



HAWORTH

Corporate Social Responsibility

2023 Report



In this report, you will find data and stories from Haworth Commercial Interiors and Haworth Lifestyle Brands. Our Global Reporting Initiative (GRI) index is limited to Haworth Commercial Interiors, unless otherwise noted.



On the Cover

Zody LX, along with Zody II, is the first furniture product to be Cradle to Cradle Certified® Bronze under the Version 4.0 standard.

Cradle to Cradle Certified® is a registered trademark of the Cradle to Cradle Products Innovation Institute.



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About Us



Registration/
Badge Pick-up

HAWORTH



Change Brings Opportunity

Uncertainty and change over the past few years have brought a new set of challenges to the entire world, as we've settled into new ways of living and working.

Through these challenges, we at Haworth have uncovered new opportunities to grow our business; support and engage with our members, customers, and communities; enhance our sustainability efforts, and achieve our goals throughout 2023.

Haworth maintains a strong commitment to high standards that deliver a fair, respectful, and safe workplace for all our members across the globe. We value their diversity of thought, unique perspectives, innovative ideas, and authenticity.

Creating a sense of belonging for our members is always a top priority for our organization and culture. In the past, we have formed Diversity, Equity, Inclusion, and Belonging (DEIB)

councils around the world to expand the reach of our efforts and empower members to lead and drive change. Our North American members continue to add new Resource Groups, creating new ways for like-minded individuals to find community.

In 2023, we made a public commitment to join the CREW Network's CRE Pledge for Action. We are proud to be the first in our industry to sign on to this CEO-led initiative to advance women and elevate actions that encourage greater diversity, equity, and inclusion (DEI) in the commercial real estate (CRE) industry.

For the last two years, we have been working toward our commitment to reducing our carbon footprint, in line with the Paris Climate Agreement. In 2023, we became the first company in our industry with net-zero emissions targets validated by the [Strategic Business Targets initiative \(SBTi\)](#). In the near-term (by 2030), we have committed to reducing our operational emissions by 60% and supply chain emissions by 42%, compared to 2021 levels.

In the long term (by 2050), we have committed to reducing both operational and supply chain emissions by 90% over 2021. With our values in mind, we are always looking to make the world better, and with this initiative we know we will.

Our focus on continuous improvement within our infrastructure is helping to make sustainable changes for the future. We've been able to reduce our energy output by 2 gigawatt-hours (GWh) per year since 2021 through the energy efficiency projects we've implemented. We're also extending our use of renewable electricity. In 2023, we switched 6 GWh to renewable electricity through onsite solar panels and the green tariffs of our utility providers. Together, these activities bring a carbon savings equal 4% of our baseline emissions for Scopes 1 and 2. Beyond that, we've engaged our supply chain to seek out low-carbon materials.

We continue to look for additional ways to enhance the sustainability of our products.

In 2023, we saw our circular design philosophy come to fruition with new product launches, such as the Haworth Cardigan lounge chair and Cassina's Esosoft bed.

Our design, conception, and development process goes through continuous review to ensure we consider every step of a product's life—from its materials, manufacturing, assembly, and shipping to how it will be repurposed at the end of its useful life.

We're off to a great start toward meeting our goals. Many additional opportunities have helped us make more changes in how we do business. Following are a selection of those stories from our locations around the world. Our entrepreneurial spirit and our design-forward approach guide us toward innovation and new ways of working across our global organization. Looking ahead to 2024, we at Haworth will continue on our journey of growth—all with our members, our community, and our planet in mind.



Matthew R. Haworth
Chairman



Franco Bianchi
President & CEO



Michael Warsaw
Vice President of Global Design, Innovation, & Sustainability



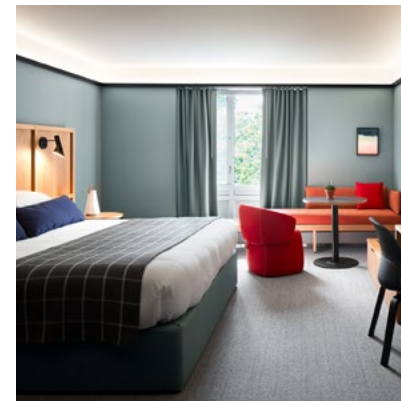
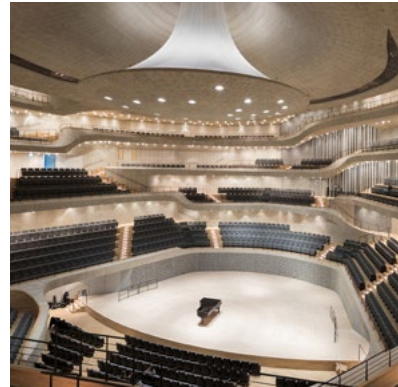
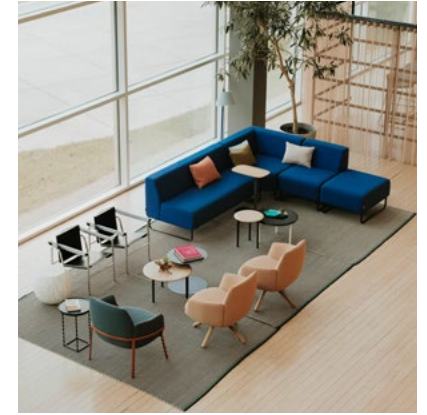
Paul Nemschoff
Vice President of Global Strategy & Marketing



Who We Are

As a leading global furniture maker, we are steeped in workplace expertise that fuels innovative designs for optimal performance.

With a heritage in the workplace, Haworth is the founding brand of the Haworth Group. The Haworth Group designs at the intersection of people and environments and includes the world's greatest brands and iconic products. Through our breadth of these culturally diverse brands, Haworth delivers variety and choice for the commercial work environment—from core office elements to ancillary spaces, hospitality, higher education, and healthcare.





Our Vision & Values

We believe great spaces empower people to thrive and work their best.

We are a values-driven company with an entrepreneurial spirit and a design-forward approach. As a global, multicultural organization, we embrace the perspective that comes from diversity of experiences.

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.



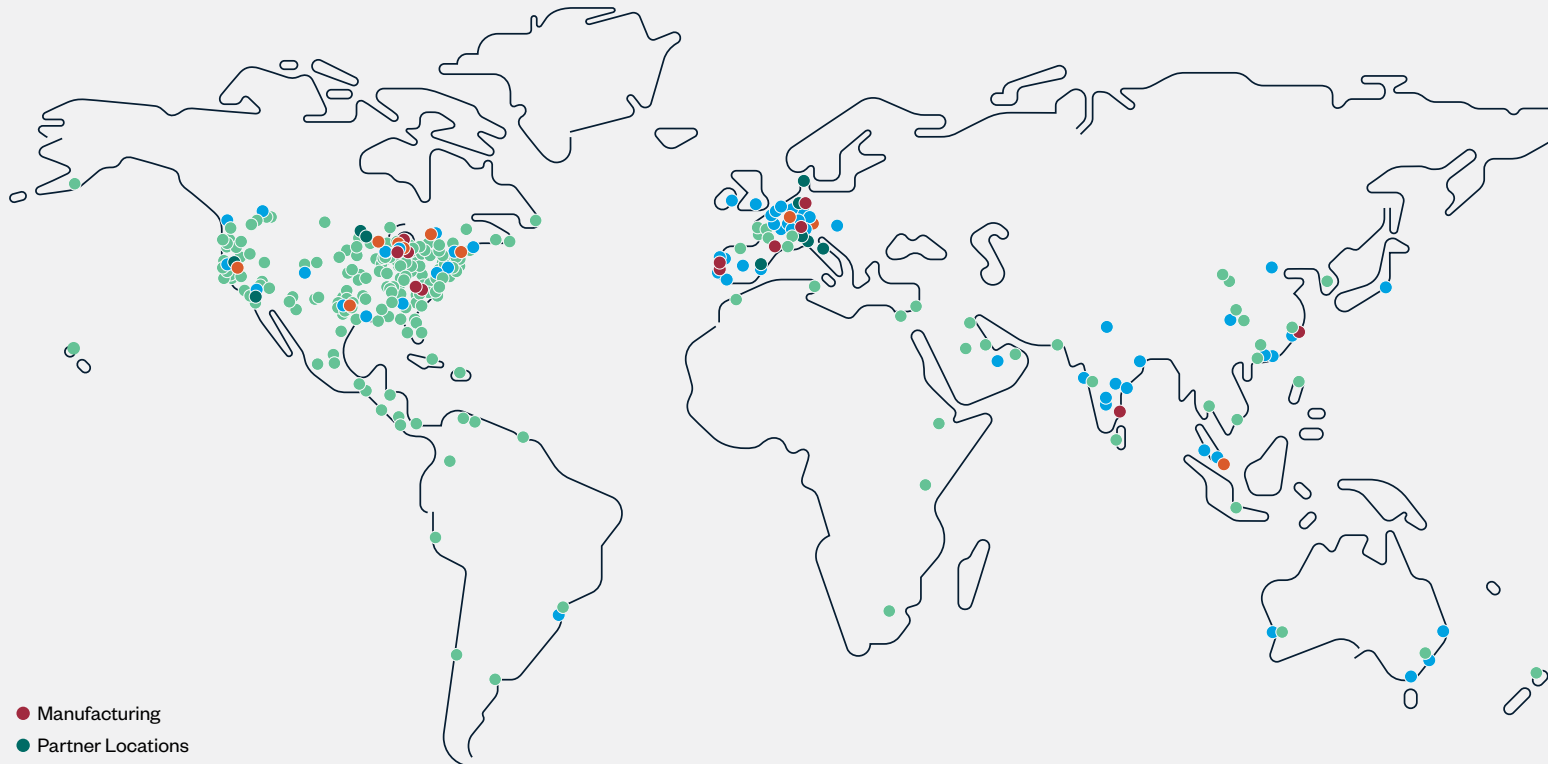
Our confidence, stability, and agility come from three generations of the Haworth family, along with professional leadership like President and CEO Franco Bianchi.



Global Expertise

Our global teams service stakeholders all over the world.

Our regions:
The Americas
EMEA (Europe, Middle East, Africa)
Asia-Pacific



- Manufacturing
- Partner Locations
- Research Centers
- Showroom/Sales Offices
- Dealer Locations

At-a-Glance



\$2.57 billion in global sales



8,000 members worldwide



Operating in 150+ countries



400 dealers worldwide



Global for 30+ years



100+ global design & research partners



400+ patents



Zero production waste to landfill since 2012*

* Commercial Interiors



Collaborations Around the World

We are uniquely positioned worldwide to meet client needs and preferences based on local cultures, standards, and norms.

Creating value for our customers drives us to design, manufacture, and distribute products in the communities where our customers live and do business. We engage with and learn from our members, customers, dealer partners, architecture and design partners, industry influencers, research organizations, government agencies, non-profit organizations, and others. Through collaborations with diverse internal and external stakeholders all over the world, we offer innovative solutions for our clients' most pressing space design issues.



Sustainability Memberships & Organizations

- | | |
|--|---|
| Altagamma | Michigan Recycling Coalition (MRC) |
| Australian Packaging Covenant Organisation (APCO) | Michigan Sustainable Business Forum |
| Business and Institutional Furniture Manufacturers Association (BIFMA) | Science-Based Targets initiative (SBTi) |
| CDP Worldwide | The German Environmental Management Association (B.A.U.M. e.V.) |
| Cradle to Cradle Products Innovation Institute | United Nations Global Compact (UNGC) |
| EcoVadis | US Green Building Council (USGBC) |
| European Federation of Office Furniture (FEMB) | USGBC of West Michigan |
| German Design Council | West Michigan Environmental Action Council (WMEAC) |
| German Sustainable Building Council | |
| International Living Future Institute (ILFI) | |
| IAO Fraunhofer Office 21 | |
| Indian Green Building Council (IGBC) | |



Our Sustainability Journey

Guided by our values, company-wide sustainability commitments are continuously integrated into our business policy.



Cradle to Cradle Certified® is a registered trademark of the Cradle to Cradle Products Innovation Institute.

* First in industry
** First in the world



2023 Awards & Rankings

We are proud of our 2023 achievements, as we work to make the world a better place.

Best of NeoCon

Innovation Award – Fern 75th Anniversary Chair & Digital Knit Project

EcoVadis

Gold Medal – Haworth's 8th year running

Capgemini

Recognized for innovative contributions on sustainable workspaces, proving alignment with Capgemini's ambition to reach net-zero targets and commitment to support sustainability by harnessing the power of technology

FourKites

Golden Kite Award for Green Earth – for successfully overcoming the typically manual and cumbersome process of calculating and reporting greenhouse gas emissions

Shanghai Green Manufacturing

Four-Star Pilot Enterprise Certification – for Haworth plant

Kerry Properties Limited Carbon Accounting Program

Certificate of Participation – for Shanghai showroom's involvement in carbon and energy audits

Alibaba ESG for Office Furniture

Sincere Cooperation Award – for special project for carbon reduction in office furniture

Savills China Property Management

Earth Day Award – to Beijing showroom for their Special Contribution of Reducing Carbon Footprint





Strategy & Commitments



Our Strategy & 2025 Commitments

We have ambitious goals in our journey to become a sustainable corporation. Our members around the world work together, guided by our Values, 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.

We have all faced global challenges in recent years, but the resilience of our members has demonstrated how Haworth continues to survive—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.

Click on the content below to jump to that section.

People

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

Members *(p. 14)*

Investing in member engagement, well-being, growth, and success

Community *(p. 21)*

Provide community engagement through educational opportunities, volunteerism, and monetary investment in communities where we operate

Marketplace *(p. 24)*

Engage and connect with all partner stakeholders (suppliers, designers, customers, dealers)

[2025 Commitments](#)

Circular Economy

Optimize resource utilization and closed loop material flows

Circular Design *(p. 29)*

Design that considers environmental, social, and economic factors in support of a circular economy

Circular Services *(p. 33)*

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 *(p. 37)*

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

Energy Usage *(p. 41)*

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

[2025 Commitments](#)



People

HAWORTH EMPLOYS MORE THAN 8,000 PEOPLE, WHOM WE CALL MEMBERS.

We value and rely on our members and collaborate on one key goal: help people do great work—within our company, our community, and for our customers in the marketplace.

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 unwavering appreciation for service.

We pour our efforts into every customer experience. For the thousands of Haworth members around the world, we believe in providing opportunities for all. Leveraging different perspectives leads to unique ideas and unlocks innovation.

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.





Members

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





Engagement

We believe our members should feel invested and excited by what they do and where they work. We look for ways to keep our members connected with each another and engaged in their work and communities. Everyone plays an important role at Haworth, and we know we're better as a whole because of each individual member.

Member Engagement

As our values affirm, we rely on our members to help prioritize change as we strive to be an employer of choice. We've been conducting member engagement surveys for 12 years. This survey enables members to confidentially share their perspective and experience. In our 2023 member engagement survey, we expanded engagement related to Diversity, Equity, Inclusion, and Belonging to better understand those dimensions and efforts within our organization.

Based on the results from our member engagement survey for 2023, members agreed that:

- 84%** The people I work with treat me with respect.
- 84%** I enjoy working with the people on my team.
- 82%** Expected "how" behaviors have been communicated to me.
- 81%** 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 2023, 27 Haworth members received the Dick Haworth Values Award.

"The Dick Haworth Values Award trip was very inspiring for me," shared Annika Winter, Talent & Development Manager International and Dick Haworth Values Award recipient. "Being surrounded by all our great products, visiting our impressive HQ with our diverse group of winners, and staying in the Haworth Hotel definitely made me feel the Haworth spirit. Our talks with the Haworth family absolutely showed that our values are the backbone of our success. I traveled back home with great memories and lots of motivation!"



"The Dick Haworth Values Award trip was very inspiring for me"

Annika Winter
Talent & Development Manager International
and Dick Haworth Values Award recipient



Member Resource Groups

Our Member Resource Groups (MRGs) provide a variety of opportunities for member engagement. The purpose and mission of MRGs is to listen to our members in helping to build an inclusive workplace and create a sense of belonging for all. We seek to leverage the diverse perspectives offered by our members, especially those of traditionally underrepresented groups, to build awareness, respect, and inclusion within the workplace.

MRGs are fully voluntary, member-initiated, and member-led groups that foster a greater sense of community and connectivity while increasing member engagement, inclusiveness, and representation. North American manufacturing and office members wanting to advance their professional growth and broaden their networks can initiate or join MRGs.

