers, suppliers, and employees: service providers and suppliers to manage supply chain risks and seize opportunities; employees to enable them to act in favor of our sustainability goals. We require suppliers to meet the standards of our Supplier Code of Conduct (see GRI 308-1). Furthermore, we include environmental criteria in purchases, e.g., sustainability attributes for commodities and packaging. Downstream risks and opportunities are strongly linked to our customers. We identify and manage risks through a close dialogue with our customers. We engage our partners with sustainable solutions and provide information and support. Insights from these dialogues and market signals feed back into strategic considerations on the operational and upstream level. Our customers have their own goals to reduce carbon footprint, and we want to help address those. Our products are durable and can be repaired or refurbished to extend the service life for multiple uses. We also are embarking on the journey to design low-carbon products to help meet customers' goals and reduce the overall carbon footprint of our products downstream.

GRI 202: Market Presence

202-1	Labor	1, 8	Ratios of standard entry level wage by gender compared to local minimum wage	Haworth provides equal pay based on responsibilities and regardless of gender. See also GRI 2-19 to GRI 2-21

GRI 203: Indirect Economic Impacts

203-1		9, 11	Infrastructure investments and services supported	Please refer to the People and Community focus of our sustainability strategy.
203-2		1, 3, 8	Significant indirect economic impacts	We contribute to community prosperity through our philanthropic and volunteer efforts. And we partner with our dealers and customers to live our values and continue to seek opportunities to make the world better. People and Community Sustainability Briefs Sustainable Development Goals

GRI	UNGC	SDG	GRI Standard Requirement	
203-2		1, 3, 8	Significant indirect economic impacts	We contribute to community prosperity through our philanthropic and volunteer efforts. And we partner with our dealers and customers to live our values and continue to seek opportunities to make the world better. People and Community Sustainability Briefs Sustainable Development Goals

GRI 205: Anti-Corruption

GRI	UNGC	SDG	GRI Standard Requirement	
205-2	Anti-Corruption	16	Communication and training about anti-corruption policies and procedures	We have standard operating procedures in place to maintain ethics and proper business conduct. To ensure proper business conduct, we have installed our Member Code of Conduct. Moreover, ethics training is a mandatory element of Haworth's onboarding process. And members must complete this training recurrently. In 2021, >99.9% of Haworth Commercial Interiors members completed the training. Whistleblower procedures follow the description for disclosure GRI 2-26. Ongoing audits of financial activity also provide an avenue to proactively uncover incidents of financial impropriety, which are then elevated to the ethics and compliance department. Approximately 80% of all operational sites underwent an internal audit/risk assessment concerning business ethics issues.
205-3	Anti-Corruption	16	Confirmed incidents of corruption and actions taken	In 2021, we received four whistleblower complaints. One incident was identified and confirmed as a corruption incident and resolved according to defined procedures.

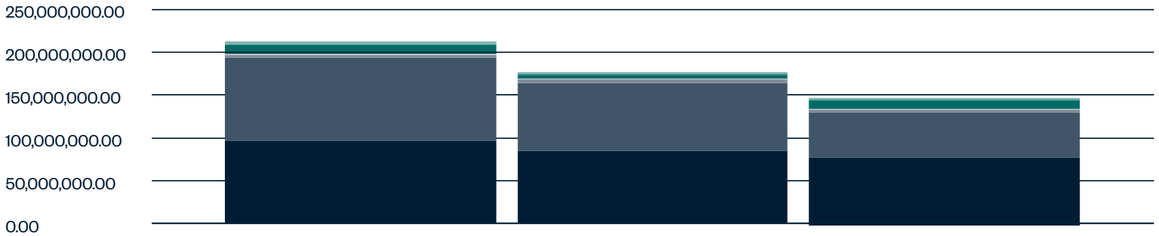
GRI 301: Materials

301-1	Environment	8, 12	Materials used by weight or volume	The list of key materials includes steel, aluminum, other metals, plastics, foam, fabrics, wood, plywood, and particleboard. Please refer to our Material Chemistry and Transparency Brief. Product specific overviews are given in our product environmental data sheets (PEDS) on Haworth's website.
301-2	Environment	8, 12	Recycled input materials used	We remain dedicated to maintaining the highest environmental standards in the market and will continue to be transparent in our efforts and progress. We report on our material transparency efforts in our product environmental data sheets (PEDS). We include the percentage of recycled input material used for each product. Material recycled content data is based on supplier material declarations or industry average recycled content data. Please refer to our Material Chemistry and Transparency Brief. Product specific overviews are given in our product environmental data sheets (PEDS) on Haworth's website.
301-3	Environment	8, 12	Reclaimed products and packaging materials	Haworth offers to assist our customers with the repurposing of used furniture assets when purchasing new Haworth products. Aligned with our zero waste to landfill philosophy, we partner with several companies that will find a second life for products—often through remanufacturing or charitable donations—with recycling considered as a last resort. Please refer to our feature story Changing Mindsets Through Circular Design, our Circular Services Brief, and these customer examples from 2021.

GRI 302: Energy

GRI	UNGC	SDG	GRI Standard Requirement	
302-1	Environment	7, 8, 12, 13	Energy consumption within the organization	

Energy Consumption in kWh



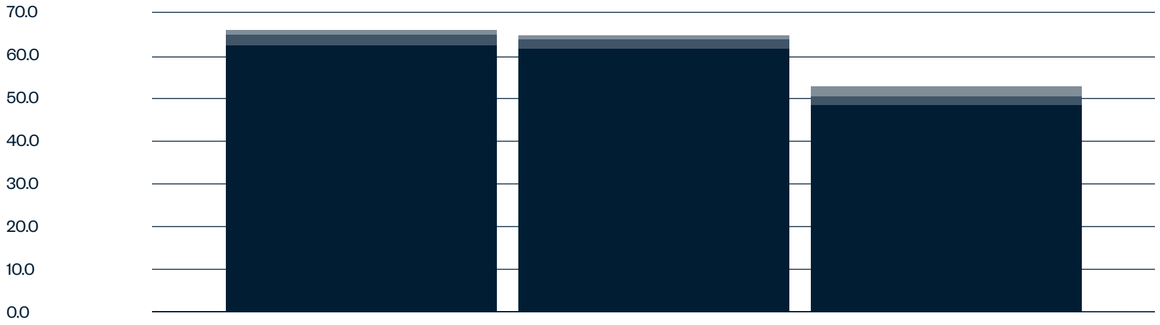
	2019	2020	2021
Diesel	3,637,895.24	3,019,107.51	3,176,365.30
Propane Hi-Lo's	264,808.39	285,704.45	212,196.01
Fuels	11,202,279.00	5,213,012.50	10,767,226.00
Fuel Oil	414,490.45	243,033.91	357,110.79
Biomass	3,428,320.00	3,920,713.33	3,247,840.00
Natural Gas	97,558,149.13	80,007,258.36	53,083,680.23
Electricity	96,734,084.47	84,527,975.61	79,065,219.20

Scope: Haworth Commercial Interiors headquarters and manufacturing sites (full operational control of facilities)

Global share of energy from renewable and carbon neutral set sources of our electricity consumption constituted approximately 24% in 2021.

