HAWORTH®



SUSTAINABILITY REPORT

2008

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Sustainability Impacts & Opportunities.

Research suggests our planet is being negatively impacted by human activities. Yet, we can be a catalyst for positive change. For Haworth, many of these changes are interrelated. Climate change has increased awareness of the need for green building, which in turn drives demand for more sustainable products.

Climate Change. Haworth was the first in our industry to acknowledge the negative effects of climate change and we commit to minimizing our contribution to the global problem. Our pledge through the U.S. Environmental Protection Agency's Climate Leaders program is to reduce U.S. greenhouse gas (GHG) emissions by 20 percent per dollar sales by 2009. Our GHG emissions continue to decrease and remain low compared to other industries.

Green Building. Research confirms that the conventional building model is unsustainable—change is essential. Green building is transforming the global construction industry. For Haworth, green building is an opportunity and obligation. To make use of this opportunity, we have evolved our business from an office furniture manufacturer into a workspace solutions provider. We are increasingly involved earlier in the planning and building process and our engagement has translated into growth.

Our obligation is to support growing numbers of mandatory regulations, product certifications and information requirements related to green building and sustainability initiatives. These require at a minimum additional tracking, labeling, documentation and control requirements. Long term, it requires change to business as usual for our industry.

More Sustainable Products and Workspaces. Haworth is well positioned to meet the demand for more sustainable products. Our approach to product development—life cycle thinking—emphasizes the design of integrated, flexible workspace solutions in addition to single products. While technology is changing how people work, Haworth's flexible interiors are poised to evolve and help lead change.

Dear Stakeholders,



It is with great pride in our achievements, yet with humble acknowledgement of the journey we still face, that we offer this report on our 2008 efforts to achieve our objective of becoming a sustainable global organization.

Our most important accomplishment is that we continue to operate a successful, strong organization in which our members are empowered to help move the world to a more sustainable position. This document represents our global commitment to sustainability. We believe it marks a symbolic and tangible step toward helping us make wise use of our planet's resources.

One of the ways we express our commitment to sustainability is through the design and construction of our own spaces.

In 2008, we celebrated the opening of our global headquarters; featuring many sustainable elements including a 45,000-square-foot green roof and a three-story, 35,000-square-foot glass atrium. These design choices both enhance our sustainability objectives for our headquarters and powerfully demonstrate that a sustainable space can be beautiful, efficient, and inspire the mind and spirit.

We have made significant progress toward our Green Building and Sustainable Site objective and our six other objectives during 2008—including Sustainable Product and Workspace Design. We infuse Design for the Environment (DfE) strategies and complete integration in all our new products. In particular, our Very™ seating family, introduced in the North American region last year, achieved GREENGUARD® certification as a low-emitting product, as well as MBDC Cradle to Cradle^{CM} Gold and Silver Certifications.

In Canada, our offering of products, including our newly launched Morpheo product line, made by Haworth-owned Groupe Lacasse®, achieved GREENGUARD certification and GREENGUARD for Children and Schools. In 2008 we launched BRAZO to the European market and enhanced the product line. BRAZO is 98.5 percent recyclable, boasts a 50,000-hour life span, and is 85 percent more energy efficient than incandescent lights. We have ISO 14001 certification for four additional manufacturing sites in 2008 and expect to have all 21 locations certified by the end of 2009.

Ultimately, everything comes down to people, even sustainability. We support our members when they give back to the world in which we live. They donate time and money to charitable organizations around the globe. They give of themselves, not for recognition or for the sake of Haworth, but because their hearts compel them to act.

We believe the health of our planet and the health of our people are entwined. We encourage our members to adopt healthy lifestyles in many ways: from making all our North America sites smoke-free in 2008, to covering participation fees for bike races and marathons within our communities. We realize that improving the world begins with improving people, through our company's charitable donations and our members' independent commitments.

As always, we are indebted to Haworth members worldwide for their efforts to advance our sustainability initiatives. We are grateful for our partnerships with environmental industry leaders, our dealer members, suppliers, customers and communities. These important relationships enable us to expand our knowledge and extend our circles of influence in our drive to make sustainable business practices the true "global standard."

Franco Bianchi
President & CEO
Haworth, Inc.

Matthew R. Haworth
Chairman
Haworth, Inc.

Richard G. Haworth
Chairman Emeritus
Haworth, Inc.

Who we are.