MRGs support and lead a variety of on-site and off-site events in our communities across the organization. Our five current MRGs and their 2023 community partnerships and activities include:



1. FUEGO
(Friends United & Engaged to drive Growth & Opportunity on behalf of the Latin Community)
 - Championed an initiative that led Haworth to sponsor the West Michigan Hispanic Chamber of Commerce's Annual Awards Gala
 - Staffed a Mercado booth at the Latin Americans United for Progress Fiesta event
 - Created a café Latino gift basket for a United Way fundraising raffle for Haworth members
2. FUEL
(Female, Uplift, Empower, Lead)
 - Volunteered with Girls on the Run, Haworth Member Appreciation Day, Holland Labor Day parade, and United Way gift basket and wrapping
 - Hosted Lunch and Learn sessions, networking events, and book club
 - Researched maternity and parental leave policy
 - Expanded membership across North America
3. PRISM
(in support of our LGBTQIA+ members and allies)
 - Volunteered for Holland Pride event, reaching out to the community through conversations, giveaways, and providing information on job opportunities
 - Hosted Haworth member networking events
 - Partnered with the Queer Mercado to hosted PRIDE Marketplace at Haworth's LA showroom, showcasing vendors, products, and services that celebrate and support the LGBTQIA+ community

4. Veterans
 - Provided data to assist in Haworth being recognized by the Michigan Veterans Affairs Agency as a Veteran Friendly Employer (2023) and a VETS Indexes Recognized Employer for 2023
 - Initiated Haworth's sponsorship of a table of veterans to attend the annual Armed Forces Thanksgiving event in Grand Rapids
5. Young Professionals
 - Reinvigorated in 2023 as Haworth Young Professionals (HYP), focused on three pillars: community outreach, social and networking events, and professional development
 - Facilitated intern coffee hours and leadership panels; hosted a golf outing a holiday social for Haworth members
 - Provided branded tumblers to Kids' Food Basket participants





Diversity, Equity, Inclusion, & Belonging Councils

Organized by pillars, the Diversity, Equity, Inclusion, and Belonging (DEIB) councils expand the reach of our efforts and empower members to lead and drive change. These pillars focus on six key categories: Communications, Community, Dealer-Client-Customer, Designer, Member, and Supplier. We created a scorecard to track our DEIB progress.

In 2023, the Communications pillar guided our promotion of the Haworth Language Bridge and created a "Why Haworth?" brochure to attract diverse candidates.

Through the Community pillar, we initiated the push for Haworth to become the first manufacturer on the pledge for action with the Commercial Real Estate Women (CREW) Network. This pillar focus also supported the Haworth Language Bridge program with a video in Spanish, including English subtitles.

Through the Dealer-Client-Customer pillar, we created and disseminated a survey to help dealers identify and understand diversity designations. The diversity data was loaded into our database to facilitate synergies among dealers, clients, and customers.

Through the Member pillar, our Haworth Lifestyle Brands arranged two DEIB webinars on multiculturalism, longevity, and innovation, open to all members.

The Supplier pillar focus guided Haworth to increase our total spend with diverse suppliers.

Haworth Joins the CREW Network's Pledge for Action

Haworth has joined the Commercial Real Estate Women (CREW) Network's CRE Pledge for Action. This is an industry-first, CEO-driven initiative to advance women and elevate actions that encourage greater diversity, equity, and inclusion (DEI) in the commercial real estate (CRE) industry. By signing on, Haworth President and CEO Franco Bianchi pledges to take action and be held accountable for implementing initiatives. Franco joins over 100 CEOs from leading CRE-industry companies that have made the commitment.

"Diversity, equity, and inclusion are essential components in creating an environment where we all feel we belong. It makes our company better and the communities we serve stronger," said Franco. "We strive to create a sense of belonging where everyone brings their full self to work. Joining this CRE Pledge for Action is another way to make progress on these goals."

The CRE Pledge for Action supports the advancement of women and other individuals in underrepresented groups including but not limited to race, ethnicity, sexual orientation, ability, religion, and age. Franco has committed to adopt the following goals at Haworth:

1. Partner with CREW Network to support its mission to transform the industry by advancing women and beginning efforts now to make change.
2. Close the compensation gap in the CRE industry by conducting a pay equity study.
3. Increase inclusion through senior executive sponsorship of women and/or other individuals in underrepresented groups within the company.
4. Advance women to top roles to achieve gender diversity in leadership.
5. Increase diversity through intentional recruiting and hiring of individuals from diverse backgrounds.
6. Implement accountability strategies to measure progress.

Haworth Language Bridge Program

The vision of the Haworth Language Bridge (HLB) is to intentionally engage the Hispanic/Latinx community to help expand our employer brand and reach additional labor pools for employment. The total HLB population increased from 29 to 37 members, increasing the self-disclosed Hispanic/Latinx population from 8% to 12% at Haworth headquarters. Attrition decreased from 7% to 3%, and 10 members completed the English as a Second Language course.

Also through the HLB, interpretation was provided for walk-in applicants, interviews, new member orientation and onboarding, benefits explanations, HR self-service member assistance, medical center interactions and documents, as well as a variety of meetings and general content translation—for a total of 304 translation instances.



Inclusivity for Deaf Team Members

For over 30 years, Mikomax has been committed to making the work environment more inclusive for the group's hearing impaired members. Sign language courses have been offered to all members who work with Deaf colleagues. For workers who can't sign—or those who use non-verbal languages other than Polish sign language—Mikomax invested in translation technology to facilitate communication. Visual posters and information boards have been used extensively, as well.



English as a Second Language

Eleven Haworth members representing three countries successfully completed our most recent English as a Second Language (ESL) program. Haworth partnered with Literacy Center of West Michigan to offer this opportunity to our members. Over the course of 15 weeks, these dedicated individuals attended classes during their shifts and worked hard to improve their English proficiency. Not only did they gain valuable skills, but they also formed strong bonds and supported each other throughout the program.

Unfolding Bias Campaign – India

The "Unfolding Bias" campaign acknowledges bias—conscious or unconscious—as the first step to understanding and addressing it. Focused on gender issues, the main objective of the initial exploration was two-fold: (1) to involve men in the Women's Day celebration and make it truly impactful, and (2) to bring members together in locations across India to reflect on their own biases around gender in a non-judgmental environment—and through activity rather than preaching.



Well-Being, Health, and 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. We continuously evolve these programs to make them the best they can be.

Maintaining Safety across the Globe

Health and safety are built on both infrastructure and people. In Menziken, Switzerland, our team invested in the repair of floors and steps, safety education, recurring evacuation training for first aid responders, and a 5S week to foster greater safety awareness and identify risks.

The Bad Muender, Germany team reduced chemical storage through proper disposal of unneeded chemicals. Remaining chemicals were then stored in a fire-resistant cabinet with active ventilation. New mobile first aid kits were also installed.

The team in Queluz, Portugal implemented a new labeling and storage system in the painting area, saving saves time for the operator and improving ergonomics by considering use frequency and weight of stored items.

The Chennai, India plant developed a special fixture upon which to assemble and upholster the Poppy chair. This has reduced members' fatigue and made it easier to upholster the chair.

The Aqueda team in Portugal implemented a panic button for isolated workers, developed a safety leaflet for visitors, created instructions for the fire extinguishers, updated workspace risk assessments and provided related training. Training sessions were also offered on general health topics.

The Potrona Frau team in Italy completely revamped the fire detection system for improved prevention as well as health and safety performance.

LILT Cancer Prevention Campaign

The Haworth Lifestyle Brands group started a collaboration with LILT (Italian Association for the fight against cancer) with the aim of increasing awareness and raising awareness among members. A nutritional biologist who collaborates with the National Cancer Institute of Milan was invited to conduct a webinar to explain recommendations for cancer prevention, promoted by the World Cancer Research Fund. In addition, a screening campaign for the prevention of tumors was promoted for Haworth Lifestyle Brands members.

International Stop Violence against Women Day

For the International Day for the Elimination of Violence against Women, Cassina members supported the voice of women who struggle daily with this issue that is often downplayed, minimized, and forgotten. All Haworth Lifestyle Brands employees were asked to include a dedicated awareness banner in their email signature. This simple action was aimed at inviting everyone to reflect on how gender-based violence still exists today in the lives of many—even if sometimes silent and intangible.





Development & Training

Continuous learning is 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 in-person training to over 800 online courses.

Onboarding & Continuous Learning Opportunities

From day one of orientation, all Haworth members learn standards pertaining to safety, ethics, values, diversity and inclusion, the Haworth Management System (HMS) of continuous improvement, and corporate sustainability. We also offer courses on professional development, business systems, and product training, as well as first aid and additional safety training. In 2023, Haworth recorded more than 48,900 hours of training globally. Still, these numbers do not reflect all courses offered yet or the countless hours of training provided on the job.

All our members are offered a mid-year and annual performance reviews. During these reviews, members and supervisors not only look back on the previous year's performance, but also set individual development and career plans for the future, including assessing training needs.

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.

JANUS et Cie Sustainability Event

The JANUS et Cie Sustainability Committee hosted an event with the Haworth Lifestyle Brands CSR Manager. Almost 70 people voluntarily attended to gain a better understanding of sustainability, as well as our efforts and commitments.

Haworth Global Learning & Haworth University

Haworth Learning & Development teams around the world brought curated training content to our Haworth Group members. Each week, the global team published new training articles, techniques, tips, and digital tools pertaining to important topics.

AIS Radiance Program

AIS, in collaboration with 12 different agencies, provides job training and skill development for individuals who think and process information differently. AIS mentors work with members of the Radiance program to reach their goals, and together make beautiful and functional products. In 2023, 68 individuals and 22 job coaches participated in various job duties, such as recycling, deep cleaning, making product, and sorting materials. The goal of the program is to develop and support job skills, build independence and self-confidence, and provide opportunities for social interactions. As a result of the Radiance Program, four individuals have successfully transitioned to part-time independent employment.

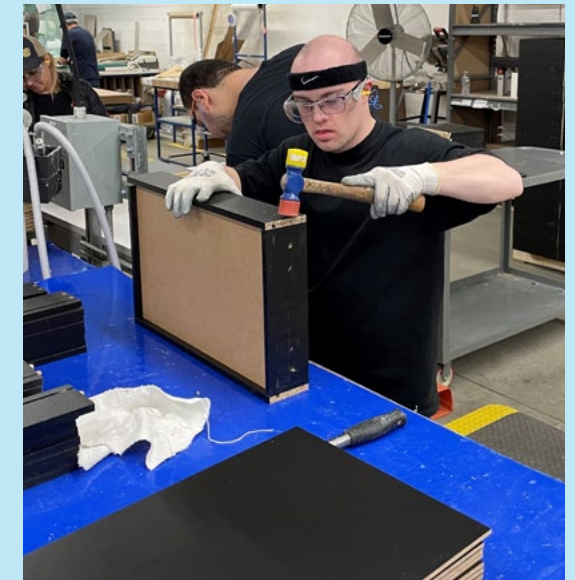
Aspiring Leader Program

The 2022–2023 Aspiring Leader Program (ALP) is designed to develop an individual's potential and prepare them for future leadership opportunities. Our latest program was the first since the COVID-19 pandemic, with 34 participants from across the globe. Incorporating individual and group feedback, the ALP provides a safe space for participants to gain a deeper understanding of what leadership and managing others entails.

International Sustainability Training Modules

Driven by our culture that empowers members and all stakeholders to make positive changes, the International Sustainability team partnered with the Haworth University to create a series of virtual sustainability training modules that provided all international members with an overview of the following key topics:

- Sustainability Strategy and Commitments
- Product Sustainability Features and Certifications
- Sustainable Operational Performance
- People & Community Efforts
- Circular Services



JANUS et Cie University

To improve client satisfaction and the “final mile” delivery experience, we provided training to members working with JANUS et Cie. Delivery service providers were brought in to share best practices and processes to help reduce freight damage claims, which will decrease waste and spending. After care was also addressed, which will result in extended product life spans.

48,900
Hours of training
provided to
members globally

800+
Online courses of
learning & development
opportunities



Haworth Scholarships & Higher Learning Support

Since 1990, Haworth has been investing in education and encouraging higher learning to help members, their children, and the community.



28
Scholarships
awarded

The Haworth Scholarship Program

In 2023, 22 children of Haworth members, along with six students from the community, were named to receive scholarships through Haworth's Scholarship Program. Awards exemplify Haworth's commitment to our value of continuous learning, an integral part of our company's heritage.



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.





Volunteering

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

Plastic-Free Tolentino

Poltrona Frau sponsored a Clean Up day in collaboration with Arena and Plastic Free Onlus, a voluntary organization that works to eliminate pollution and protect the environment. The group focused on a Wildlife Protection Oasis near Tolentino. More than a ton of waste was collected, including glass bottles, cardboard materials, plastic cups, cigarette butts, and various bulky materials. All the material collected was weighed and accounted for by Plastic Free Onlus, together with the local waste management company.

Hickory Soup Kitchen

Fifteen members from our Conover, North Carolina manufacturing facility volunteered at the Hickory Soup Kitchen. Over three days, the team collectively spent 12 hours preparing for each daily lunch that serves more than 150 people and stocking the food pantry.

Remodeling for Just a Change

Over two days, 49 members from Portugal joined together to remodel spaces for those in need through Just a Change, a non-profit association that rebuilds homes so that everyone has a decent place to live.



Hope of the Valley Rescue Mission

Approximately 250 JANUS et Cie members participated in making blankets during a company meeting to donate to Hope of the Valley Rescue Mission to support people suffering from homelessness in Los Angeles.

Weber Family Farm in Menziken

A group of 26 Haworth members from Switzerland volunteered to help with chores on the Weber Family Farm, which hosts programs for local school children and people with disabilities. Volunteering activities included wood splitting, neophyte control, erecting fences, gardening and planting, cleaning work, lawn mowing, tree guarding, and clearing the forest.

Cooking for a Cause

Cooking for a Cause is a unique team-building activity. A group of members from Australia volunteered to Join OzHarvest chefs to learn zero-waste cooking skills, while transforming rescued ingredients into gourmet meals to support vulnerable communities.

Environmental Foundation of India

A group of 54 Haworth members from India split into three teams to volunteer with the Environmental Foundation of India. Groups did a variety of activities to help, including making seedballs, planting, doing ground maintenance, and cleaning up a nearby lake.





Giving

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

Holiday Food Drives

During the holiday season, our Italy-based companies participated in collecting and donating non-perishable food items for people struggling with feeding their families. Additionally, a member-led initiative collected food to be donated to the Banco Alimentare for redistribution to community members in need.

Variable Thresholds' Design Workshop

Following the launch of the Patronage project in 2022, the Cassina partnership with IN Residence continued in 2023 with a thematic workshop, curated by Barbara Brondi and Marco Rainò, at ADI Design Museum in Milan. Through this initiative, Cassina awarded five scholarships for participants, affirming our mission to nurture young talent and promote design culture by supporting and developing creativity.

Toys for Tots

Many groups throughout Haworth Commercial Interiors and Haworth Lifestyle Brands have continued to support the annual Toys for Tots non-profit campaign during the holidays:

The Haworth Veterans member resource group placed boxes throughout Haworth for toy donations.

Tailored Solutions hosts a cookie bake-off, where money raised is used to buy toys for donation.

The Global Design, Innovation, & Sustainability (GDIS) department held a Toys for Tots drive as part of their annual fundraiser.

Additionally, the JANUS et Cie cushions team hosted a toy drive to benefit A Child's Dream, a charity serving the Los Angeles community since 2013.

Tuohy Adopt-a-Highway

Tuohy Furniture has adopted a section of highway through the Minnesota Department of Transportation (MnDOT). This is a two-year contract between Tuohy and MnDOT to clean up a two-mile section of Highway 30, in Arendahl township heading towards Rushford. The group has committed to completing a spring and fall cleaning each year. This is an excellent opportunity to not only help the environment but also a great team building experience.

Charity Gala Dinner Auction for Fondazione Theodora

Cassina donated a 7 Fauteuil tournant small armchair by Charlotte Perriand—from the Le Corbusier®, Pierre Jeanneret®, Charlotte Perriand® Collection—for this charity event's fundraising auction. Proceeds were donated to Fondazione Theodora, an organization dedicated to providing children in paediatric hospitals with smiles through the work of artists and performers.

Shanghai Showroom as Venue Sponsor for You Dao

You Dao is a local non-governmental organization (NGO) that provides services for migrant-worker families—ensuring children have opportunities for pre-school education and healthy growth, while helping the families better integrate into society. Haworth has continued to provide our Shanghai showroom as a complimentary venue for their monthly meetings for years.

Continued Sustainability Engagement at the Chennai Plant

In 2023, Haworth India continued its partnership with Sevalaya, a renowned NGO, by contributing to operational expenses for the medical center we helped open in Kilroy village near Chennai in 2022. The latest contributions through this partnership will help fund the extension of the existing medical/training center through March 2024.

Adopt-a-School Project with Altagamma

Poltrona Frau joined the Adopt-a-School project in partnership with the IPSIA Renzo Frau school in Sarnano, in the province of Macerata. The Adopt-a-School project—born within the Altagamma Human Resources Group—intends to strengthen the relationship between school and industry, refining educational programs to address the current needs of companies.