302-4	Environment	7, 8, 12, 13	Reduction of energy consumption	Haworth is dedicated to reducing our corporate carbon footprint in line with the Paris Climate Agreement. Endorsed by our CEO, we have globally committed to the business ambition for limiting global warming to 1.5°C of the Science Based Targets initiative (SBTi). In line with this commitment, our Haworth 2025 Commitments, and our Values, we aim to reduce energy consumption. This includes the use of energy in our own operations and processes, and also of partners (e.g., logistics providers). For exemplary initiatives to reduce energy consumption in our operations, please see Energy Usage. For outsourced logistics, we prefer partners with strong programs to reduce energy consumption and emissions (e.g., through modern vehicles, training of conductors). Together with them, we optimize routes and capacity utilization to limit energy use and emissions. Another important element is engagement of members. We have implemented employee awareness/training programs on energy conservation, and we use special events such as Earth Day for communicating environmental topics to generate further awareness and impact. Also, we provide opportunities for volunteering.
302-5	Environment	7, 8, 12, 13	Reduction of energy requirement of products and services	Our goal for products and services is to maximize product and resource value, and minimize environmental impacts. We focus our assessment on embodied carbon, but this entails the reduction of energy consumed. We evaluate and steer the development of new products according to defined sustainable and circular design principles. This includes, for example, low standby consumption of products, such as height-adjustable tables. Design influences sustainability in the supply chain, in manufacturing, and in the usage phase. It ultimately enables the ease of product reuse, refurbishment, remanufacture, or recycling. Moreover, the use of recycled materials can have a profound impact on product carbon footprint. We use Life Cycle Assessments (LCA) to understand our product embodied carbon and to inform our design strategies. We communicate our products' life cycle impacts, including embodied carbon, via our product environmental data sheets (PEDS).

GRI 303: Water

GRI	UNGC	SDG	GRI Standard Requirement	
303-1	Environment	6, 12	Interactions with water as a shared resource	We assess relevant local impacts related to water through our environmental management system. Our teams on site pursue the general goal of keeping water consumption as low as possible. To this end, they maintain the infrastructure and analyze our processes to identify opportunities for improvement. At our manufacturing sites, water is used as drinking water, for sanitary purposes, and for industrial uses (e.g., powder-coating, cleaning of equipment). It is mainly provided by public supply networks; only a small amount is taken from wells. Water is further used for the extraction and processing of purchased materials (e.g., metals, plastic, wood, fabrics). Haworth suppliers are encouraged to sign and adhere to the Haworth Supplier Code of Conduct (see GRI 308-1), an agreement that also addresses environmental compliance and protection efforts. Moreover, suppliers need to disclose whether they have implemented an environmental management system.
303-2	Environment	6	Management of water discharge-related impacts	For our manufacturing facilities, water management (reduction of withdrawal as well as proper discharge) is included in the environmental management systems, which are certified according to ISO 14001. As part of these systems, we have established processes for the proper handling of chemicals, wastes, and wastewater. We train our members and implement the necessary technical equipment as preventive measures against contamination of the ground and local waterbodies. We also conduct audits of our processes on a regular basis to monitor the proper implementation and identify potential for improvements. Standards for the quality of discharged water are based on local regulations. Most wastewater is discharged of via public sewage networks for treatment. Wastewater from industrial uses, which is not suited for public sewage treatment plants, is collected by authorized companies for treatment. We limit the load of contaminants in wastewater from our industrial processes, e.g., through defining accepted surface treatments. No incidents of ground or water contaminations through spills were recorded in 2021. Moreover, we engage and train our members on the importance of water efficiency, and our plants share their best practices on reducing water consumption. We also monitor the chemical parameters of our pretreatment units of powder painting lines to reduce the number of changes of the water bath to a necessary minimum.
303-3	Environment	6	Water withdrawal by source	Well water constituted 7% of the water used in 2021. Three percent of water was withdrawn from areas with on-average high water stress; 95% from areas with on-average medium to high water stress; and 2% from areas with on-average low to medium water stress areas. Absolute reductions are partially related to the global pandemic in 2021. **Water Consumption in Mil Gallons**  |	2019	2020	2021
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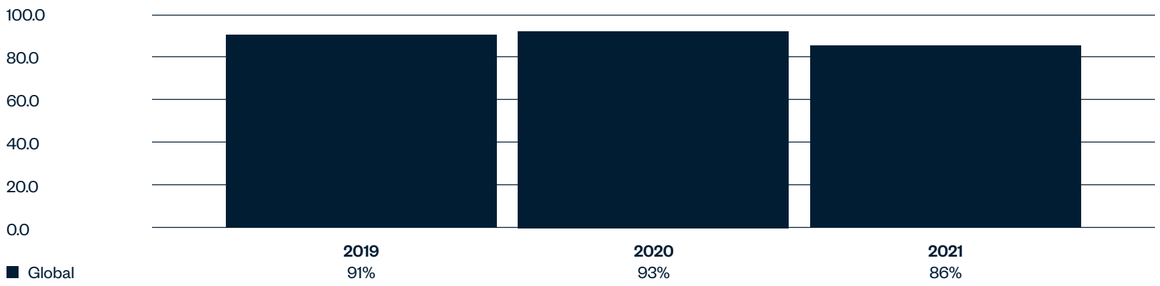
Asia Pacific	1.16	0.87	2.31
Europe	2.62	2.14	2.13
North America	62.23	61.51	48.33	 Scope: Haworth Commercial Interiors headquarters and manufacturing sites (full operational control of facilities)