Students from the fashion and furniture programs were offered the opportunity to develop a collection of objects starting from a brief entitled: Sustainability to design the future. During the three weeks of the project, all the necessary specializations were covered: definition of a briefing, creation of an idea, prototype creation, production of the finished product. At the end of the course, the students presented their projects via a display at the Poltrona Frau Museum.

Anti-Violence Room

Poltrona Frau donated furniture for an anti-violence room at the Civitanova Marche police station. The room offers a welcoming atmosphere for women who have experienced violence, providing a comfortable space to support them.





Marketplace

We continue to engage and connect with all partner stakeholders, including suppliers, designers, customers, clients, and dealers. The work we accomplished in 2023 was focused on organizing and structuring our approach around these areas.





Supplier Diversity

Haworth and our customers are committed to developing and supporting supplier diversity. To support corporate governance goals and governmental contracting requirements, customers must have transparency from Haworth when it comes to the supply base. Supplier diversity growth is a continual, ongoing business process that is essential for increasing and maintaining a diverse and robust supply base for Haworth and our customers.

Partnership with Black Women-Owned Business

JANUS et Cie partnered with Cornelia Home, a woman-owned, Black-owned business in the US to offer the company's candles made from premium, organic, toxin-free materials. For fulfillment and shipping of the candles, we partnered with Wake Enterprises, a company that employs adults with intellectual and developmental disabilities. The proximity of Cornelia Home to Wake Enterprises makes energy and fuel usage exceptionally efficient.

Sourcing Diverse Vendors

Sourcing includes a review of all vendors to be included in Requests for Information, Quote or Proposal (RFx) with a requirement that diverse vendors are in the portfolio participating in the event. To support and track the goals of maintaining and increasing a diverse supply base, we placed an emphasis on direct communication with the vendors, and a workflow was established to collect and report the diversity status of direct and indirect vendor spend. This provided the visibility to sourcing of the diverse vendor base as well as appropriate compliance reporting.

The sourcing group met with Laura Hobson, President and CEO of EM Services to develop a business plan to manage and increase Haworth spend competitively. This included internal communications to members on the products and services EM Services offered and working directly with the vendor to establish a process for quoting. As a result, Haworth has increased the annual spend with EM Services, a Michigan based Small Women and Minority owned business by 13% during 2023.



At Haworth, we value the richness supplier diversity brings, to better support our customers around the world. It offers fuel innovation, enables problem solving, and in short, makes our company better. We are intentional in developing strategic alliances with companies whose culture and values are consistent with ours. Haworth is committed to creating and sustaining a diverse supply base reflective of the communities and customers we serve.

Supplier diversity is lead by our sourcing function and supported by all Haworth members who assist in developing new sources or requesting new vendors. Haworth is a corporate member of the Michigan Minority Supplier Development Council (MMSDC), which assists corporations in finding and working with diverse suppliers. Additionally, our member resource groups, for example FUEGO and Haworth Veterans, can often provide a contact person or direct link to diverse supplier for Haworth to consider.

Due to changes in the supply base from the pandemic and variations in purchased material requirements, the diverse vendor base as a percent of total vendor spend decreased in 2021 and 2022. During 2023, the sourcing group included the diversity goals in vendor additions, vendor registration compliance, and the quoting/request for information process to generate improvements in the diverse spend base.



DesignLab

As part of our 75th anniversary celebration, Haworth launched the DesignLab collective. In conjunction with renowned designer and architect Patricia Urquiola, Haworth assembled a team of five emerging artists and designers: Bradley Bowers, Brian Wooden, Eny Lee Parker, Maximiliano Rosiles, and Chrissy Fehan of Pophouse. Together, they sought to create future-focused concepts that infuse office spaces with unexpected, emotive, and immersive experiences.

Designers were challenged to think freely and unconventionally with a brief that simply stated, "Tell us what is important through your design lens." This design freedom sparked unrestricted creativity and dynamic conversations that pushed the group to explore fresh ideas and experiences that could translate to the workplace.

The DesignLab journey culminated in a showcase at NeoCon 2023. Haworth exhibited a collection of works created by the five artists and designers, giving visitors a glimpse into the future of workspace design. The DesignLab prototypes ranged from innovative couches to room-spanning carpets. Each represented a unique perspective on modern office spaces. The artists also met with visitors and shared their insights, inspiration, and design philosophies. It was a unique opportunity to delve deeper into the minds of these creators and understand the thought processes behind their work.

Franco Bianchi reflected on the value of DesignLab and the company's investment in the future, saying, "The beauty of the a-ha moment is its organic element. Haworth's ability to invest in this initiative is a true testament to the company's essence. It also means that we don't have a nice ending yet, but we are currently exploring various paths to see where they might lead."





People 2025 Commitments

Commitment

Progress Report

Members

Increase female leadership representation by 40% in Haworth Commercial Interiors and Haworth Lifestyle Brands around the world.

100% participation in member development programs to advance individual and organizational sustainability and DEIB goals.

Haworth is committed to retaining and attracting members that represent many backgrounds and cultures. In 2023, we continued to build our DEIB framework and data collection efforts. One key area of focus was in understanding our baseline and developing shared North American goals to increase female participation within leadership positions at Haworth. For a breakdown of female leadership representation across the globe, see [GRI 405-1](#).

Haworth demonstrates a commitment to continuous learning through global programs of member performance and development. We have four global areas of development opportunities: business systems training, member talent development (over 3,000 hours of training delivered in 2023), Haworth Global Learning (over 4,000 hours of training delivered in 2023), and team development. Together, these resources help our family of businesses evolve, lead through change, and achieve our goals. In 2023, we continued sustainability training for members as refreshers and during onboarding. Moreover, we provided training to key functions (e.g., purchasing, product design, sales, customer operations) to equip those members with the knowledge and sustainability aspects related to their work. There were 156 modules of voluntary online sustainability training completed by members in 2023. In addition, information was continuously shared on the job and during routine meetings with different functions.

Since 2021, we have implemented globally-aligned diversity, equity, inclusion, and belonging (DEIB) required training modules to raise awareness and enhance understanding among our global members on principles necessary to uphold DEIB practices. This global learning effort applies to all Haworth segments and addresses the roles of leaders and members regarding each organization's inclusion and belonging efforts. We also engaged in global in-person workshops to build knowledge with leadership teams on key DEIB topics, like unconscious bias and micro-inequities. We are proud to continuously meet our goal of 100% participation in member development programs, which support the rest of our corporate social responsibility commitments.

Community

Promote community engagement through educational opportunities and volunteerism in the communities where we operate.

14% usage of available paid volunteer activity hours (approximately 1,678 hours)

More than 300 Haworth members from 17 countries engaged with their communities in 2023. We recorded over 1,200 hours of paid volunteer activity by Haworth Commercial Interiors members. To support this, we continued raising awareness for our commitment during training opportunities. Across the globe, our members participated in numerous volunteer programs, including the United Way Day of Caring events and Kids' Food Basket. Haworth International members volunteered with organizations like Plastic Free Onlus.

Marketplace

Creating a globally diverse and inclusively equitable environment within our partner network, which includes addressing these three of our five DEIB pillars: **Dealer-Client-Customer, Design, and Supplier**.

- 46% of Haworth dealers reporting with a diversity certification.*
- Identify and begin pilot projects using inclusive design principles.
- 10% of Haworth suppliers reporting with a diversity certification.

Our Dealer-Client-Customer pillar activities embarked on a survey of Haworth dealers to understand the current makeup of their community and set goals for increasing dealers with diversity certifications.

Through the Design pillar, we focused on developing inclusive design principles and promoting diversity of thought with the DesignLab program.

Haworth is a corporate member of the Michigan Minority Supplier Development Council, which assists corporations in finding work with diverse suppliers. With a focus on our Supplier pillar, we showed an improvement from 7.75% to 8.04% in our diverse supplier base for 2023. We also added new categories to diverse spend including disabled owned and LGBTQIA+ owned.

**At Haworth we recognize self-reported diversity certifications, including: women owned, minority owned, LGBTQIA+ owned, veteran owned, and more.*



Circular Economy

HAWORTH'S FAMILY OF BUSINESSES HAS A RICH HISTORY OF DESIGN AND RESEARCH—FROM BEAUTIFUL PRODUCTS TO HIGH-PERFORMING SOLUTIONS TO INSPIRING SPACES.

Our members are encouraged to think creatively, collaborate, and take risks to bring great ideas to fruition. Innovation happens through the balance of technical feasibility, business viability, and desirability. We strive to: be helpful, emotive, honest, sustainable, and viable. All of this is contained in what we call “Performance and Desire,” the Haworth design point of view that guides everything we do.

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: Circular Design 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.





Circular Design

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 antimicrobials, PVC and associated phthalates, flame retardants, and heavy metals. The drive toward sustainable, healthier solutions also supports our clients in achieving their sustainability goals.





Our Circular Design Philosophy

In today's furniture industry, most products have a finite life cycle that begins with the extraction and processing of raw materials and ends with the landfill. This linear economy mindset has accelerated the harmful global-reaching impacts of climate change. In a circular economy, products, materials, and systems support circular material flows and full lifetime unit economics. As a manufacturer committed to sustainability, Haworth has developed a holistic circular design philosophy, with three key principles that are applied throughout the design process: using sustainable materials, product use extension, and responsible product end of life. This philosophy is applied to the design of all our new products, which helps us create innovative solutions, close loops and transition toward a more responsible, sustainable future.



Commitment to Sustainable Product Documentation

Haworth continued its commitment to transparency and sustainability by publishing Environmental Product Declarations (EPD) and Declare labels. EPDs tell the life cycle story of a product in a single, third-party verified, comprehensive report. The EPD provides information about a product's impact on the environment, such as global warming potential, smog creation, ozone depletion and water pollution. Haworth published EPDs for X Series, Zody Classic, Zody II, and Zody LX with plans to continue to expand this offering in 2024.

A Declare label is a transparency document known as the "nutrition label for building products." Declare labels disclose product ingredients and screen them against the Living Building Challenge Red List to make it easy for specifiers to choose products that do not pose risks to human health or the ecosystem. In 2023, Haworth published Declare labels for products that can furnish an entire floorplate, including Planes benching, Zody Classic, Soji, X Series, Masters Series, Be_Hold, and Belong product lines. BIFMA Level and European Level certifications were continued. We added products, like Belong Plus screens, Collaborate accessories, as well as our Asia-Pacific products manufactured in India. Over 90% of our products by sales are Level certified.

Launch of Ecomedes Site

Haworth launched an online Ecomedes website that provides easy access to sustainability information for almost 350 Haworth products.

"It's important that Haworth's sustainability journey make it easy for our customers to achieve their goals," said Dominic Daunter, Haworth Global Innovation, Design, and Sustainability Director. "Our industry has a strong, historical desire for sustainable products and stakeholders constantly strive for better ways to build out spaces. This Ecomedes tool is a powerful connection towards this goal."

The Ecomedes site allows users to specify products by considering environmental goals and third-party standards by evaluating, measuring, and tracking sustainability impact. Information is available for products across our brand portfolio, including seating, tables, workspaces, architectural interiors, casegoods, privacy/phone booths, lighting, and accessories.

“Our industry has a strong, historical desire for sustainable products and stakeholders constantly strive for better ways to build out spaces.”

Dominic Daunter

Haworth Global Innovation, Design, and Sustainability Director

Our approach is holistic and supports a circular economy at every stage of a products' life. We use this philosophy when designing every new Haworth product. Innovation is then applied to existing products to improve the circularity of our current portfolio.

Using Sustainable Materials:

We are committed to providing our customers with products that support safe, healthy, sustainable environments. This means we (1) exclude harmful substances like PVC, flame retardants, and heavy metals; (2) prioritize the use of sustainable materials with attributes like recycled content and low embodied carbon; and (3) invest in sustainable packaging that eliminates single-use plastics.

Product Use Extension:

We are committed to designing high-quality products with features that extend the time they spend in the use phase. We design for flexibility, upgradability, and repairability.

Responsible Product End of Life:

We focus on increasing the likelihood that products find their way to a circular material flow rather than a landfill at the end-of-life stage. This means we design for disassembly and offer circular services like the Haworth Take-Back Program.



Fern Digital Knit Switches to Recycled PET

The Fern digital knit fiber was changed from virgin nylon to post-consumer recycled PET in North America. Not only does the new knit offer a softer feel and updated colors, but each Fern knit back also diverts 17 PET plastic bottles from the landfill. Introduced at NeoCon, this more sustainable update contributed to Haworth earning the Best of NeoCon Innovation Award for our 75th Anniversary Special Edition Fern knit chair.

Esosoft Bed by Antonio Citterio

This bed, like the most recent products from the Cassina Sleeping Collection, has been developed to offer functionality in support of well-being. Its fabric-upholstered frame can be integrated with the-Breath® air-purifying fabric, the first patented zero-emission technology for air purification that captures and breaks down contaminants to encourage the natural circulation of clean air. The headboard padding can also be equipped with a Soundfil® sound-absorbing panel made from a recycled, hygienic, nontoxic material capable of limiting and diminishing nearby sound frequencies. Other circular materials, such as polyurethane with a percentage of polyols derived from biological sources and recycled PET wadding, have also been used in the bed's production.



Moncloud System by Patricia Urquiola

Through its structural and material innovation, Cassina's Moncloud sofa system features a progressive design in upholstered furniture that reduces the use of polyurethane foam to a minimum. Its conscious core is composed of a metal skeleton dressed in quilted cushioning made from recycled PET fiber that embraces the structure of the backrest and armrests like a duvet. Its seat cushions are also made of recycled PET. Moncloud contains a very low percentage of CIRCULARREFOAM®, a special polyurethane foam made with recycled polyols—in inserts developed to be separated from the other materials, facilitating their recycling and recovery. Having no glued parts, Moncloud is also has the ability to be completely disassembled at the end of its life cycle.

Durable by Le Corbusier, Pierre Jeanneret, and Charlotte Perriand

Through in-depth research and the use of circular materials, Cassina developed new, more sustainable versions of four iconic pieces from the iMaestri collection: the 4 Chaise Longue à réglage continu; the 5 Canapé, Appartement Le Corbusier sofa; the small 7 Fauteuil tournant armchair, and the 8 Tabouret tournant stool. These new versions are easier to disassemble and feature improved recyclability.





Chair Casters Made from Recycled Fishing Nets

Our circular design philosophy prioritizes the use of sustainable materials, such as those with recycled content, low embodied carbon, and no hazardous substances. For example, the plastic components in our chair casters manufactured in North America are made from recycled fishing nets, which has a significantly lower carbon footprint than traditional recycled nylon. In 2023 alone, our initiative to replace higher carbon impact materials saved over 5,000 tonnes of CO₂e. This is equivalent to driving a car for 12.8 million miles, or the carbon sequestered by almost 6,000 acres of US forests.



Repurposed Finish Samples

JANUS et Cie showrooms in Los Angeles, New York, San Francisco, Atlanta, Houston, Coral Gables, and Chicago engaged with local design schools to donate outdated finish samples for student project use. The San Francisco showroom also donated samples through Fab Mo, a California non-profit organization that “rescues” discontinued designer samples and makes them available to the public for creative reuse.

Lancia Ypsilon Edizione Limitata Cassina

At the end of 2023, Cassina and Lancia announced a new chapter in their partnership, with the Lancia Ypsilon Edizione Limitata Cassina 100% BEV (battery electric vehicle). The car was presented in Milan at a February 2024 worldwide preview and will be available in Europe. The Lancia Ypsilon Edizione Limitata Cassina has 1,906 numbered and certified pieces, in reference to the year Lancia was founded. Inside, a unique “tavolino” (central table)—the first-ever in an auto—is indicative of a strong design approach, as well as Cassina’s production excellence and craftsmanship.



Sustainability Project for Student Thesis

A graduate student in Mechanical Engineering started his thesis with the scope to study the different impacts of product construction for a better understanding of the balance between durability and the carbon footprint of production. Going forward, he will be assisted with support and data from Poltrona Frau to make his analysis.

Zody Gear Box Plastic Cover Recycling

During the assembly process of the Zody chair’s gear box, the positioning plastic cover needs to be removed before installing. The Shanghai plant no longer disposes of this cover as waste. Instead, they began recycling the covers and shipping the plastic back to suppliers to be reused.

Conscious Christmas Gifts

Cappellini reinforced its intention towards environmental sustainability with their 2023 Christmas gift, creating a product in a totally recycled material that respects the life cycle of the product and fits into the context of a circular economy.

The vase made of recycled PLA filament obtained from plastic waste. It is completely recyclable and has a low environmental impact and guarantees a circular economy.

Using residual nubuck leather from iconic designer pieces, Cassina produced a series of pouches to give stakeholders for the holidays. With a view to supporting a circular economy, the brand aims to expand this project in 2024.

LCA Training for Poltrona Frau Members

In a pilot project for the Life Cycle Assessment (LCA) approach, training for 50 Poltrona Frau members was held. Heading into 2024, the plan is to reach most of the Poltrona Frau population and give them the tools they need to be aware of the surrounding environment and create a new approach where sustainability is a strong driver for Poltrona Frau strategies.

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 93 certified products certified under the BIFMA Level program (Business and Institutional Furniture Manufacturer’s Association Product Sustainability Standard) and 27 products certified under the European Level program (European Office Furniture Federation Sustainability Standard), Haworth has a variety of options to meet customer requirements.

<p>North America</p> <ul style="list-style-type: none"> • BIFMA Level 2 <i>14 products</i> • BIFMA Level 3 <i>51 products</i> • GREENGUARD <i>10 products</i> • GREENGUARD Gold <i>62 products</i> • Declare <i>11 products</i> • Cradle to Cradle Certified® Bronze <i>2 products</i> 	<p>Asia-Pacific</p> <ul style="list-style-type: none"> • BIFMA Level 2 <i>42 products</i> • SCS Indoor Advantage <i>11 products</i> • SCS Indoor Advantage Gold <i>32 products</i> • GECA <i>23 products</i> • China Type I Environmental Label (Certificate by Category) <i>Steel & wood-based desking</i> <i>Steel & plastic based chairs</i> <i>Upholstered chairs</i>
<p>Europe</p> <ul style="list-style-type: none"> • European Level 3 <i>30 products</i> • GREENGUARD Gold <i>15 products</i> • SCS Indoor Advantage Gold <i>48 products</i> 	

For BIFMA LEVEL Recertification, Haworth used a combination of the following two methodologies for product credits in Section 6 (Environmental Impacts): The combination of base product and options with the highest volume of sales or anticipated highest volume for a new product within the product category/ subcategories; and worst-case sample selection. Cradle to Cradle Certified® is a registered trademark of the Cradle to Cradle Products Innovation Institute.



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 use landfill alternatives when disposing of their used workplace products. We continue to explore environmentally preferred solutions that drive environmental stewardship, economic growth, and community prosperity.





Planning Prepares Products for Second Lives

Our SBTi journey emphasized the impact of product end-of-life processes on supply chain emissions. Many furniture pieces end up in landfill at the end of their functional lives. As we move toward a circular economy, products should be equipped for second lives (and beyond), preventing them from ending up in landfills. Second life options include:

- Repair and refurbishment initiatives
- Resale in the secondhand market
- Donation
- Recycling (external or internal)
- Take-back programs

Possibilities for a second life must be built into products during the design and development phase. This includes selecting high quality materials that allow products to have a long life; replacing glue with reversible mechanical bondings, such as screws; using recyclable materials; and designing for easy disassembly and repair.

Haworth International is currently running a pilot program to establish second-life programs across our many markets. Second-life programs will remain a key part of our emissions reduction efforts in the years to come.

Extensive Refurbishment Services for Clients

Through our partnership with Label Emmaus in France to buy back, recondition, and resell used Zody task chairs, over 8,000 products were given a second life. Additionally, the St. Hilaire plant conducted pilots offering refurbishment services for desking and meeting tables, including competitive products. These pilots reconditioned and put almost 6,000 products into reuse.

In the UK, we conducted two large global client refurbishment projects supported by local refurbishment partners. These projects included Zody task chairs and a variety of competitive products.

For three clients in Portugal and Spain, we implemented buy-back and refurbishment projects for Very, Zody, and Intuity products.

In Benelux we involved local partners to conduct large-scale refurbishment, buy-back, and donation projects with our global client, Shell.

In a project with a Singapore real estate leader, 400 products, including height-adjustable tables and monitor arms, were quality checked, repaired, and refurbished, then given a new five-year warranty, before being relocated and installed for reuse by a new client.

Task Seating Take-Back Program

In 2023, Haworth North America offered promotional take-back program for customers with worn task chairs. The program provided responsible product end-of-life solutions—like donation or recycling—versus sending the chairs to landfills. Over 1,500 chairs from multiple brands were disposed of responsibly through the program, which will continue through 2024.

Continued Product Resale and Recycling

In the past two years, our partner Deartree, handled nearly 20 tonnes of furniture products for different clients across China on behalf of Haworth. Of these products, 96% were resold for continued use; 4% were properly recycled to avoid any landfill. Non-resalable products are properly disassembled and transferred to recycling facilities for material and energetic recovery.

In a project conducted for SAP in China, we partnered with one of our local dealers to refurbish 262 file cabinets, 355 chairs, and 26 conference tables. Front panels and new locks were installed on cabinets, chair fabrics were refreshed, and tabletops were replaced.

Transforming Monitor Arms at the End of Their Lifecycle

In a strategic move toward sustainable business practices, one of our global clients invited us to recycle their used monitor arms. We partnered with our supplier, Adapt, who was able to successfully recycle 16 pallets (4,800 kg) of monitor arms sourced from our client's German offices, ensuring 100% landfill diversion and contributing to a more circular economy. The process involved careful disassembly of 1,650 monitor arms and classification of materials. A total of 4,675 kg of materials, including aluminum, plastic, and metal, were then repurposed through various methods involving melting, grinding, and shredding, other forms of re-processing.



Responsible Product End-of-Life Solutions through Partnerships

A significant example of our circular services commitment involved key partners, like Green Standards, who share our mindset. Green Standards sustainably manages the resale, recycling, and donation of used office furniture and equipment. Through our partnership, 855,000 sq. ft. of discarded products were transformed in 2023, diverting 369 tonnes of material from the landfill, with a 99.4% diversion rate.

These initiatives reduced the environmental impact (e.g., 1,103.1 tonnes of CO₂e emissions were avoided based on reduction of energy required to create new furniture, plus the corresponding decrease in landfill emissions), and positively contributed to the community. A total of 46 nonprofit organizations benefited from the partnership, with a \$134,496 fair-market value of in-kind donations. The projects took place in cities across the globe and included all products—not just Haworth's—because we have a passion to help the industry solve the used furniture problem.





Circular Economy 2025 Commitments

Commitment

Progress Report

Circular Design

100% of new products designed using circular design principles

In 2023, Haworth Commercial Interiors and Haworth Lifestyle Brands saw its circular design philosophy come to fruition with new product launches like Haworth Cardigan and Cassina's Esosoft bed. New product developments continued to undergo multiple reviews along the design and development process to ensure these principles are incorporated. Each program is evaluated for sustainable materials utilization, product use extension, and responsible product end of life. We verify our circular design achievements through third-party certifications. This year we increased our offering of Environmental Product Declarations, Declare labels, SCS Indoor Advantage, European and BIFMA level certified products. Most of these certifications are now more readily and easily available because of the Haworth Ecomedes site.

Product End-of-Life Program

Offer sustainable solutions for customers' used furniture, including repair, refurbishment, reuse, recycle, and/or remanufacturing

In 2023, Haworth Commercial Interiors continued expanding its network of partners for circular services and educating both internal and external stakeholders. Through our partnerships globally, we refurbished over 16,000 units to ensure product use extension and found responsible product end-of-life sources for nearly 300 tonnes of products. Beside partner networks, another strong suit is our in-house capabilities, which we leverage to refurbish used furniture.

To find the best circular solutions, our teams engage in conversations with our clients and develop customized plans for continued use and second-life opportunities for their used furniture products. Our Circular Services brief provides clients with guidance on potential product end-of-life options and how we can support them.

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 has continued to develop a model for product rental and lease projects in partnership with customers. We also added 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 product and workplace as a service business models with clients.



Operational Performance

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.

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.





Procurement, Manufacturing, & Logistics

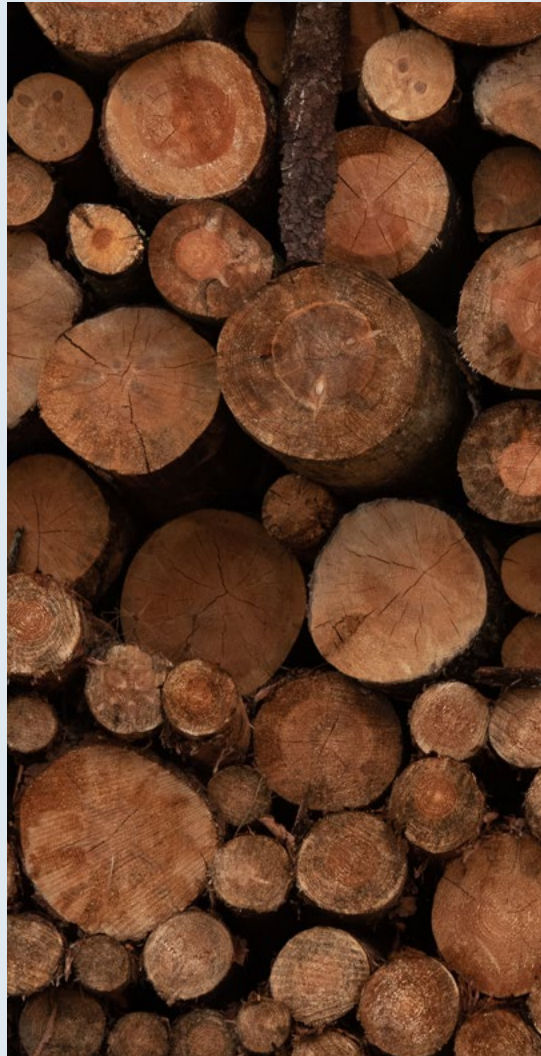
We optimize resource use and minimize the impact of buildings, packaging, manufacturing, and transportation. Through the Haworth Management System (HMS), we ensure the principles of continuous improvement are applied. Our global HMS team inspires all members to support, facilitate, and lead initiatives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





Material Sourcing

Ensuring our manufacturing materials are responsibly and ethically sourced continues to be a top priority for us. These global efforts continue to grow as we move toward our 2025 procurement goals in sustainability.



Sustainable Sourcing for Wood

Haworth's 2025 global goal to procure 100% sustainably sourced wood ensures the elimination of illegally harvested wood, wood harvested in violation of traditional and civil rights, endangered or threatened species, and wood from high risk, poorly managed forests from our supply chain.

In 2023, Haworth North America continued to work with suppliers to ensure these criteria are met throughout all our supply chain and work with our supply partners to improve sustainable outcomes.

The Chennai plant added FSC worktop options. The new FSC Everest White low-pressure laminate (LPL) offering extends Haworth's commitment to sustainable forestry. More FSC LPL options will be added in Chennai in months to come.

Over 80% of JANUS et Cie's teak products were sustainably sourced, using SVLK or FSC certified teak.

Supplier Code of Conduct

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. Through this Supplier Code of Conduct (SCOC), Haworth ensures that its supply chain also supports these principles. As of 2023, over 98% of our direct suppliers have signed on to the SCOC, showing that they subscribe to our business's values by highlighting diversity, equity, and inclusion, health and safety outcomes and protections, as well as buoying environmental and social outcomes.

PEFC Certification

Our European Haworth sites partnered with Mikomax to successfully implement a PEFC chain of custody certification. With this multi-site certification, we can now offer PEFC certified products for key wood-containing product lines coming from our European production sites. The certification also supports the tracking of progress and continuous improvement.



FSC Everest White Swatch Sample





Waste Reduction

Implementing initiatives that reduce, recycle, and reuse waste contribute to our commitment to a circular economy. We're choosing to use less single-use plastic and polystyrene in packaging in favor of more sustainable options, keeping a close eye on water usage, and putting some of our scrap material to good use.

Continued Reduction of Polystyrene in Packaging

Our packaging teams consistently work to create more sustainable packaging, with goals to reach 100% (by spend) renewable, reusable, easily recyclable, or compostable packaging by 2025. Reducing the use of expanded polystyrene (EPS) and single-use plastic from non-renewable and non-recycled sources are two of our priorities to make packaging more sustainable.

Cappellini eliminated the use of polystyrene and plastic for packaging. Boxes have been redesigned to use cardboard, cut and shaped to fit products. This keeps items in place and protected during shipment.

A 2023 project in North America replaced an industry-standard EPS packaging solution with corrugated cardboard for Upside height-adjustable tables. Now, 100% of the tables in North America ship with the corrugated solution, which saves of 106,000 lbs. of EPS annually. Various projects saw an additional 12,090 lbs. of EPS removed from the Haworth packaging system.

Polystyrene spacers were replaced by PEFC-certified cork spacers between desktops at St. Hilaire. In 2023, this change to the renewable cork material reduced the use of polystyrene spacers overall by roughly 35,000 pieces. That number is expected increase to about 150,000 in 2024.

Tuohy Partners with Bundles of Love

Tuohy Furniture began a partnership with a local non-profit organization, Bundles of Love Charity, in 2020. Representatives from the organization visit quarterly to collect excess fabric to make hand-sewn diaper bags and quilts for expectant mothers. One of the Bundles of Love Charity diaper bags made with the donated fabric is on display in Tuohy's reception area.

Waste Separation

In Menziken, a waste bin for plastic films and one for green waste were installed, along with additional recycling stations throughout the plant, so recycling is easier and more present for everyone.

Vanish Biodegradable Stretch Film

Haworth North America replaced standard polyethylene (PE) stretch film to Vanish stretch film, which is designed to leave behind no microplastics at the product end of life. This project moved 83,617 lbs. away from our single-use plastic category by identifying a biodegradable option. In addition, the packaging team reviewed the availability of a thinner gauge of stretch film and found that performance could be maintained with a lower gauge which reduced 4,684 lbs. of material.



Print on Demand Reduced Waste

Through our print on demand (POD) services, we are able to save the excess waste of overproduction. A wide range of materials can be printed in-house in smaller quantities as needed to avoid the production minimums required by outside vendors. For example, in 2023, POD allowed us to print 20 different price book versions, with a total quantity of 61. The vendor-supplied minimum print quantity for each version would have been 50. This saved an excess of 939 printed books—138,000 sheets of paper—from going to waste.

Ludington Wastewater Reduction

Monitoring hourly/daily water usage at the Ludington location identified leaks of up to 3,000 gallons per day (1 million gal per year), with a cost of \$15,000 per year. The team located the sources of leaks were various failed valves around facility and fixed them. Controls and operator checks were implemented to ensure future leaks are identified before they get out of control.





Logistics

Optimizing our shipment packing and processes allows us to reduce and offset emissions, bringing us closer to our carbon neutrality goals.

FourKites Award

Haworth and our logistics team were recently recognized by FourKites—an online platform for transforming supply chains with real-time visibility—for using their sustainability dashboard to reduce supply chain carbon emissions. Our logistics team began using FourKites to track our inbound and outbound shipments live. This enabled our customer service team to provide dealers with on-demand tracking information and the ability to monitor the progress of their own shipments.

In 2022, FourKites launched a Sustainability Dashboard that we use to display our transportation methods, help us calculate our carbon emissions, and quickly and precisely report our yearly carbon data. Using this information, we can create initiatives to improve the efficiency and fuel economy of our shipping lanes. Since using FourKites' Sustainability Dashboard, Haworth received a Golden Kite Green Earth sustainability award and reduced carbon emissions in 2023 by nearly 400 tonnes.

Ocean Logistics

JANUS et Cie requested its logistics providers to partially offset the CO₂e from ocean logistics. Through this initiative, 575 tonnes of CO₂e was offset in the first half of 2023. By choosing Mix-Biomethane in the second half of 2023, the JANUS et Cie group has reduced emissions generated by shipping container transportation by 15% and further reduced sulfur oxides (SOx) by 99%, nitrogen oxides (NOx) by 92%, and PM10 particulates by 91%. The additional CO₂e reduction for the last half of 2023 was 28,120 tonnes.



“As we continue to make progress on our Corporate Social Responsibility goals, we see FourKites as a great tool for helping us work towards carbon neutrality.”

Chris Daniel
Haworth Logistics Analyst

Optimized Very Conference Chair Shipments

The Chennai plant began localizing shipments of Very conference seating. Rather ordering full sets of chairs from the Pudong plant in China for clients in India, the Chennai plant was able to source materials from local suppliers to manufacture the chair's base. The team now assembles the chair on-site in Chennai, requiring only the top part of the chair to ship from China.

In addition, the Pudong plant in China was also able to optimize shipping of Very conference seating by reorganizing product packs to double the capacity of shipping containers.



400 tonnes
reduced carbon emissions

28,120 tonnes
CO₂e offset



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 annual Corporate Social Responsibility reports and for the Carbon Disclosure Project (CDP). In 2023, the Science Based Targets initiative (SBTi) validated our near-term and long-term targets with the collective goal of limiting global warming to 1.5°C and to achieve net-zero emissions by 2050.