GRI	UNGC	SDG	GRI Standard Requirement	
303-4	Environment	6	Water discharge	See GRI 303-2
303-5	Environment	6	Water consumption	See GRI 303-3

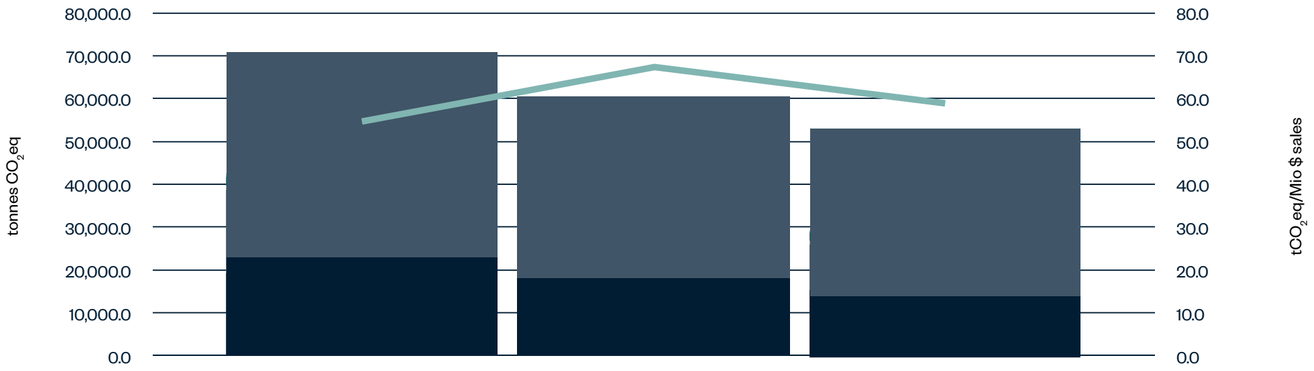
GRI 304: Biodiversity

304-1	Environment	6, 14, 15	Operational sites owned, leased, managed in, or adjacent to protected areas and areas of high biodiversity value outside protected areas	Haworth's manufacturing sites are not situated in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas. Showrooms are situated in urban areas.
304-2	Environment	6, 14, 15	Significant impacts of activities, products, and services on biodiversity	A potential risk for biodiversity can be attributed to our manufacturing sites (e.g., damages to the ground and/or local waterbodies through spills of wastewater). We manage those potential risks through our environmental management systems, which are certified according to ISO 14001. They establish processes for the proper handling of chemicals, wastes, and wastewater, and monitor the implementation. We train our members and implement the necessary technical equipment as preventive measures. Indirect impacts on biodiversity from Haworth's activities are linked to the supply chain through extraction and processing of materials from virgin stocks. We can conserve natural resources and habitats through the increased use of recycled materials. The fabric Oceanic in our fabric collection—created through a partnership of the SEAQUAL INITIATIVE with textile manufacturer Camira—is made entirely from post-consumer recycled plastic, collected from marine litter in the oceans and discarded water bottles destined for landfill. In pursuit of our circular design and carbon accountability strategy, Haworth targets high-recycled content for its metals parts (mainly steel and aluminum), which result in lower embodied carbon and lower impacts on natural habitats. We aim to avoid the use of any Conflict Minerals, such as gold, tin, tantalum, tungsten, and their derivatives, which are mined or traded in conditions of armed conflict. Another example of how we can have a positive indirect impact on biodiversity is by promoting initiatives that remove waste from habitats. In 2021, we initiated an advertising campaign on Instagram, which generated donations for the Ocean Cleanup project. The campaign was extended into 2022. Also, Haworth volunteers supported the protection of habitats, e.g., through clean-up events (see People and Community) Moreover, for resources such as wood, we mitigate impacts through sourcing wood from certified sustainably managed sources. Several of our manufacturing sites in North America, Europe, and Asia-Pacific hold chain of custody certifications according to FSC or PEFC. We are determined to achieve our commitment of sourcing 100% sustainable certified wood until 2025. We continue to proactively engage our supply chain and partner with them to become certified according to widely accepted certification schemes from non-profit organizations (e.g., FSC, PEFC, or SFI) and/or expand their sustainable wood offering. In 2021, 86% of the wood we purchased was sustainably certified (based on spend). The share decreased in comparison to previous years, because we re-evaluated our database and are now covering a larger scope, but also because of increased purchases of non-certified. For 2022, we have identified specific suppliers to switch over to FSC certified materials. Also, we will continue to train sourcing members on relevant sustainability topics. **Sustainable Certified Wood (%)**  Scope: Haworth Commercial Interiors headquarters and manufacturing sites (full operational control of facilities)

GRI	UNGC	SDG	GRI Standard Requirement	
				Finally, the improper or sub-ideal disposal of our products can pose a threat on biodiversity. In line with our global commitments, we aim to make it easier for customers to utilize alternatives to the landfill when disposing of workplace products no longer needed. We continue to explore sustainable solutions that drive environmental stewardship, economic growth, and community prosperity. Haworth clients may benefit from a wide range of Circular Service elements that allow for a modular combination—tailored to individual project needs. Haworth products are designed for a long life, with replaceable wearing parts and easy dismantling. Individual component identification and preference of reversable bonding mechanisms facilitate high value reuse and recycling options. Our quality products are made of valuable materials, most of which are suitable for reuse or otherwise recovery to serve as ingredients in new products. Through our trained members and by providing information material such as standardized communications or assembly/disassembly instructions, we support our clients making informed decisions when it comes to finding product end-of-life solutions.
304-3	Environment	6, 14, 15	Habitats protected or restored	In 2021, we initiated an advertising campaign on Instagram, which generated donations for the Ocean Cleanup project. The campaign was extended into 2022. Also, Haworth volunteers supported the protection of habitats, e.g., through clean-up events. People and Community
304-4	Environment	6, 14, 15	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Haworth does not use IUCN Red List species and national conservation list species to produce furniture. None of our manufacturing sites or showrooms are situated in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas. Potential risks for protected species and habitats originate mainly from the extraction of natural resources such as metals, petrol for plastic, and wood. To manage these risks, we continue to proactively engage our supply chain and partner with them to increase our material efficiency and the use of recycled materials, to reduce the use of hazardous substances, and to implement due diligence systems that track the legal origin of potentially critical materials. We make our efforts transparent through certifications according to standards such as FSC/PEFC, ISO 14001, or BIFMA/European LEVEL.