Reducing Energy Intensity

We continue to make progress toward our goal of reducing energy consumption for Haworth Group, globally. These efforts help reduce our global emissions and minimize our carbon footprint.

Haworth Achieves an Emissions Reduction Milestone

Haworth is proud to be the first company in our industry with SBTi-validated net-zero targets, a culmination of years of work. Our carbon accountability efforts include near-term and long-term (net-zero) targets:

In the near-term, by 2030, we have committed to reduce operational emissions by 60% and reduce supply chain emissions by 42% (compared to 2021 levels).

In the long-term, by 2050, we have committed to reduce both operational and supply chain emissions by 90% (compared to 2021 levels).

We are also striving to reduce our product-level emissions through strategies like sourcing higher recycled-content and low-carbon materials, creating lighter weight designs, and optimizing shipping solutions.

LED Lighting Improvements

In 2023, we continued our global efforts to switch outdated light fixtures with LEDs in several locations:

Upgraded lighting at the Holland headquarters campus saved 29,459 kWh of electricity and 16 tonnes of CO₂e saved annually.

Mikomax in Lodz, Poland replaced 115 light fixtures with LED lighting, saving 65,185 kWh of electricity and 41 tonnes of CO₂e annually.

At the Chennai plant in India, 18 interior CFL lights were upgraded with LEDs. Outside 18 additional lights were upgraded with more energy-efficient LEDs.

The Menziken plant in Switzerland continued to switch to LED lighting in production areas. At Luminaire in Miami, all the lights in the main warehouse have been changed to LEDs and the showrooms will be completed next. In Bad Muender, 240 fluorescent tubes were swapped for 184 LEDs, reducing consumption from 13.9 kW to 4.2 kW, with an estimated annual savings of 20,000 kWh of electricity and 6 tonnes of CO₂e. They also replaced the halogen outdoor lighting in parking areas with LEDs using a twilight sensor and time control, saving approximately 6,360 kWh of electricity or 2 tonnes of CO₂e.

Engine Efficiency Projects:

The Big Rapids facility's cooling water tower system was better optimized through the installation of replacement motors with a variable speed drive type. This resulted in an estimated 412,000 kWh of electricity and 227 tonnes of CO₂e annual savings.

The Menziken facility optimized their extraction motors, replacing four motors with three new ones, for a 25% energy savings.

In Queluz, a sensor system was installed on the paint line for metallic parts. The system stops the rail from moving when it is empty, reducing energy consumption. They also installed gas meters in painting baths to allow the team to analyze gas consumption and adjust the temperature as needed.

At the Shanghai plant, a new wood dust collector was installed. The intelligent control automatically shuts down the fan motor module according to changes in air volume requirements of the equipment used on the worktop line, achieving stepped energy conservation. The estimated savings is 61,250 kWh of electricity and 23 tonnes of CO₂e.

Compressed Air Projects

In partnership with local utilities, we conducted a compressed air leak study, which resulted in an estimated 1,118,780 kWh of electricity and 616 tonnes of CO₂e saved annually at Holland Main Campus and 335,766 kWh of electricity and 185 tonnes of CO₂e estimated saved annually at the Big Rapids components plant.

In Ludington, we installed a higher efficiency air compressor, which saved an estimated 148,770 kWh of electricity and 82 tonnes of CO₂e. There was a 32% improvement in equipment efficiency compared to existing equipment—plus less noise, which improved the working environment.

Shanghai replaced compressed air hoses and connectors to reduce waste on process applications, and Menziken conducted a compressed air leak study, as well.

Building Improvement Projects

Roof and dock seal replacements at the Holland distribution center resulted in an estimated 526,550 kWh of natural gas and 95 tonnes of CO₂e saved annually.

A plan to replace most of the windows and doors at the Cassina Meda Via Busnelli headquarters is underway, swapping out old windows with new ones with better thermal insulation.

Wiring Adjustments for Lighting

At the Shanghai plant, independent switches were set up for high bay lights, which allowed those in the seating production line's packaging area to remain on, while other areas could be turned off when not in use. This adjustment saved an estimated 4,125 kWh of electricity and about 1 tonne of CO₂e per year. In a similar manner, the screen line, sewing cutting line, and MIC areal also shared switches. The wiring was adjusted to better partition electricity use, saving an estimated 5,000 kWh of electricity and 2 tonnes of CO₂e per year.

121,000+ kWh
Saved through LED lighting installations

526,550 kWh
Natural gas saved annually

412,000 kWh
Projected energy savings with upgraded cooling water tower motors in Big Rapids



Solar Panel Expansion

In light of our SBTi goals, these projects were implemented to further our use of renewable solar energy:

The Haworth Shanghai plant increased the number of solar panels on its roof from 2,304 to 2,736. This increased the facility's capacity for generating on-site solar power by more than 10% and is estimated to bring their renewable energy consumption share to over 40%. The expansion reduces emissions from electricity used by about 80 tonnes of CO₂e.

In Ceccotti, expansion of the photovoltaic plant on the roof increased the installed power from 215 to 474 kWh, raising self-consumption of power from 30% to 60%. This will provide a cost savings of about 70,000 Euros per year.

At the Verano Brianza showroom, a new rooftop photovoltaic plant was installed to supply enough power to satisfy specific local needs. The project also includes charging stations for electric cars in the reserved visitor parking area. A similar project will be implemented in 2024 at the Mariano Comense warehouse, where the logistics and administrative departments are located.

Welcoming Natural Light

Agueda reconstructed part of their roof to improve access to natural light. The new design provides enough light to allow people to work without using artificial light—even on overcast days—reducing energy consumption. Additionally, they adjusted their lighting control system to only illuminate certain areas as needed. The Shanghai plant also replaced a skylight with new material, allowing more natural light into the area and saving an estimated 13,420 kWh of electricity and 5 tonnes of CO₂e. The new skylight has better thermal properties, as well, reducing the need for heating and cooling.

Sourcing Offsite Renewable Energy

In Europe, we identified opportunities to change our existing supply contracts to renewable energy, which will reduce our carbon balance by more than 235 tonnes of CO₂e per year for 2024. To live up to our commitments, we've also begun switching our showrooms to renewable electricity, where we have a say into the electricity provider used. In 2023, 37 Haworth Lifestyle Brands location switched to purchasing offsite renewable electricity, bringing the total number of locations to 53. More than 5 GWh were switched to renewable electricity, avoiding more than 1,300 tonnes of CO₂e.

Electric Charging Stations

Four new electric charging stations were installed at Poltrona Frau to supply private and company cars, expanding the total of charging stations to eight.





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 2023, 97% (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 maintain chain of custody certifications according to FSC and/or PEFC, depending on the market and extend scope of existing certifications to put even more emphasis on our commitment to help work against deforestation and towards protecting biodiversity.

Responsible Sourcing

100% tier one suppliers are screened according to responsible sourcing criteria.

In 2023, 98% of Haworth Commercial Interiors tier 1 direct suppliers (by spend) signed the Supplier Code of Conduct. We continue to engage our supply chain to achieve our goal of 100% for indirect suppliers but are proud to have reached a new high of 93% of this group signed by spend in 2023 in North America.

100% of tier one suppliers sign Haworth Code of Conduct.

Sustainable Packaging

100% renewable, reusable, recyclable, or compostable packaging.

In 2023, more than 93% 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 nonrenewable sources and/or no recycled content.

Renewable Energy Sourcing

100% renewable energy sourcing for electricity for manufacturing facilities.

In 2023, 13% of electricity used by Haworth Group was from renewable or carbon-neutral set sources. Haworth Lifestyle Brands powered its total activities using 58% green electricity (purchased and self-produced). The segment's manufacturing and offices alone, (showrooms excluded) sourced 76% of their electrical needs from green electricity.

Moreover, Haworth became the first in the industry to have a validated net-zero target in line with climate science. This furthered our progress toward the SBTi and includes short-term targets to reduce absolute emissions by 2030.

To address our climate impact, Haworth maintains our goal of purchasing only 100% renewable electricity beginning in 2025. Our carbon commitments apply to the entire Haworth Group of brands, ensuring we're bringing all global stakeholders along on this journey. The creation of our global carbon reduction strategy and targets has also led to site-specific plans to reduce energy intensity.

Zero Waste

Zero waste to landfill for manufacturing sites and world headquarters.

We maintained the zero waste to landfill status for Haworth plants in 2023. We also revisited our waste categorization to align with reporting guidelines provided by GRI. Our recycling share was 50% for Haworth Group in 2023. The majority of waste not recycled was wood waste from production, which is mainly used to generate energy.

Maximize material efficiency and ensure highest value use for remaining material.

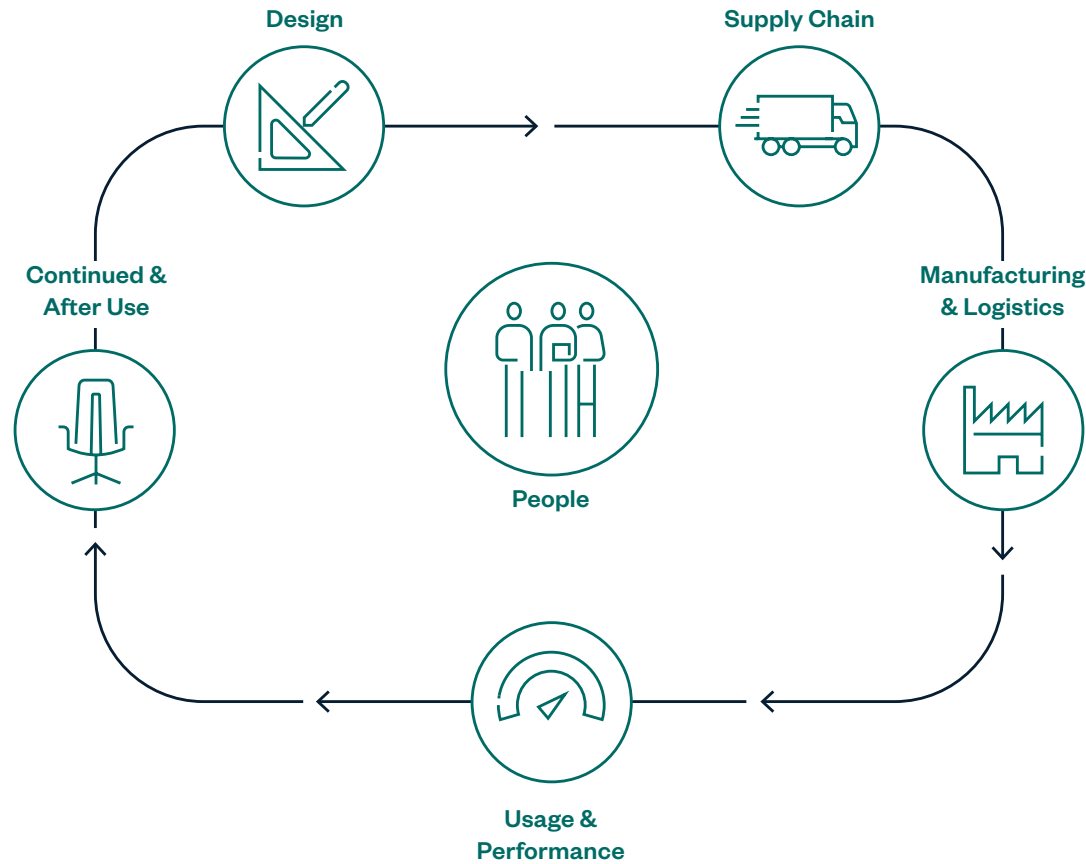
To advance our efforts, we will focus on identifying potential opportunities for waste reduction and increasing recycling rates. Furthermore, we will implement a robust reporting structure to track material efficiency.

Increase share of recycling for remaining waste.



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, as well as maintaining 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

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



Governance

Our executive team is accountable for meeting sustainability goals and objectives. These 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.

Haworth also supports the Sustainable Development Goals (SDGs) and the Ten Principles of the UN Global Compact with respect to Human Rights, Labor Rights, Anti-Corruption, and Environmental Protection. As a private company, we take great pride in our corporate values that include valuing people and the world we live in. We continue our commitment to our business strategy, culture, and operating processes. We 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.





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

[Volunteering](#)



Targets

- 2.1 End hunger and ensure access to food

GRI Link

- 411-1 Impacts involving the rights of indigenous peoples
- 413-2 Impacts on local communities

Highlight Stories & Examples

[Volunteering](#)



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

[People](#)
[Well-Being, Health, & Safety](#)
[Circular Design](#)
[Product Certifications](#)
[Circular Services](#)
[Procurement, Manufacturing & Logistics](#)
[Energy Usage](#)



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

[People](#)



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
- 405-2 Ratio of basic salary
- 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

[People](#)
[Community](#)

**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](#)
- [Operational Performance](#)
- [Procurement, Manufacturing & Logistics](#)
- [Energy Usage](#)

**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 and services

Highlight Stories & Examples

- [Procurement, Manufacturing & Logistics](#)
- [Energy Usage](#)

**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
- 402-1 Minimum notice periods
- 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

Highlight Stories & Examples

- [People](#)
- [Community](#)
- [Operational Performance](#)
- [Procurement, Manufacturing & Logistics](#)
- [Energy Usage](#)



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

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

- 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
- 405-2 Ratio of basic salary
- 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

GRI Link

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

Highlight Stories & Examples

- [Global Expertise](#)
- [People](#)
- [Community](#)
- [Circular Design](#)
- [Circular Services](#)



10 REDUCED INEQUALITIES

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
- 405-2 Ratio of basic salary

Highlight Stories & Examples

- [People](#)
- [Community](#)



11 SUSTAINABLE CITIES AND COMMUNITIES

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

- [Circular Design](#)
- [Circular Services](#)
- [Procurement, Manufacturing & Logistics](#)
- [Energy Usage](#)



HEIAN



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 Management of waste
- 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

- [Circular Design](#)
- [Circular Services](#)
- [Procurement, Manufacturing & Logistics](#)
- [Energy Usage](#)



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

- [Circular Design](#)
- [Circular Services](#)
- [Procurement, Manufacturing & Logistics](#)
- [Energy Usage](#)



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

- [Community](#)
- [Circular Design](#)
- [Circular Services](#)
- [Procurement, Manufacturing & Logistics](#)
- [Energy Usage](#)





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](#)
- [Circular Design](#)
- [Circular Services](#)
- [Procurement, Manufacturing & Logistics](#)
- [Energy Usage](#)



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

- [Collaborations Around the World](#)
- [People](#)
- [Community](#)
- [Procurement, Manufacturing & Logistics](#)



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

- [Our Vision & Values](#)
- [Collaborations Around the World](#)
- [2023 Awards & Rankings](#)
- [People](#)
- [Community](#)
- [Procurement, Manufacturing & Logistics](#)



Global Reporting Initiative

GRI 2: General Disclosures

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

GRI	UNGC	SDG	GRI Standard Requirement
2-1			Organizational details <ul style="list-style-type: none"> • 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 <p>Data within the Haworth 2023 Corporate Social Responsibility Report is for Haworth Group from January 1, 2023 to December 31, 2023, unless otherwise indicated. In addition to this report, each Haworth Group brand is entitled to publish their own report. We continue working toward consolidating information and aligning all Haworth Group reporting to provide a comprehensive overview for our stakeholders.</p>
2-3			Reporting period, frequency and contact point <ul style="list-style-type: none"> • Reporting period and frequency: 2023 Calendar Year: January 1, 2023 – December 31, 2023, annual reporting • Publication date of the report: see final page of this report • Contact point: haworth.sustainability@haworth.com
2-4			Not applicable
2-5			Not applicable
2-6			Activities, value chain and other business relationships <p>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.</p> <p>Based on each Haworth product's weight, the following three material groups are the most relevant: 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 98% 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.</p> <p>Our Vision Value Cycle</p> <p>Our Sustainability Briefs Sustainability Policy & Strategy Sustainable Building Contributions Material Chemistry & Transparency International Circular Services</p> <p>Carbon Accountability Sustainable Wood Circular Design Diversity, Equity, & Inclusion</p>



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2-8	Labor	8,10	Workers who are not employees	Contract and temporary workers constituted 7.7% of our workforce in 2023. They usually help us 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 our values and policies, we apply the same criteria to diversity, equity, inclusion, and belonging for all members when selecting and appointing members for our highest governance body.																																																																																																																														
2-11		16	Chair of the highest governance body	Governance																																																																																																																														



GRI	UNGC	SDG	GRI Standard Requirement
2-12			<p>Role of the highest governance body in overseeing the management of impacts</p> <p>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.</p> <p>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.</p> <p>Our Officer & Vice President of Design, Innovation & Sustainability is responsible for the direction and pace of our sustainability plan. He receives regular updates from 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.</p> <p>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.</p> <p>Region-specific functional leaders help direct local sustainability efforts like the procurement of renewable energy (on-site as well as off-site) and measures to increase energy efficiency. They represent and provide the conduit for regional efforts and priorities.</p> <p>Oversight of our sustainability performance is ensured through regular performance reviews. We have established key performance indicators (KPIs) and dashboards to track our progress and identify if we need to intensify our efforts to achieve our goals and reduce our impacts.</p> <p>Governance</p>
2-13			<p>Delegation of responsibility for managing impacts</p> <p>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 social responsibility.</p> <p>Governance</p>
2-14			<p>Role of the highest governance body in sustainability reporting</p> <p>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.</p> <p>Change Brings Opportunity Governance</p>
2-15			<p>Conflicts of interest</p> <p>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 whistleblowing platform as well as internal reporting process.</p>
2-16			See GRI 2-12 .
2-17			See GRI 2-12 and GRI 2-13 .
2-18			<p>Evaluation of the performance of the highest governance body</p> <p>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.</p> <p>Governance</p>
2-19	Labor		<p>Remuneration policies</p> <p>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.</p>



GRI	UNGC	SDG	GRI Standard Requirement									
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 benchmarks.								
2-21	Labor		Annual total compensation ratio	See GRI 2-19 and GRI 2-20 .								
2-22			Statement on sustainable development strategy	Change Brings Opportunity								
2-23	Labor, Human Rights, Anti-Corruption, Environment	16	Policy commitments	<p>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:</p> <ul style="list-style-type: none"> • 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 <p>Based on our values, we have created a Member Code of Conduct. It describes guidelines for how all members should act as they conduct business and represent Haworth's interests around the world. Addressed topics include business ethics and environmental and product safety guidelines. Members are expected to follow these guidelines regardless of differences in laws, cultures, customs, and generally accepted business practices or norms of personal conduct in the countries and other jurisdictions in which we operate. The member code of conduct also lays out our commitment to fair and respectful working environment, safe and healthy working conditions, fair remuneration policies, and our general information policy concerning business matters that affect members.</p> <p>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 covered by our sustainability strategy, which includes close monitoring and transparent reporting in our annual reports.</p> <p>Haworth's globally aligned and managed sustainability commitments cover our own operations, as well as the upstream supply chain. This includes a commitment to 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.</p> <p>We work diligently with our supply chain to increase transparency of our suppliers' sustainability standards and initiate improvement measures. We are dedicated to further advances in this area, including integration of sustainability requirements in contract frameworks, 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.</p> <p>Our Sustainability Briefs</p> <table border="0"> <tr> <td>Sustainability Policy & Strategy</td> <td>Carbon Accountability</td> </tr> <tr> <td>Sustainable Building Contributions</td> <td>Sustainable Wood</td> </tr> <tr> <td>Material Chemistry & Transparency</td> <td>Circular Design</td> </tr> <tr> <td>International Circular Services</td> <td>Diversity, Equity, & Inclusion</td> </tr> </table>	Sustainability Policy & Strategy	Carbon Accountability	Sustainable Building Contributions	Sustainable Wood	Material Chemistry & Transparency	Circular Design	International Circular Services	Diversity, Equity, & Inclusion
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GRI	UNGC	SDG	GRI Standard Requirement	
2-24			Embedding policy commitments	<p>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.</p> <p>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.</p>
2-25	Labor, Human Rights, Anti-Corruption, Environment	16	Processes to remediate negative impacts	<p>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 France, as well as our logistics and sales site in Germany, are certified according to the ISO 45001. We will advance our journey to become a more sustainable corporation through our 2025 Commitments.</p> <p>Governance</p>
2-26	Labor, Human Rights, Anti-Corruption, Environment	16	Mechanisms for seeking advice and raising concerns	<p>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.</p> <p>Ethics training and training on information and cyber security are mandatory elements of Haworth's onboarding process and ongoing member refresher training. Haworth has a Required Global Compliance Training curriculum that 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. All members globally will be prompted to do a mandatory refresher every two years, and new members are required to complete the initial training during onboarding.</p> <p>Whistleblowing and 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.</p> <p>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.</p>
2-27	Labor, Human Rights, Anti-Corruption, Environment		Compliance with laws and regulations	<p>Haworth acts in accordance with clearly defined values and standards of conduct that comply with or go beyond laws and regulations and take internationally recognized principles into account (see also GRI 2-26).</p> <p>We cooperate with authorities, institutions, and consult experts to understand and implement legal requirements.</p> <p>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, the 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.</p> <p>See GRI 307-1.</p>
2-28			Memberships and associations	<p>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 Targets initiative. Moreover, we report annually with CDP.</p> <p>Sustainability Memberships and Organizations</p>



GRI 3: Material Topics

GRI	UNGC	SDG	GRI Standard Requirement	
2-29		16	Approach to stakeholder engagement	<p>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:</p> <ul style="list-style-type: none"> • 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 <p>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 usually conducted on an annual basis (People).</p>
2-30	Labor	8	Collective bargaining agreements	<p>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 GRI 2-21 and GRI 403-1.</p> <p>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).</p>
3-1			Process to determine material topics	<p>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.</p> <p>For direct operations, the assessment of material topics, risks, and opportunities is included in our Quality, Environmental, Health and Safety (QEHS) management system. Environmental Health and Safety (EHS) managers and teams on site perform an annual analysis of stakeholder requirements and the likelihood and scale of the 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.</p> <p>Key topics are also brought to our attention by stakeholders through various channels.</p> <p>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 semi-annually directly to the CEO and quarterly to our Officer & Vice President Design, Innovation & Sustainability (for urgent matters, also on demand). In addition, the global sustainability team organizes executive workshops that focus on advancing our sustainability strategy.</p> <p>Our Strategy and 2025 Commitments Value Cycle Governance</p>
3-2			List of material topics	Our Strategy and 2025 Commitments
3-3			Management of material topics	See GRI 2-23 .



GRI 201: Economic Performance

GRI	UNGC	SDG	GRI Standard Requirement	
201-1		5, 8, 9	Direct economic value generated and distributed	Haworth's 2023 global sales were \$2.5 billion.
201-2	Environment	13	Financial implications and other risks and opportunities due to climate change	<p>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. In 2023, Haworth received validation by the Science Based Targets initiative for net-zero GHG emissions across the value chain by 2050. Near-Term Targets by Haworth were also validated and require us to reduce Scopes 1 and 2 GHG emissions 60% by 2030 and Scope 3 emissions for purchased goods and services, upstream transportation and distribution, and end-of-life treatment of sold products 32% by 2030. By investing in renewable energy and energy efficiency, providing low-carbon products, and supporting low-carbon business models that include the reuse of used furniture, Haworth remains dedicated to reducing the implications of climate change.</p> <p>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.</p> <p>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</p> <p>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). As a part of our approach to achieve Haworth's validated Science Based Targets, we launched a project in 2023 to engage our supply chain in influencing our value chain to set targets and drive decarbonization. Furthermore, we include environmental criteria in purchases (e.g., sustainability attributes for commodities and packaging).</p> <p>Downstream risks and opportunities are strongly linked to our customers. We identify and manage risks through 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 their 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.</p>

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 .
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GRI 203: Indirect Economic Impacts

203-1		9, 11	Infrastructure investments and services supported	Please refer to the People focus of our sustainability strategy.
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GRI	UNGC	SDG	GRI Standard Requirement	
203-2		1, 3, 8	Significant indirect economic impacts	<p>We contribute to community prosperity through our philanthropic and volunteer efforts. We partner with our dealers and customers to live our values and continue to seek opportunities to make the world better.</p> <p>People Sustainable Development Goals</p> <p>Our Sustainability Briefs Sustainability Policy & Strategy Sustainable Building Contributions Material Chemistry & Transparency International Circular Services</p> <p>Carbon Accountability Sustainable Wood Circular Design Diversity, Equity, & Inclusion</p>

GRI 205: Anti-Corruption

205-2	Anti-Corruption	16	Communication and training about anti-corruption policies and procedures	<p>We have standard operating procedures and our Member Code of Conduct in place to maintain ethics and proper business conduct (see also GRI 2-23). The Member Code of Conduct provides guidelines for expected behavior surrounding conflict of interest, anti-bribery, and anti-corruption. Moreover, ethics training is a mandatory element of Haworth's onboarding process and ongoing member refresher training. Haworth has a Required Global Compliance Training curriculum that 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. All members globally will be prompted to do a mandatory refresher every two years, and new members are required complete initial training during onboarding.</p> <p>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.</p>
205-3	Anti-Corruption	16	Confirmed incidents of corruption and actions taken	<p>In 2023 we received 1 whistleblower complaint due to discrimination. Zero were due to conflict of interest. Whistleblower procedures follow the description for disclosure GRI 2-26.</p>

GRI 301: Materials

GRI	UNGC	SDG	GRI Standard Requirement	
301-1	Environment	8, 12	Materials used by weight or volume	<p>The list of key product materials includes steel, aluminum, other metals, plastics, foam, fabrics, wood, plywood, and particleboard.</p> <p>Product Overviews on haworth.com. Materials Breakdown on haworth.ecomedes.com.</p> <p>Our Sustainability Briefs Sustainability Policy & Strategy Sustainable Building Contributions Material Chemistry & Transparency International Circular Services</p> <p>Carbon Accountability Sustainable Wood Circular Design Diversity, Equity, & Inclusion</p>



GRI	UNGC	SDG	GRI Standard Requirement																																													
301-2	Environment	8, 12	Recycled input materials used	<p>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) and through the Haworth Ecomedes site. 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.</p> <p>Material Chemistry & Transparency Brief Product Overviews on haworth.com. Materials Breakdown on haworth.ecomedes.com.</p>																																												
301-3	Environment	8, 12	Reclaimed products and packaging materials	<p>Haworth offers to assist our customers with repurposing their used furniture 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.</p> <p>Circular Services Success Stories Circular Services Brief</p>																																												
302-1	Environment	7, 8, 12, 13	Energy consumption within the organization	<p>Energy Consumption in kWh</p> <table border="1"> <thead> <tr> <th></th> <th>2021</th> <th>2022</th> <th>2023</th> </tr> </thead> <tbody> <tr> <td>Kerosene</td> <td>11,094,342.69</td> <td>10,473,382.17</td> <td>7,448,962.15</td> </tr> <tr> <td>Propane</td> <td>686,834.69</td> <td>444,529.04</td> <td>1,396,883.82</td> </tr> <tr> <td>Biomass</td> <td>3,248,000</td> <td>2,308,106.67</td> <td>1,483,520</td> </tr> <tr> <td>Gasoline</td> <td>354,406.30</td> <td>978,480.14</td> <td>1,580,117.39</td> </tr> <tr> <td>Diesel</td> <td>5,070,064.14</td> <td>7,342,389.50</td> <td>5,997,067.94</td> </tr> <tr> <td>Fuel Oil</td> <td>564,556.79</td> <td>613,014.60</td> <td>276,100.80</td> </tr> <tr> <td>Natural Gas</td> <td>95,717,083.21</td> <td>127,611,393.72</td> <td>136,739,912.18</td> </tr> <tr> <td>District Cooling</td> <td>-</td> <td>118,018.70</td> <td>200,666.89</td> </tr> <tr> <td>District Heat</td> <td>4,871,425.44</td> <td>2,539,789.03</td> <td>2,122,467.01</td> </tr> <tr> <td>Electricity</td> <td>94,820,342.25</td> <td>116,560,281.71</td> <td>119,659,530.86</td> </tr> </tbody> </table>		2021	2022	2023	Kerosene	11,094,342.69	10,473,382.17	7,448,962.15	Propane	686,834.69	444,529.04	1,396,883.82	Biomass	3,248,000	2,308,106.67	1,483,520	Gasoline	354,406.30	978,480.14	1,580,117.39	Diesel	5,070,064.14	7,342,389.50	5,997,067.94	Fuel Oil	564,556.79	613,014.60	276,100.80	Natural Gas	95,717,083.21	127,611,393.72	136,739,912.18	District Cooling	-	118,018.70	200,666.89	District Heat	4,871,425.44	2,539,789.03	2,122,467.01	Electricity	94,820,342.25	116,560,281.71	119,659,530.86
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Data Scope: Haworth Group

Absolute increases compared to our baseline in 2021 are linked to growth of our business. We are implementing energy conservation measures to counter this trend and decrease energy intensity.

Global share of electricity from renewable and carbon-neutral set sources constituted approximately 13% in 2023 for Haworth Group.

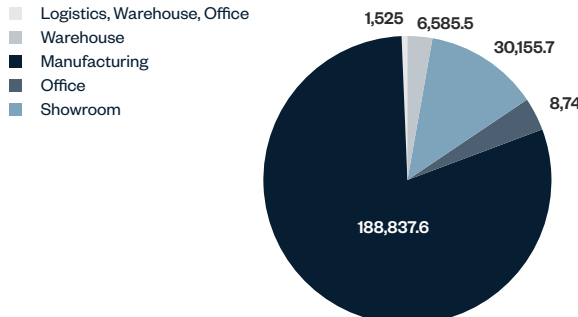
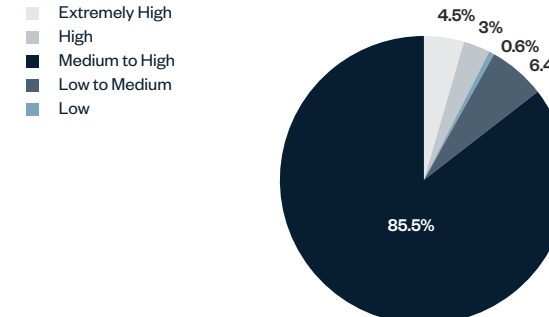


GRI 302: Energy

GRI	UNGC	SDG	GRI Standard Requirement	
302-4	Environment	7, 8, 12, 13	Reduction of energy consumption	<p>Haworth is dedicated to reducing our corporate carbon footprint in line with the Paris Climate Agreement. Endorsed by our CEO, we have globally validated targets supporting the business ambition for limiting global warming to 1.5°C of the Science Based Targets initiative (SBTi).</p> <p>Haworth commits to reach net-zero GHG emissions across the value chain by 2050. Our near-term targets commit Haworth to reduce absolute Scopes 1 and 2 GHG emissions 60% by 2030 over 2021. We also commit to reduce absolute Scope 3 GHG emissions from purchased goods and services, upstream transportation and distribution, and end-of-life treatment of sold products by 42% within the same timeframe.</p> <p>In line with this commitment, our Haworth 2025 Commitments, and our Values, we aim to reduce energy consumption. A comprehensive strategy to reduce energy intensity as developed in 2022 (see also 305-5). This includes the use of energy in our own operations and processes, but also engagement of partners (e.g., logistics providers) to reduce their energy consumption and GHG emissions. For exemplary initiatives to reduce energy consumption in our operations, please see Energy Usage.</p> <p>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.</p> <p>Another important element is the 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. Related volunteering opportunities are also provided.</p>
302-5	Environment	7, 8, 12, 13	Reduction of energy requirement of products and services	<p>We strive 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 low standby consumption of products, such as height-adjustable tables.</p> <p>Design influences sustainability in the supply chain, manufacturing, and 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) and on the Haworth Ecomedes site.</p>
303-1	Environment	6, 12	Interactions with water as a shared resource	<p>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.</p> <p>We assess and audit relevant local impacts related to water through our environmental management system. Our on-site teams pursue the general goal of keeping water consumption as low as possible. They maintain the infrastructure and analyze our processes to identify opportunities for improvement. For example, water used in pre-treatment for powder coating is circulated to reduce consumption. Process water discharges are monitored in accordance with applicable regulations and permits.</p> <p>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.</p>
303-2	Environment	6	Management of water discharge-related impacts	<p>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, processes for the proper handling of chemicals, wastes, and wastewater have been established. 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 proper implementation and identify potential for improvements.</p> <p>Standards for the quality of discharged water are based on local regulations. Most wastewater is discharged of through 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 2023.</p> <p>Moreover, we engage our members and train them 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 in powder-painting lines to minimize the number of water bath changes.</p>



GRI 303: Water

GRI	UNGC	SDG	GRI Standard Requirement	
303-3	Environment	6	Water withdrawal by source	<p>Where available, waste data is based on metered volumes. When data on water consumption was not available, we estimated volumes based on leased spaces or the number of members per site (approximately 5% of water consumption volume is based on estimates). Well water constituted less than 1% of the water used in 2023.</p> <p>2023 Water Consumption in Tonnes</p>  <p>2023 Water Consumption in Relation to Water Stress</p>  <p>Data Scope: Haworth Commercial Interiors</p>
303-4	Environment	6	Water discharge	See GRI 303-2 .
303-5	Environment	6	Water consumption	See GRI 303-3 .