GRI 305: Emissions

305-1	Environment	3, 12, 13, 14, 15	Direct (Scope 1) GHG emissions	**Greenhouse Gas Emissions**



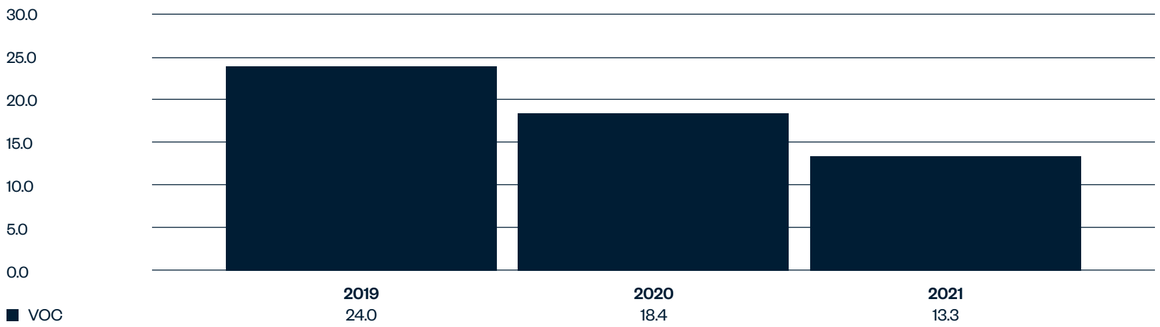
	2019	2020	2021
Scope 2	48,121.3	42,380.80	39,000.08
Scope 1	22,791.6	18,131.3	13,938.49
tCO_2eq/Mio $ sales	54.66	67.38	59.03

Scope: Haworth Commercial Interiors headquarters and manufacturing sites (full operational control of facilities).

Absolute and relative reductions are partially related to the global pandemic in 2021.

Emission factors from publicly available sources (e.g., EPA GHG Protocol Year 2021, GEMIS 5, IPCC) were used for calculations. Greenhouse gases included in the calculation were CO_2, CH_4, N_2O, HFCs, and PFCs. There were no known sources for SF_6 or NF_3.

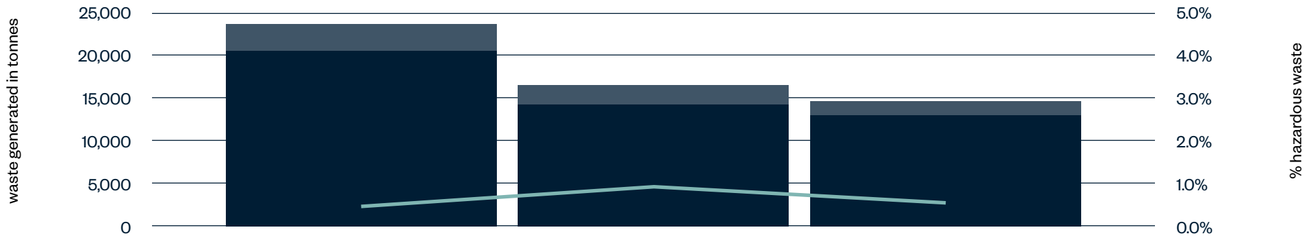
GRI	UNGC	SDG	GRI Standard Requirement	
305-2	Environment	3, 12, 13, 14, 15	Energy indirect (Scope 2) GHG emissions	See GRI 305-1
305-3	Environment	3, 12, 13, 14, 15	Other indirect (Scope 3) GHG emissions	Capturing these emissions is an ongoing process. First results indicate that Scope 3 emissions account for 80-90% of our Corporate Carbon Footprint. Relevant Scope 3 emission categories include: • Purchased goods and services (assessment started) • Capital goods • Upstream transportation and distribution • Waste generated in operations (assessed) • Business travel (assessed) • Employee commuting • Downstream leased assets (assessment started) • Downstream transportation and distribution • Use of sold products • End-of-life treatment of sold products • Investments
305-4	Environment	13, 14, 15	GHG emissions intensity	See GRI 305-1
305-5	Environment	13, 14, 15	Reduction of GHG emissions	Initiatives to reduce greenhouse gas emissions included energy efficiency measures and movement away from fossil energy sources. For examples, please see Energy Usage. Another important element is engagement of members. We have implemented employee awareness/training program on energy conservation and sustainable, circular design of products and services. We also use special events such as Earth Day for communicating environmental topics to generate further awareness and impact.
305-6	Environment	3, 12	Emissions of ozone-depleting substances (ODS)	We do not use ozone-depleting substances in our production. Foam propellants classified as ozone depleting substances, such as CFCs and HCFCs, are generally avoided. Air conditioning systems are run using FCs and HFCs only.
305-7	Environment	3, 12, 14, 15	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	**Global VOC Emissions in Tonnes**



Scope: Haworth Commercial Interiors headquarters and manufacturing sites (full operational control of facilities).

Calculations are based on site-specific data. From 2020 to 2021, VOC emissions from operations reduced by 28%. Reductions in 2021 are partially related to the global pandemic. Haworth continues to push our supply chain toward the elimination of toxic substances and encourages the use of safer metal surface treatments. Many Haworth products include low emitting finishes such as powder-coated metal and water-based wood finishes. Our strategy with adhesives is to avoid them altogether. If this is not feasible, we insist on the use of solvent-free (e.g., water-based) options. Through material ingredient assessments, we evaluate chemical properties of an adhesive and screen for any hazardous substances. Due to the diligent efforts of our teams and our suppliers, we keep making progress toward reducing VOC emissions.

GRI 306: Effluents and Waste

GRI	UNGC	SDG	GRI Standard Requirement	
306-1	Environment	3, 6, 11, 12	Waste generation and significant waste-related impacts	For waste from our operations, our 2025 Commitment focuses on maintaining our zero production waste to landfill status, increasing material efficiency where possible, and reducing waste to energy. We optimize resource use and minimize the impact of buildings, packaging, manufacturing, and transportation. Through the Haworth Management System (HMS), we ensure the principles of continuous improvement are applied. Our global HMS team inspires all members to support, facilitate, and lead initiatives that drive results and eliminate waste, advancing our strategy to create sustainable value for customers, members, and the communities we serve. Disposal methods for waste generated by Haworth facilities include recycling, energy recovery, and composting. We work continuously together with our members and suppliers to reduce waste and to improve reuse and recycling while adhering to federal and state legislations of the countries in which we do business (see also Procurement, Manufacturing, & Logistics [Link]). We partner with qualified and certified service providers. Our main waste fraction at manufacturing sites is wood waste from production. If recycling is not an option, one method to capture value from this material is to use it for thermal energy, including on site at several of our manufacturing sites. Other fractions are metals, plastics, powder-coat, corrugated, and paper, which can be readily recycled if separated properly. Monitoring and proper handling of hazardous waste from production is part of our certified environmental management system according to ISO 14001 and regulatory compliance programs. For our finished products, we focus on two priority areas: Design for Sustainability and Circular Services. A circular economy is one of the biggest opportunities to design a sustainable future and is an essential part of our strategy. Haworth products are designed for a long life, with replaceable wearing parts and easy dismantling. Individual component identification and preference of reversable bonding mechanisms facilitate high value reuse and recycling options. Our quality products are made of valuable materials, most of which are suitable for reuse or otherwise recovery to serve as ingredients in new products. In line with our global commitments, we aim to make it easier for customers to utilize alternatives to the landfill when disposing of workplace products no longer needed. We continue to explore sustainable solutions that drive environmental stewardship, economic growth, and community prosperity. Haworth clients may benefit from a wide range of Circular Service elements that allow for a modular combination—tailored to individual project needs. Please see also Circular Economy and Sustainability Briefs.
306-2	Environment	3, 6, 8, 11, 12	Management of significant waste-related impacts	See GRI 306-1
306-3	Environment	3, 6, 11, 12, 15	Waste generated	Absolute reductions are partially related to the global pandemic in 2021. **Waste Generated in Tonnes**  |	2019	2020	2021 | |---|---|---|---| | Landfill Waste | 0.0 | 0.0 | 0.0 | | Waste to Energy | 3,229.3 | 2,342.4 | 1,529.5 | | Recycled Waste | 20,566.8 | 14,376.4 | 13,161.6 | | Share Hazardous Waste | 0.5% | 0.9% | 0.6% | Scope: Haworth Commercial Interiors headquarters and manufacturing sites (full operational control of facilities)

GRI	UNGC	SDG	GRI Standard Requirement	
306-4	Environment	3, 11, 12	Waste diverted from disposal	See GRI 306-3 See also Circular Services
306-5	Environment	3, 6, 11, 12, 15	Waste directed to disposal	See GRI 306-3

GRI 307: Environmental Compliance

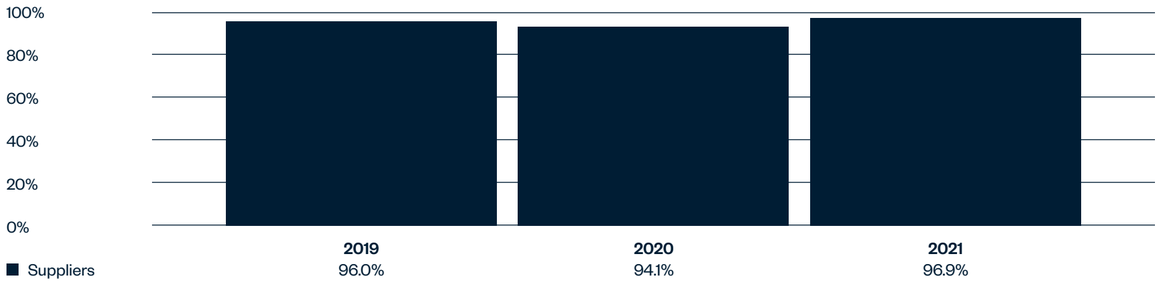
307-1	Environment	16	Non-compliance with environmental laws and regulations	We monitor environmental laws and regulations and evaluate environmental risks through our environmental management systems. All manufacturing sites are certified according to ISO 14001. We conduct compliance audits on a regular basis. These audits receive support from external consultants.

GRI 308: Supplier Environmental Assessment

308-1 | Environment | New suppliers that were screened using environmental criteria

All our suppliers are encouraged to sign and adhere to the Haworth Supplier Code of Conduct, an agreement that addresses worker safety, labor compensation, anti-child labor, anti-discrimination, anti-corruption, worker respect, and environmental compliance. With over 96% of global suppliers (by spend) signing this Code of Conduct, we work together to help increase the transparency of sustainability standards and initiate improvement measures.

Signed Code of Conduct Agreement



Scope: We included data for all sectors for Haworth Commercial Interiors: the Americas, EMEA (Europe, Middle East, and Africa), and Asia-Pacific.

We aim for maintaining long-lasting partnerships with suppliers built on respect and trust. We conduct audits of strategically important suppliers to monitor adherence to our Supplier Code of Conduct. Together with our suppliers, we identify potential for improvement and timeframes for adjustment if necessary. Additionally, we are exchanging with suppliers on selected items with relevance to product performances and production. We collect, for example, supply chain information for our Chain of Custody certifications according to FSC or PEFC. And in 2021, we updated our forms for material chemical declarations for our supply chain in Asia-Pacific and Europe to gain even more insights into material composition. Moreover, we have strategic collaborations that push the use of recycled materials (for example, see feature story Changing Mindsets through Circular Design).

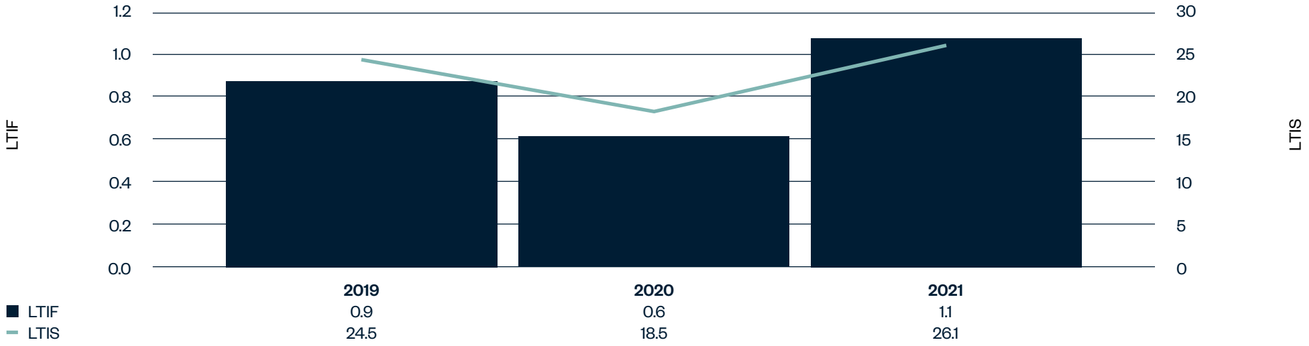
308-2 | Environment | Negative environmental impacts in the supply chain and actions taken | See GRI 308-1

GRI 401: Employment

GRI	UNGC	SDG	GRI Standard Requirement	
401-1	Labor	5, 8, 10	New employee hires and employee turnover by age group, gender, and region	See GRI 2-7
401-3	Labor	5, 8	Parental leave	Haworth parental leave policy aligns with laws of each country in which we do business. For example, for members in the United States, a two-week paid leave is available for non-birthing parents.