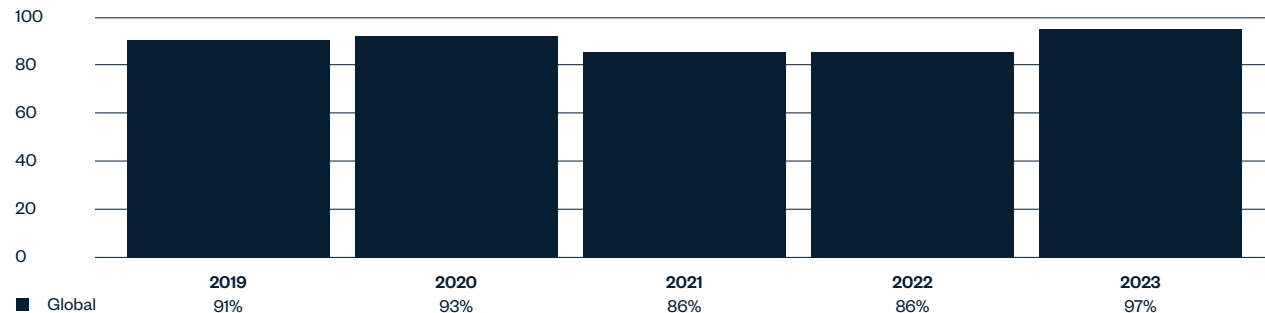
GRI 304: Biodiversity

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	<p>To take over responsibility for sustainable supply chains, we are continually looking to improve our sustainable sourcing efforts. The protection of biodiversity follows our general policies for sustainable sourcing and uses the approach described in GRI 2-13, GRI 2-23, and GRI 308-1.</p> <p>As a manufacturer of furniture, Haworth has strong ties to timber. To mitigate negative impacts, sourcing strategies for wood focus on two major elements: responsibly managed sources and screening our supply chain according to responsible sourcing criteria. Haworth is committed to achieve 100% sourcing of wood raw materials for Haworth products from certified and sustainable sources by 2025.</p> <p>To do so, we align with established best practices and engage our supply chain and partners to source wood that has been assessed by a third-party chain of custody certification system (CoC). Also, several of our manufacturing sites in North America, Europe, and Asia-Pacific hold chain of custody certifications according to FSC or PEFC. We continue to proactively engage our supply chain and partner with them to become certified according to widely accepted certification programs from non-profit organizations (e.g., FSC, PEFC, or SFI) and/or expand their sustainable wood offering. In 2023, 97% of the wood we purchased was sustainably certified (based on spend). We report our progress quarterly to management levels and annually in internal reviews and as part of our Corporate Social Responsibility (CSR) report. Also, we will continue to train sourcing members on relevant sustainability topics.</p>



Other indirect impacts on biodiversity from Haworth's activities are linked to the extraction and processing of materials from virgin stocks in upstream processes. Here, we can conserve natural resources and habitats through the increased use of recycled materials. For example, our Novelty and Hobson fabric collections are made of 54% and 40% (respectively) post-consumer recycled content destined for landfill. In addition, Hobson is made of 40% ocean-bound plastic, which is plastic that is close enough to shore that it is in danger of becoming marine plastic. Our Oceanic fabric collection is made from 100% post-consumer recycled plastic, containing 10% recycled plastic from marine litter and 90% discarded PET water bottles destined for landfill. In pursuit of our circular design and carbon accountability strategy, Haworth targets high-recycled content for its metal parts (mainly steel and aluminum), which results in less embodied carbon and a lower level of impact 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.

Sustainable Certified Wood



Data Scope: Haworth Commercial Interiors headquarters and manufacturing sites (full operational control of facilities). Haworth North America sustainable wood reporting begins in July and accounts for Holland & Big Rapids facilities.

In addition, the improper or sub-ideal disposal of our products can pose a threat to 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 that are 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 long life, with replaceable wearing parts and easy dismantling. Individual component identification and preference for reversible 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 recovered to serve as ingredients in new products. Through our trained members and by providing information, 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.

An example of how we can have a positive indirect impact on biodiversity is by promoting initiatives that remove waste from habitats and restore natural habitats. For example, Haworth volunteers supported the protection of habitats (e.g., through clean-up events) (see [People](#)).

Finally, 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 their implementation. We train our members and utilize necessary technical equipment as preventive measures.

304-3	Environment	6, 14, 15	Habitats protected or restored	In 2023, Haworth volunteers supported the protection of habitats (e.g., through clean-up events) (see People).
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.



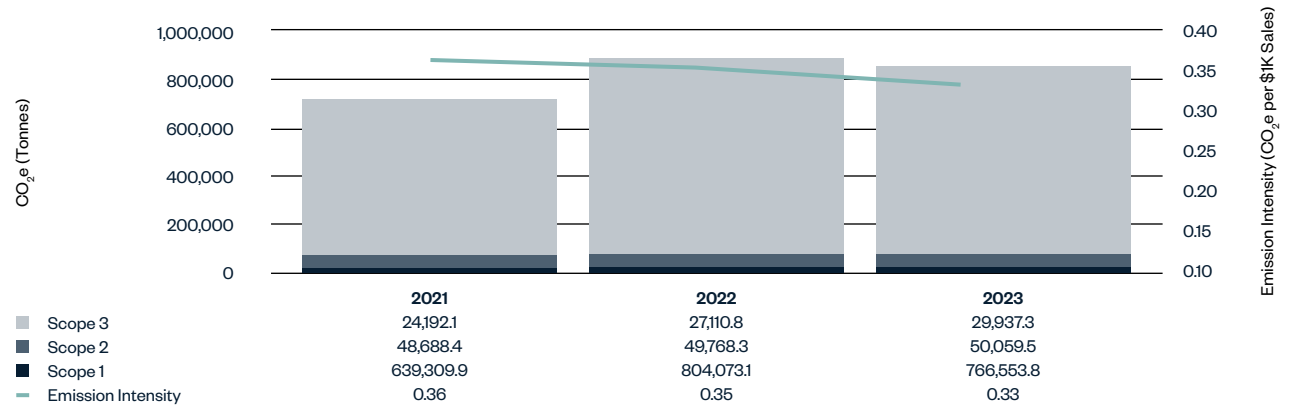
GRI 305: Emissions

GRI	UNGC	SDG	GRI Standard Requirement																																								
305-1	Environment	3, 12-15	Direct (Scope 1) GHG emissions	<p>Our assessment adheres to the requirements and guidelines of the Greenhouse Gas Protocol. Emission factor sources include EPA, IEA, and DEFRA. Calculations include emissions from CO₂, CH₄, N₂O, HFCs, and PFCs. There were no known sources for SF₆ or NF₃. Results for Scopes 1 and 2 for 2023 are shown in the table below. Baseline year is 2021.</p> <table border="1"> <thead> <tr> <th>Emission Scope</th> <th>Market-Based Emissions (Tonnes CO₂e)</th> <th>Location-Based Emissions (Tonnes CO₂e)</th> </tr> </thead> <tbody> <tr> <td>Scope 1</td> <td>29,937.28</td> <td>29,937.28</td> </tr> <tr> <td>Scope 2</td> <td>50,059.54</td> <td>52,573.27</td> </tr> <tr> <td>Total</td> <td>79,996.82</td> <td>82,510.55</td> </tr> </tbody> </table> <p>Data Scope: Haworth Group</p>	Emission Scope	Market-Based Emissions (Tonnes CO ₂ e)	Location-Based Emissions (Tonnes CO ₂ e)	Scope 1	29,937.28	29,937.28	Scope 2	50,059.54	52,573.27	Total	79,996.82	82,510.55																											
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305-2	Environment	3, 12-15	Energy indirect (Scope 2) GHG emissions	See GRI 305-1 .																																							
305-3	Environment	3, 12-15	Other indirect (Scope 3) GHG emissions	<p>Our assessment adheres to the requirements and guidelines of the Greenhouse Gas Protocol. Emission factor sources include CEDA, CBECs, EPA, IEA, and DEFRA. Four of 15 categories were classified as not relevant (Downstream Transport & Distribution, Processing of Sold Products, Franchise, Investments). The 2023 results for Scope 3 are shown in the table below. Baseline year is 2021.</p> <table border="1"> <thead> <tr> <th>Category</th> <th>Category Name</th> <th>Emissions in tonnes CO₂e</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Purchased Goods & Services</td> <td>425,738</td> </tr> <tr> <td>2</td> <td>Capital Goods</td> <td>10,483</td> </tr> <tr> <td>3</td> <td>FERA</td> <td>20,102</td> </tr> <tr> <td>4</td> <td>Upstream Transport & Distribution</td> <td>223,140</td> </tr> <tr> <td>5</td> <td>Waste</td> <td>1,826</td> </tr> <tr> <td>6</td> <td>Business Travel</td> <td>5,052</td> </tr> <tr> <td>7</td> <td>Employee Commuting</td> <td>3,812</td> </tr> <tr> <td>8</td> <td>Upstream Leased Assets</td> <td>351</td> </tr> <tr> <td>11</td> <td>Use of Sold Products</td> <td>11,145</td> </tr> <tr> <td>12</td> <td>End-of-Life Treatment of Products</td> <td>63,808</td> </tr> <tr> <td>13</td> <td>Downstream Leased Assets</td> <td>33</td> </tr> <tr> <td></td> <td>Total Scope 3</td> <td>765,490</td> </tr> </tbody> </table> <p>Data Scope: Haworth Group</p>	Category	Category Name	Emissions in tonnes CO ₂ e	1	Purchased Goods & Services	425,738	2	Capital Goods	10,483	3	FERA	20,102	4	Upstream Transport & Distribution	223,140	5	Waste	1,826	6	Business Travel	5,052	7	Employee Commuting	3,812	8	Upstream Leased Assets	351	11	Use of Sold Products	11,145	12	End-of-Life Treatment of Products	63,808	13	Downstream Leased Assets	33		Total Scope 3	765,490
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GRI	UNGC	SDG	GRI Standard Requirement
305-4	Environment	13-15	GHG emissions intensity

Greenhouse Gas Emissions (GHG)



Data Scope: Haworth Group

305-5	Environment	13-15	Reduction of GHG emissions
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In 2023, we received validation of our near-term and long-term Science Based Targets. Haworth now has a process to create an annual inventory. We have identified levers for decarbonization and developed a strategy to reduce emissions for all three scopes, with a goal to decarbonize in line with the 1.5°C scenario. We report our progress in relation to the baseline described in [GRI 305-1](#) and [GRI 305-3](#) as part of our Corporate Social Responsibility (CSR) reporting activities and through CDP.

Governance and progress reporting follows the approach described in [GRI 2-13](#), [GRI 2-23](#), and [GRI 308-1](#).

Initiatives to reduce greenhouse gas emissions for Scopes 1 and 2 include energy efficiency measures and movement away from fossil energy sources. For examples, please see [Energy Usage](#).

Furthermore, we partner with suppliers to reduce Scope 3 emissions and product-related GHG emissions. For example, we developed with our partner a black seat shell made from recycled plastic for our product Maari, which greatly reduces the product carbon footprint for this product family. For our decarbonization journey, in 2023 we began a project to engage suppliers and encourage them to set ambitious decarbonization goals themselves, which will drive Scope 3 decarbonization for Haworth. Moreover, we will extend our Second Life programs to address emissions from Scope 3 categories "Purchased Goods and Services" and "End of Life."

Another important element is engagement of members. We have implemented employee awareness/training programs 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)
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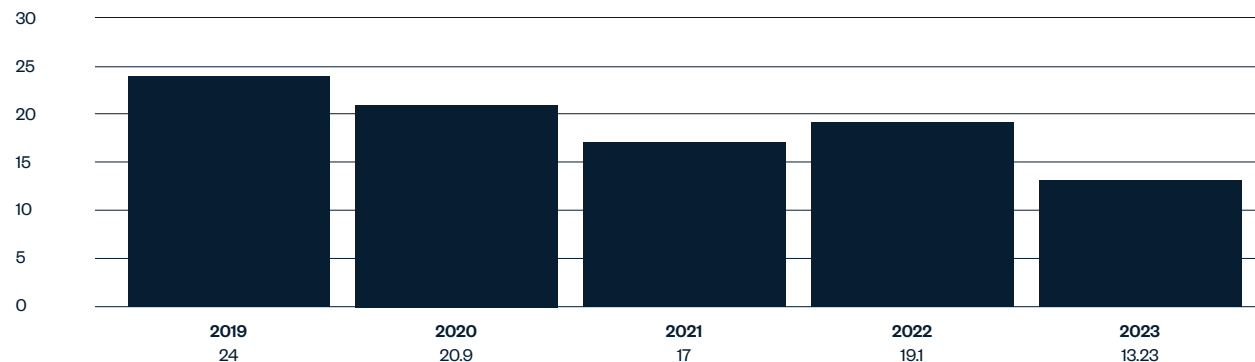
We do not use ozone-depleting substances in our products. Foam propellants classified as ozone-depleting substances, such as CFCs and HCFCs, are generally avoided.

For air conditioning systems, a loss of 0.08 tonnes of R22 from equipment were documented in 2023 for facilities operated or used by Haworth Group.



GRI	UNGC	SDG	GRI Standard Requirement
305-7	Environment	3, 12, 14, 15	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions

Global VOC Emissions in Tonnes



Data Scope: Haworth Commercial Interiors headquarters and manufacturing sites (full operational control of facilities). Calculations are based on site-specific data.

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 adhesives and screen for any hazardous substances. Due to the diligent efforts of our teams and our suppliers, we are making continued progress toward reducing VOC emissions.

GRI 306: Effluents and Waste

306-1	Environment	3, 6, 11, 12	Waste generation and significant waste-related impacts
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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.

Haworth manufacturing accounts for about 91% of waste generated. Disposal methods include recycling, energy recovery, and composting. Waste disposal methods for remaining facilities, (e.g., showrooms, offices or warehouses) include recycling, energy recovery, composting, and landfilling.

We continuously work together with our members and suppliers to reduce waste, boost reuse, and improve recycling—all while adhering to federal and state legislations of the countries in which we do business (see also [Procurement, Manufacturing, & Logistics](#)). 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, corrugate, 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.



GRI UNGC SDG GRI Standard Requirement

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 for reversible 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.

[Circular Economy](#)

Our Sustainability Briefs

[Sustainability Policy & Strategy](#)

[Sustainable Building Contributions](#)

[Material Chemistry & Transparency](#)

[International Circular Services](#)

[Carbon Accountability](#)

[Sustainable Wood](#)

[Circular Design](#)

[Diversity, Equity, & Inclusion](#)

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

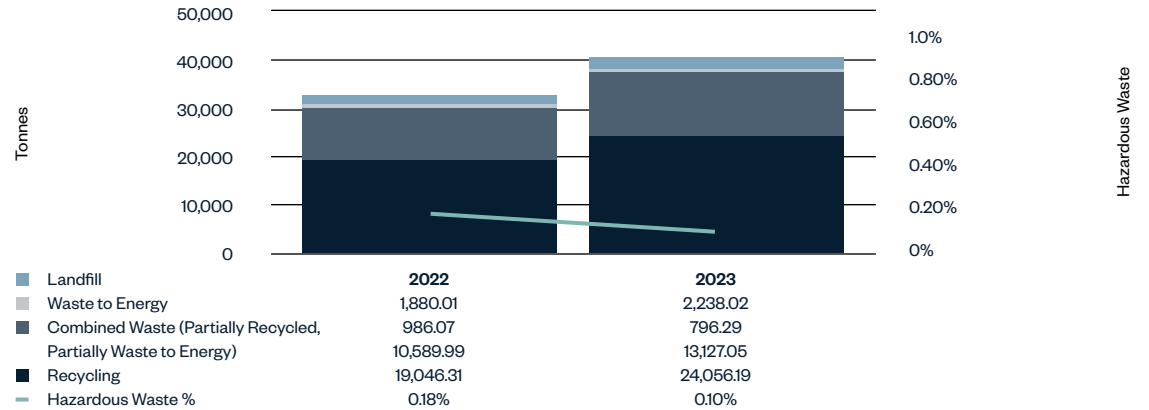
Where available, waste data is based on invoiced quantities and volumes. When waste data was not available, we estimated waste volumes based on leased spaces or the number of members per site (approximately 5% of waste volume is based on estimates).

306-4 Environment 3, 11, 12 Waste diverted from disposal

Of reported quantities, about 55% of waste was described as mixed waste, 31% as wood waste, 9% as metal, 4% as paper, and 1% as plastic.

For 2022 CSR report, we expanded reporting to include data for showrooms, offices, and warehouses. When waste data was not available, we estimated waste volumes based on leased spaces or number of members per site (approximately 5% of waste volume is based on estimates). We continue to include the additional data for the 2023 report. Absolute increases are linked to increase of sales activities from 2022 to 2023.

Waste Generated



Data Scope: Haworth Group

See [GRI 306-3](#).

[Circular Services](#)



GRI	UNGC	SDG	GRI Standard Requirement	
306-5	Environment	3, 6, 11, 12, 15	Waste directed to disposal	See GRI 306-4 .

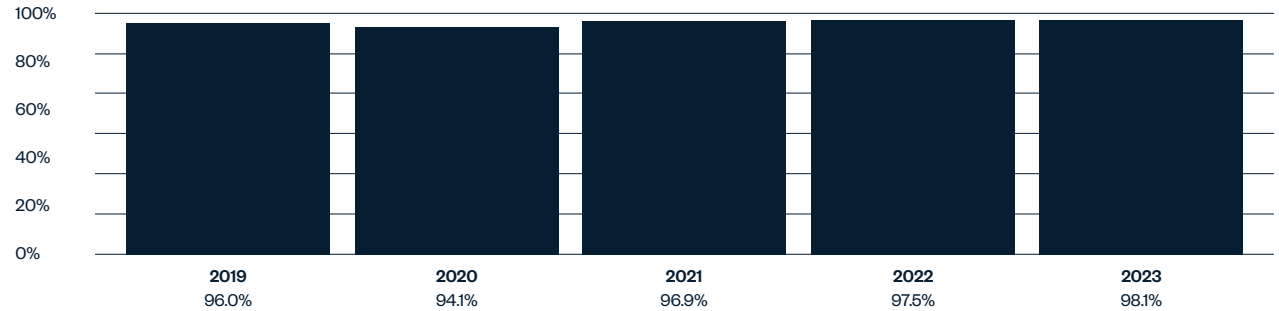
GRI 307: Environmental Compliance

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.
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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. This document is updated on a regular basis to cover relevant topics. With over 98% 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.
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Suppliers Signing on to Haworth Supplier Code of Conduct



Data Scope: All sectors of Haworth Commercial Interiors: the Americas, EMEA (Europe, Middle East, and Africa), and Asia-Pacific

We aim to maintain 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. We use material chemical declarations for our supply chains to gain additional insights into material composition. Additionally, we maintain an open exchange of information with suppliers regarding selected items with relevance to product performance and production. For wood materials, we collect, for example, supply chain information for our Chain of Custody certifications according to FSC or PEFC. Moreover, we have strategic collaborations that push the use of recycled materials.

308-2	Environment		Negative environmental impacts in the supply chain and actions taken	See GRI 308-1 .
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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, a two-week paid leave is available to members in the United States for non-birthing parents.

GRI 402: Labor/Management Relations

402-1	Labor	8	Minimum notice periods regarding operational changes	Haworth strives to keep members informed about Haworth business matters that affect them and encourages them to express their thoughts through the multiple communication channels available to them.
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GRI 403: Occupational Health and Safety

403-1	Labor	8	Occupational health and safety management system	<p>Haworth acts in accordance with clearly defined values and standards of conduct that comply with or go beyond laws and regulations and take internationally recognized principles into account (see GRI 2-23). The well-being, health, and safety of our members are deeply embedded in our company values. We believe that every person is entitled to a safe and healthy work environment. We rely on our members and work to make the world better. Therefore, safety is everybody's business and is to be given primary importance in every aspect of planning and performing all Haworth activities, so that our members are protected against industrial injury and illness.</p> <p>Our policy is oriented toward affirmative control and minimization of risks. Establishment and maintenance of a safe working atmosphere is the shared responsibility between Haworth and its members at all levels of the organization. Haworth's local Health & Safety teams meet regularly to coordinate training and stay informed of new processes and regulations that relate to member health and safety. Regularly, the Haworth Health & Safety teams will review risk assessments and health and safety documentation to incorporate changes in local processes, as well as relevant laws and regulations that govern our conduct. We regularly track occupational health and safety performance, initiate improvement measures, and provide training. Each member begins their career at Haworth with comprehensive Health & Safety training and receives regular refreshers. They are provided the necessary personal protective equipment (PPE) and replacements when PPE is damaged. Across all production sites and our headquarters, members are represented by health and safety committees.</p> <p>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 specialists, dental, or personal accidents.</p> <p>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 France and a logistics and sales site in Germany are certified according to ISO 45001. 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 guided by our sustainability strategy, including close monitoring and transparent reporting in our annual reports.</p> <p>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. External service providers are required to implement the relevant occupational health and safety standards for their employees. A contact person shares details on relevant occupational safety topics and coordinates with service providers when they are onsite.</p>
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GRI	UNGC	SDG	GRI Standard Requirement	
403-2	Labor	8	Hazard identification, risk assessment, and incident investigation	<p>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. Member participation and consultation are vital to improve our performance, helping to keep members safe and reducing 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). We follow up with members on incidents and near misses, and implemented changes to workplaces are evaluated for effectiveness.</p> <p>Regular training and special events, such as safety-focus weeks, are used to keep a high awareness among members for health and safety issues. Moreover, Haworth Learning & Development teams across the globe brought curated training content to Haworth Group members. Each week, the global team publishes new training articles, techniques, tips, and digital tools pertaining to important health and safety topics. Additionally, health and safety procedures for members and visitors are available in the major local language(s) spoken by employees and in English.</p> <p>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 protocols and behaviors.</p>
403-3	Labor	8	Occupational health services	<p>In addition to required/mandatory health checkups, we offer a wide variety of programs nurturing member well-being. We offer services such as mammograms, flu 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, and professional services. We offer flexible organization of work (e.g., through remote work if possible). Members also profit from our 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 the WELL Building Standard.</p> <p>People</p>
403-4	Labor	8, 16	Worker participation, consultation, and communication on occupational health and safety	<p>Member participation and consultation are vital to improve our performance, helping to keep members safe and reducing overall incident rates. Participation can be achieved through direct exchange with members or with representatives like workforce committees.</p> <p>Our processes and activities for participation, consultation, and communication regarding occupational health and safety are also evaluated for the ISO 45001 certifications, which we maintain for nine facilities in Germany, Portugal, France, Switzerland, China, and Italy.</p> <p>Aspects of member engagement and satisfaction are also addressed in our annual member engagement review. Surveys are followed by team workshops to identify, plan, and implement actions to seize opportunities for improvement. Interactive communication sessions also include Q&A sessions with leadership members on a regular basis.</p>
403-5	Labor	8	Worker training on occupational health and safety	<p>Safety training is a mandatory element of Haworth's onboarding process, and members receive regular updates of safety training related to their workplace. We also organize local special events to inform members on health and safety issues. Health and safety procedures for members and visitors are available in the major local language(s) spoken by employees and in English.</p>
403-6	Labor	3	Promotion of worker health	<p>See GRI 403-1 to GRI 403-5. See People.</p>
403-7	Labor	8	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<p>See GRI 403-1 to GRI 403-5 and GRI 416-1.</p>
403-8	Labor	8	Workers covered by an occupational health and safety management system	<p>See GRI 403-1 to GRI 403-5.</p>

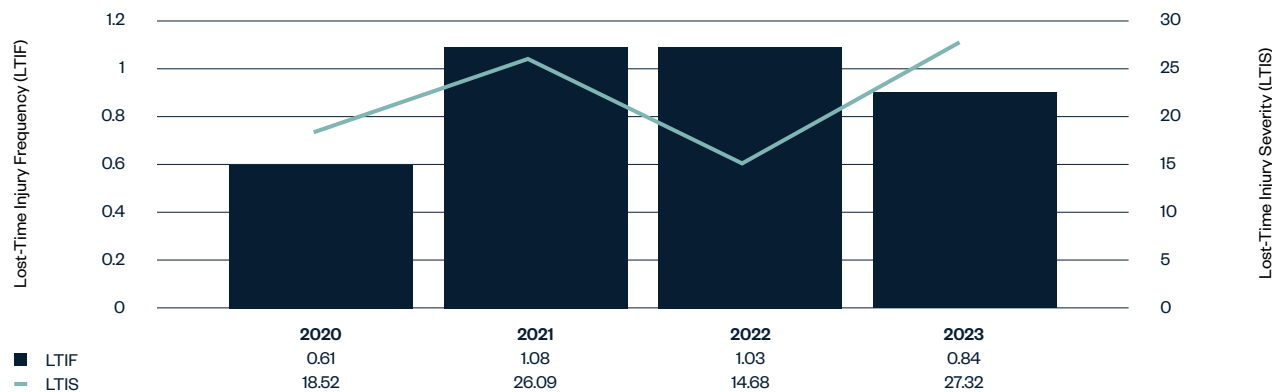


GRI	UNGC	SDG	GRI Standard Requirement
403-9	Labor	3, 8, 16	Work-related injuries

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 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 Injuries



Data 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 .
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GRI 404: Training and Education

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 is critical to both personal achievement and business success. We offer a breadth of learning and development opportunities—from online courses to in-person training.
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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 numbers of courses and training hours offered to all members.

Program	Courses Offered	Courses Delivered	Participants	Training Hrs.
Professional Development	29	203	3,081	14,119
Business Systems Training	52	230	385	3,089
Haworth Leadership Institute	6	18	351	4,465
Orientation	4	207	1,136	9,333
Global Required Training (Self-Paced Online Training)	39	—	3,501	7,661
Diversity, Equity, Inclusion, and Belonging (DEIB) Training	6	—	1,027	654
Other (e.g., product training, safety trainings)	105	180	1,056	13,016



GRI	UNGC	SDG	GRI Standard Requirement									
				<p>2023 Average Training Per Employee</p> <table border="1"> <thead> <tr> <th>Region</th> <th>Average Hours</th> </tr> </thead> <tbody> <tr> <td>North America</td> <td>12</td> </tr> <tr> <td>International</td> <td>7</td> </tr> <tr> <td>Total</td> <td>10</td> </tr> </tbody> </table> <p>We continue to improve the tracking of training hours provided. Hours of training to members on professional development, product training, business systems, or first aid and safety do not yet reflect all course offered or the countless hours of training provided on the job.</p> <p>Through our partnership with Skillshare, members can customize their development plan by selecting courses and tracking their progress. In 2023, 27 licenses rotated every two weeks, with 226 unique users and about 13,114 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.</p> <p>In 2023, we continued sustainability training for members as refreshers and during onboarding. Moreover, we provided training for key functions (e.g., Purchasing, Product Design, Sales, Customer Operations) to provide members with knowledge on relevant sustainability aspects related to their work. There were 156 modules of voluntary online sustainability trainings completed by members in 2023. Besides specific training sessions, information was continuously shared on the job as part of projects and during routine meetings with different functions.</p>	Region	Average Hours	North America	12	International	7	Total	10
Region	Average Hours											
North America	12											
International	7											
Total	10											
404-2	Labor	8	Programs for upgrading employee skills and transition assistance programs	<p>See GRI 404-1 to learn about programs for upgrading employee skills.</p> <p>One example of 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 retirement to members.</p>								
404-3	Labor	5, 8, 10	Percentage of employees receiving regular performance and career development reviews	<p>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. We use association management software to set and follow up on individual goals, administer general training and document member preferences (e.g., related to career mobility in terms of geography). Position vacancies are communicated within the organization to enable members to apply. If a new position requires members to move, we encourage and support them. Members can also apply for specific training to develop leadership skills to prepare them for leadership responsibilities in their current or future positions (see also GRI 404-1).</p>								

GRI 405: Diversity and Equal Opportunity

405-1	Human Rights, Labor	5, 8	Diversity of governance bodies and employees: generations, gender ratio per region, interns	<p>Haworth is committed to retaining and attracting members that represent many backgrounds and cultures. In 2023, we continued to build our DEIB framework and data collection efforts. One key area of focus was understanding our baseline for minority and female representation in leadership.</p> <p>2023 North America Female Representation in Leadership</p> <table border="1"> <thead> <tr> <th>Level</th> <th>Percent Representation</th> </tr> </thead> <tbody> <tr> <td>Level 3 (People Leaders)</td> <td>36%</td> </tr> <tr> <td>Level 2 (Directors and VP's)</td> <td>13%</td> </tr> <tr> <td>CEO Direct Reports</td> <td>42%</td> </tr> </tbody> </table>	Level	Percent Representation	Level 3 (People Leaders)	36%	Level 2 (Directors and VP's)	13%	CEO Direct Reports	42%
Level	Percent Representation											
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GRI	UNGC	SDG	GRI Standard Requirement
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2023 North America Minority Representation in Leadership

Level	Percent Representation
Level 3 (People Leaders)	10%
Level 2 (Directors and VP's)	0%
CEO Direct Reports	4%

2023 International Female Representation in Leadership

Level	Percent Representation
Level 3 (Managers)	29%
Level 2 (International Strategy Team)	23%
CEO Direct Reports (Officer)	0%

2023 Haworth Lifestyle Brands Female Representation in Leadership

Level	Percent Representation
Level 3 Managers)	44%
Level 2 (Executive)	20%

See [GRI 2-7](#).Please refer to the [People](#) section for our female leadership representation goals and our [Diversity, Equity, and Inclusion Brief](#).

405-2	Human Rights, Labor	5, 8, 10	Ratio of basic salary and remuneration of women to men
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See [GRI 2-19](#), [GRI 2-20](#) and [GRI 202-1](#).**GRI 406: Non-Discrimination**

406-1	Human Rights, Labor	5, 8	Incidents of discrimination and corrective actions taken
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Haworth respects the rights of all members. Our Values and Member Code of Conduct guide hiring policies, anti-discrimination, and other universally recognized labor and human rights. Our Member Code of Conduct also ensures our standard operating procedures are followed to maintain ethics and proper business conduct. Moreover, ethics training is a mandatory element of Haworth's onboarding process, and members must complete this training recurrently. All members globally will be prompted to do a mandatory refresher every two years.

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 protocols. 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 [Diversity, Equity, and Inclusion Brief](#).Whistleblower procedures follow the description for disclosure (see [GRI 2-26](#)). In 2023, we received one whistleblower complaint related to discrimination.



GRI 407: Freedom of Association and Collective Bargaining

GRI	UNGC	SDG	GRI Standard Requirement	
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	<p>Haworth acts in accordance with clearly defined values and standards of conduct that comply with or go beyond laws and regulations and take internationally recognized principles into account (see GRI 2-23).</p> <p>Haworth has globally defined and implemented a standard of Legal & Ethical Conduct. Whistleblower procedures follow the description for disclosure (see GRI 2-26).</p> <p>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, anti-corruption, worker respect, and environmental compliance.</p>
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GRI 409: Forced or Compulsory Labor

409-1	Human Rights, Labor	5, 8	Operations and suppliers at significant risk for incidents of forced or compulsory labor	<p>Haworth acts in accordance with clearly defined values and standards of conduct that comply with or go beyond laws and regulations and take internationally recognized principles into account (see GRI 2-23).</p> <p>Haworth has globally defined and implemented a standard of Legal & Ethical Conduct. Whistleblower procedures follow the description for disclosure (see 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.</p> <p>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).</p> <p>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, anti-corruption, 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.</p>
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GRI 411: Rights of Indigenous Peoples

GRI	UNGC	SDG	GRI Standard Requirement	
411-1	Human Rights, Labor		Operations with human rights reviews, impact assessments, human rights as part of SCOC, and percentage covered	Haworth respects the legal or customary land-tenure and use rights of indigenous and local communities, as well as their rights to give or withhold their free, prior, and informed consent for operations affecting their land or natural resources, including forest and water. Haworth seeks to work with suppliers who promote this standard. In 2023, we had zero incidents reported containing violations of the rights of indigenous peoples.

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 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 411-1 , and GRI 413-1 .

GRI 414: Supplier Social Assessment

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, anti-corruption, worker respect, and environmental compliance. With over 98% 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.
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GRI 416: Customer Health and Safety

416-1			Assessment of the health and safety impacts of product and service categories	<p>At Haworth, we're continually improving our ability to affect sustainable building practices and to promote spaces that benefit the well-being of the people who use them.</p> <p>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 toward sustainable building standards like LEED and the WELL Building Standard.</p> <p>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 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.</p>
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GRI	UNGC	SDG	GRI Standard Requirement
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We report on our material transparency efforts in our product environmental data sheets (PEDS) and the Haworth Ecomedes site 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.

Our Sustainability Briefs
[Material Chemistry & Transparency](#)
[Circular Design](#)

GRI 417: Marketing and Labeling

417-1	Environment	12	Requirements for products and services information and labeling
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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 pages of the Haworth website and the Haworth Ecomedes site. 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
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Policies 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. All 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. Haworth values and respects customers' data privacy and is committed to ethical and responsible practices. For more information, see our public [Privacy Policy Notice](#).

In the case of a digital security event, Haworth has a standard incident response planning procedure which is reviewed on an annual basis. In 2023, Haworth had zero first-party information security incidents and no substantiated complaints concerning breaches of customer privacy or losses of customer data.

HAWORTH

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