GRI 403: Occupational Health and Safety

403-1	Labor	8	Occupational health and safety management system	Through our Haworth Management System (HMS), we ensure the principles of continuous improvement are applied to both manufacturing operations and office processes. Our integrated management system is based on ISO 9001, ISO 14001, and ISO 45001. All manufacturing sites maintain certifications according to ISO 9001 and ISO 14001. Additionally, our manufacturing sites in China, Switzerland, and Germany are certified according to the ISO 45001. Also, we are working on extending our certification to include our manufacturing site in France in 2022. Haworth acts in accordance with clearly defined values and standards of conduct that, at a minimum, comply with or go beyond laws and regulations and take internationally recognized principles into account (see GRI 2-23). To continuously improve, local teams develop goals and define metrics for health and safety at all global Haworth facilities. We regularly track occupational health and safety performance, initiate improvement measures, and provide training. Across all productions sites and our headquarters, members are represented in health and safety committees. With the revisions of ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018 comes an increased responsibility for risk assessments and for evaluation, selection, monitoring performance, and re-evaluation of external providers. The effectiveness and efficiency of conducting our business in a responsible manner is regularly assessed and evaluated through management reviews, internal and external audit procedures, and continuous improvement activities. Moreover, our global operations are covered by our sustainability strategy, including close monitoring and transparent reporting in our annual reports. In addition to mandatory worker injury compensation policies (as part of local labor laws) and public healthcare coverage (e.g., in Australia or most countries in EMEA), Haworth provides corporate healthcare insurance as a benefit to members as part of talent attraction and retention—where not covered by public healthcare. Corporate healthcare insurance covers, for example, hospitalization, surgeries, outpatient specialist, dental, or personal accidents.
403-2	Labor	8	Hazard identification, risk assessment, and incident investigation	Transparency in health and safety is deeply embedded in our philosophy and culture. The risk assessment process is evaluated on an ongoing basis to capture changing work environments. Participation and consultation of members is valued as a vital source to improve our performance, helping keep members safe and reducing the overall incident rates. Measures to reduce safety and health risks include the substitution of chemicals of concern where possible, technical measures (e.g., use of sensors), organizational measures (e.g., definition of areas with restricted access or areas of hazards such as noise) and personal measures (e.g., provision and use of functional, required PPE). Incidents and near misses are followed up with members and implemented changes to workplaces are evaluated for effectiveness. Regular training and special events such as safety focus weeks are used to keep a high awareness of members for health and safety issues. Moreover, Haworth Learning & Development Teams across the globe brought curated training content to our members and family of businesses. Each week they published new training articles, techniques, tips, and digital tools on important topics such as physical and mental health. Health and safety procedures for members and visitors are available in the major local language(s) spoken by employees and in English if the local language(s) deviate(s) from this. Haworth partners with reliable temporary employment agencies that offer proper hiring conditions to their employees. These partners are required to train their members in basic health and safety standards. In addition, Haworth provides training on health and safety issues relevant to their assigned tasks. Also, guidelines and rules inform visitors about proper safety behavior.
403-3	Labor	8	Occupational health services	In addition to required/mandatory health checkups, we offer a wide variety of programs nurturing member well-being. Services such as mammograms, flu and Covid vaccines, wellness fairs, and smoking cessation programs, as well as fitness benefits, including a state-of-the-art fitness center at our global headquarters. Mental health is also a key part of well-being. Through our member assistance program, we offer access to short-term counseling and assistance for a range of challenges including daily stresses, marital conflict, financial or legal pressures, or professional services. We also offer flexible organization of work available, e.g., through remote work if possible. Members also profit from our offering of ergonomic workstations and our expertise in this field due to the nature of our business. We have certified ergonomic advisors and accredited personnel for sustainable building standards, such as WELL. People

GRI	UNGC	SDG	GRI Standard Requirement	
403-4	Labor	8, 16	Worker participation, consultation, and communication on occupational health and safety	Participation and consultation of members is valued as a vital source to improve our performance, helping keep members safe and reducing the overall incident rate. Participation can be achieved through direct exchange with members or with representatives like workforce committees. Our processes and activities for participation, consultation, and communication on occupational health and safety is also evaluated for the ISO 45001 certifications, which we maintain for facilities in China, Switzerland, and Germany. Also, we are working on extending our certification to include our manufacturing site in France in 2022. Aspects of member engagement and satisfaction are also addressed in our annual member engagement review. The surveys are followed up by team workshops to identify and decide on activities to seize opportunities for improvement. Interactive communication sessions also include Q&A sessions with leadership members on a regular basis.
403-5	Labor	8	Worker training on occupational health and safety	Safety training is a mandatory element of Haworth's onboarding process. And members receive regular updates of safety trainings related to their workplace. We also organize locally special events focused on health and safety aspects to inform members on health and safety issues. Moreover, Haworth Learning & Development Teams across the globe brought curated training content to our members and family of businesses. Each week they published new training articles, techniques, tips, and digital tools on important topics such as physical and mental health. Health and safety procedures for members and visitors are available in the major local language(s) spoken by employees and in English if the local language(s) deviate(s) from this.
403-6	Labor	3	Promotion of worker health	See GRI 403-1 to GRI 403-5 See also feature story Bringing People Back to the Office
403-7	Labor	8	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	See GRI 403-1 to GRI 403-5 and GRI 416-1
403-8	Labor	8	Workers covered by an occupational health and safety management system	See GRI 403-1 to GRI 403-5
403-9	Labor	3, 8, 16	Work-related injuries	Work-related injuries are tracked as lost-time injury frequency (LTIF) and lost-time injury severity (LTIS). Lost-time cases are defined as the absolute number of lost-time on-site work injuries that require a person to stay away from work for a minimum of one day/shift; commuting accidents are excluded, as per internal records. Lost-time injury severity (LTIS) is the number of days lost due to on-site work injuries divided by the number of worked hours in the same time, and multiplied by 200,000; calculation of worked hours as per time recording (actual working time) or regular working hours. **Lost-Time Injury Frequency & Severity**  Scope: Haworth Commercial Interiors headquarters and manufacturing sites (including temporary workers)
403-10	Labor	3, 8, 16	Work-related ill health	See GRI 403-1 to GRI 403-5

GRI 404: Training and Education

GRI	UNGC	SDG	GRI Standard Requirement	
404-1	Labor	4, 5, 8, 10	Average hours of training per year per employee	Continuous learning remains one of our core values as it's critical to both personal achievement and business success. We offer a breadth of learning and development opportunities—from online courses to in-person training. Haworth invests in member learning to provide knowledge, tools, and resources for current roles as well as career development. We track parts of our training efforts as absolute number of courses and hours offered to all members.

Program	Courses Offered	Courses Delivered	Participants	Training Hours
Professional Development	7	22	360	1,898
Business Systems Training	134	390	1,437	655
Orientation	3	84	534	4,272
Global Required Training (Self-Paced Online Training)*	32	–	6,183	29,116

*incl. LD, Buzzi, Tuohy, AIS, and Bluescape

We continue to improve the tracking of training hours provided. For example, in 2021 we assessed that we provided more than 10,800 hours of training to members in Asia-Pacific and Europe on professional development, product training, business systems, or first aid and safety. Still, these numbers do not reflect all courses offered yet or the countless hours of trainings provided on the job.

Through our partnerships with ThinkWise and Skillshare, members can customize their development plan by selecting courses and tracking their progress (in 2021, 27 licenses-rotated every two weeks, 79 unique users, and about 6,200 minutes of content consumed). Additional educational support is available via the Tuition Assistance Program, offering funding for members pursuing degree programs. For members aspiring to attain leadership positions, Haworth offers specific training programs.

Moreover, Haworth Learning & Development Teams published each week new training articles, techniques, tips, and digital tools on an important topic (52 issues, 5,086 members as average weekly audience and 184 resources curated).

Also, we continued sustainability trainings for members as refreshers and during onboarding. Moreover, we conducted trainings for key functions (e.g., Purchasing, Product Design, Sales, Customer Operations) to provide members with the knowledge on relevant sustainability aspects related to their work. Beside specific training sessions, information was continuously shared on the job as part of projects and during regular meeting routines with different functions.

404-2	Labor	8	Programs for upgrading employee skills and transition assistance programs	See GRI 404-1 to learn about programs for upgrading employee skills. One example, for how Haworth provides transition assistance is our commitment to military veteran recruitment, training, and retention practices. Haworth aligns with veteran organizations to help veterans bridge the employment gap between military experience and transition into the civilian workforce. Together with our partners, we create opportunities for unemployed and underemployed veterans in the West Michigan community. Other examples include the offering of part-time retirements to members.
404-3	Labor	5, 8, 10	Percentage of employees receiving regular performance and career development reviews	All our members are offered a mid-year and annual performance and career development review. During these reviews, members and supervisors set individual development and career plans. Within the provided system to set and follow up on individual goals, members can indicate their preferences (e.g., mobility).

GRI 405: Diversity and Equal Opportunity

GRI	UNGC	SDG	GRI Standard Requirement	
405-1	Human Rights, Labor	5, 8	Diversity of governance bodies and employees: generations, gender ratio per region, interns	See GRI 2-7 Please refer also to the People & Community section and our Brief on Diversity, Equity, and Inclusion.

GRI 406: Non-discrimination

406-1	Human Rights, Labor	5, 8	Incidents of discrimination and corrective actions taken	Haworth respects the rights of all members. Our values and Code of Conduct guide hiring policies, anti-discrimination, and other universally recognized labor and human rights. We have standard operating procedures in place to maintain ethics and proper business conduct. To ensure this, we have installed our Member Code of Conduct. Moreover, ethics training is a mandatory element of Haworth's onboarding process. And members must complete this training recurrently. In 2021, >99.9% of Haworth Commercial Interiors members completed this training. Haworth suppliers are encouraged to sign and adhere to the Haworth Supplier Code of Conduct (see GRI 308-1). We monitor our OEMs closely, e.g., through on-site audits. Suppliers engaged with North American operations are held accountable to the supplier manual and Supplier Code of Conduct. Audits are performed on a regular basis to verify conformance to the code of conduct, amongst other requirements such as employee health and safety, building condition, quality, schedule, and environmental. Risk assessments are also completed to identify areas of concern. Any nonconformities or high risk concerns are addressed through the corrective action process managed by the Quality Management System. A summary of our policy to promote diversity, equity, and inclusion is summarized in our Brief on Diversity, Equity, and Inclusion. Whistleblower procedures follow the description for disclosure GRI 2-26. In 2021, we received four whistleblower complaints; none of them were incidents of discrimination.

GRI 407: Freedom of Association and Collective Bargaining

407-1	Labor	8	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	See GRI 409-1

GRI 408: Child Labor

408-1	Human Rights, Labor	5, 8, 16	Operations and suppliers at significant risk for incidents of child labor	Haworth acts in accordance with clearly defined values and standards of conduct that, at a minimum, comply with or go beyond laws and regulations and take internationally recognized principles into account (see GRI 2-23). Haworth has globally defined and implemented a standard of Legal & Ethical Conduct. Whistleblower procedures follow the description for disclosure GRI 2-26. Based on our assessment, child labor is not a prevalent risk in our own operations. With suppliers, we maintain long-lasting partnerships built on respect and trust. All Haworth suppliers are encouraged to sign and adhere to the Haworth Supplier Code of Conduct, an agreement that addresses worker safety, labor compensation, anti-child labor, anti-discrimination, anticorruption, worker respect, and environmental compliance.

GRI 409: Forced or Compulsory Labor

GRI	UNGC	SDG	GRI Standard Requirement	
409-1	Human Rights, Labor	5, 8	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Haworth acts in accordance with clearly defined values and standards of conduct that, at a minimum, comply with or go beyond laws and regulations and take internationally recognized principles into account (see GRI 2-23). Haworth has globally defined and implemented a standard of Legal & Ethical Conduct. Whistleblower procedures follow the description for disclosure GRI 2-26. We summarize our measures to limit the risk for slavery and human trafficking in the company and in the supply chain as part of our UK Modern Slavery Act Statement. The 2018 Global Slavery Index of Walk Free provides a country by country ranking of the number of people in modern slavery with an overall weighted average of vulnerability to modern slavery. Based on this assessment, our production site in India is located in a country with higher risk for modern slavery. This facility is monitored as part of our global operations and covered by our sustainability strategy. Also, in line with all other Haworth production sites, this plant is ISO 14001, ISO 9001, and FSC certified. And all members in India have access to our whistleblower procedures to report any cases of potential violations to international labor regulations or the Haworth codes of conduct (see GRI 2-26). With suppliers, we maintain long-lasting partnerships built on respect and trust. All Haworth suppliers are encouraged to sign and adhere to the Haworth Supplier Code of Conduct, an agreement that addresses worker safety, labor compensation, anti-child labor, anti-discrimination, anticorruption, worker respect, and environmental compliance. We conduct audits of strategically important suppliers to monitor adherence to our Supplier Code of Conduct. Together with our suppliers, we identify potential for improvement and timeframes for adjustment if necessary.

GRI 412: Human Rights Assessment

412-1	Human Rights		Operations with human rights reviews, impact assessments, human rights as part of SCOC, and percentage covered	Haworth acts in accordance with clearly defined values and standards of conduct that, at a minimum, comply with or go beyond laws and regulations and take internationally recognized principles into account (see GRI 2-23). Haworth has globally defined and implemented a standard of Legal & Ethical Conduct. Whistleblower procedures follow the description for disclosure GRI 2-26. We summarize our measures to limit the risk for slavery and human trafficking in the company and in the supply chain as part of our UK Modern Slavery Act Statement. With suppliers, we maintain long-lasting partnerships which are built on respect and trust. All Haworth suppliers are encouraged to sign and adhere to the Haworth Supplier Code of Conduct, an agreement that addresses worker safety, labor compensation, anti-child labor, anti-discrimination, anticorruption, worker respect, and environmental compliance. We conduct audits of strategically important suppliers to monitor adherence to our Supplier Code of Conduct. Together with our suppliers, we identify potential for improvement and timeframes for adjustment if necessary. See also GRI 2-23 and GRI 409-1.

GRI 413: Local Communities

413-1	Human Rights		Operations with local community engagement, impact assessments, and development programs	Haworth embraces the communities where we operate and where our members live and work. Supporting people and community is one of three focus areas of our sustainability strategy. Learn more in the People & Community section of this report.
413-2	Human Rights	1, 2	Operations with significant actual and potential negative impacts on local communities	See GRI 2-23, GRI 2-25, GRI 2-27, GRI 201-2, GRI 407-1, GRI 408-1, GRI 409-1, GRI 412-1, and GRI 413-1.

GRI 414: Supplier Social Assessment

GRI	UNGC	SDG	GRI Standard Requirement	
414-1	Human Rights	8, 16	New suppliers that were screened using social criteria	Haworth suppliers are encouraged to sign and adhere to the Haworth Supplier Code of Conduct (see GRI 308-1), an agreement that addresses worker safety, labor compensation, anti-child labor, anti-discrimination, anticorruption, worker respect, and environmental compliance. With over 96% of global suppliers (by spend) signing the Supplier Code of Conduct, we work together to help increase the transparency of sustainability standards and initiate improvement measures.

GRI 416: Customer Health and Safety

416-1			Assessment of the health and safety impacts of product and service categories	At Haworth, we're continually improving our ability to affect sustainable building practices and to promote spaces that benefit the well-being of its users. We pursue external verification through product certifications such as GREENGUARD, BIFMA LEVEL or European LEVEL. For North America, we also generated Environmental Product Declarations and Declare labels for select products. Through these certifications and product declarations, we demonstrate how Haworth products contribute towards sustainable building standards like LEED and the WELL Building Standard. Haworth is committed to providing our customers with products that support safe and healthy environments, and to a policy of material chemistry transparency. Safety assessments include testing for stability according to renowned standards, e.g., provided by BIFMA. Complying with applicable legal requirements on chemicals, such as California Resources Board (CARB) or REACH, is a minimum standard for all our operations. We are working diligently toward reducing potentially hazardous chemicals beyond regulatory restrictions associated with parts and materials we source. Considerations for the use of safer materials drive us to evaluate more sustainable solutions as alternatives become commercially available. Due to the diligent efforts of our teams and suppliers, we offer our customers products free of problematic chemicals such as non-stick additives derived from per- and poly-fluorinated compounds, antimicrobials, PVC and associated phthalates, flame retardants, and heavy metals. Many Haworth products also include low emitting finishes such as powder-coat and water-based surface finishes. Our strategy with adhesives is to avoid them altogether. If this is not feasible, we insist on the use of water-based options. We report on our material transparency efforts in our product environmental data sheets (PEDS) for most product lines. An increasing number of these documents also display the results of life cycle assessments (LCAs), including the product's carbon footprint. Please refer to our different Sustainability Briefs for more information on material chemistry and contributions to sustainable building standards.

GRI 417: Marketing and Labelling

417-1	Environment	12	Requirements for products and services information and labelling	We provide information on product performance and sustainable building contributions through our online presence (e.g., homepage, blogs, social media) and to any customer requesting it. Documents made available to customers include user guides, assembly/disassembly instructions, and product certificates. We report material transparency efforts through product environmental data sheets (PEDS) and product sustainability certification. These are made available on the product page of the Haworth website. Moreover, we offer workshops and standardized communication materials to share insight into product certifications and sustainable building contributions, and to promote sustainable consumption.

GRI 418: Customer Privacy

418-1		16	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Polices and processes provide for the retention and protection of official records and the prompt destruction of information that is no longer necessary for business operations or legal obligations. Members are trained on information security guidelines to ensure compliance with federal, state, and local records retention requirements; making available and accessible the information required for business operations; preserving the integrity of records for production; reducing the number of unnecessary records and retention categories to be maintained; and promoting the efficient retrieval of information. Marketing and sales activities are done in coordination with consultant and external GDPR audits for customer data are performed.

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