Our Vision

At Haworth, we create beautiful, effective and adaptable workspaces.

Our Mission

Using our products, services, and knowledge, our mission is to provide each of our customers with a tailored interior that enhances their business, stirs their spirit, and sustains the planet.

Our Values

At Haworth we value:

- Customers
- Results
- Members
- Continuous Learning
- Integrity
- Our World

Our History

The Haworth story begins in a garage in 1948. G.W. Haworth began producing wooden display units in his garage to earn money for his children's college education. This pioneering spirit, coupled with a desire to take his future into his own hands, led to the growth of what is now a third-generation, privately-owned company.

The company has evolved to a global enterprise dedicated to superior customer satisfaction, engineering and design innovation and sustainability.

After 60+ years in business, Haworth remains guided by the people and values that have made it one of the top manufacturers in the industry.

Haworth Milestones

1950

1948 – G.W. Haworth makes a career change—from a high school industrial arts teacher to the founder of Modern Products. His goal? To put his five children through college.

1954 – The company begins its shift toward office environments.

1956 – Groupe Lacasse is established.

1970

1976 – The company changes its name to Haworth, Inc. and unveils the world's first pre-wired modular panel.

1987 – Haworth opened its first European office located in London, England.

1988 – The company undertakes a major strategic global expansion plan. comforto® is acquired in Germany as its first European manufacturing site.

1988 – Haworth becomes a charter participant in the EPA 33/50 program, a pollution prevention initiative.

1990

1992 – castelli®, in Italy, joins Haworth Europe group.

1993 – Haworth's on-site corporate recycling center opens.

1999 – Haworth acquires dyes® and art.collection® in Germany.

1999 – The Ahlen, Germany manufacturing plant becomes the first Haworth facility—and one of the first in the industry—to receive ISO 14001 certification.

2000

2000 – Haworth acquires SMED in Canada and expands into walls, floors and interior architecture.

2000 – Haworth acquires Groupe Lacasse in Canada.

2003 – InterfaceAR in Grand Rapids, Michigan, USA joins the family, adding greater raised-flooring capabilities.

2004 – New organic workspace approach unveiled at Chicago showroom during NeoCon tradeshow, designed by Perkins+Will, Eva Maddox and Haworth.

Our Strategy

We are driven to create great places to work, and believe that our ability to provide our customers with unique solutions that match their needs—backed by research, knowledge, global perspectives and products—is unique in the industry. We call our approach the Organic Workspace.

The Organic Workspace is a truly flexible workspace that can respond continuously to the changing business needs of our clients. It improves effectiveness, helps achieve sustainability goals, increases life cycle value, and virtually eliminates waste.

Moveable walls, access floors, modular furniture systems and an integrated utility platform blend seamlessly into integrated workspace interiors. Using Design for the Environment (DfE) strategies, common planning logic, flexible connections, and an integrated aesthetic and design sensibility, Haworth products are truly great on their own, but even better together.

Design. Our products combine design, research, science and quality, creating visually compelling and high-performing workspaces that inspire people, enhance our customers' brand and culture, and positively impact business results.

Global Capabilities. Our vast and diverse Haworth family gives us a truly global presence. Not only do our research and products originate from around the world, our capabilities enable us to serve our customers everywhere they do business.

Sustainability. Haworth's goal is to lead the green revolution by example. Our workspace solutions are designed to assist our customers in reaching their own sustainability goals, while placing great importance on protecting the environment.

Knowledge. Workspace knowledge is the quality that binds together our design, global capabilities and sustainability. Our knowledge of ergonomics, psychology and workspace culture is continuously expanded through research by our team of experts, and applied in our workspace solutions and product applications.

2005

2005 – Haworth's Chicago, Illinois, USA NeoCon showroom is the first space in the Merchandise Mart to be certified LEED-CI Gold and is named "Project of the Year" by IIDA's Annual Interior Design Competition.

2005 – Haworth introduces Zody seating, the first chair in the industry with Gold-level Cradle to Cradle certification by McDonough Braungart Design Chemistry.

2006

2005 – Haworth is first in the industry to join the EPA Climate Leaders program and pledges to reduce greenhouse gas emissions by 20 percent per dollar sales by 2009.

2006 – First in the industry to issue a sustainability report using the guidelines of the Global Reporting Initiative (GRI).

2006 – Los Angeles, California, USA showroom is certified LEED-CI Gold.

2007

2007 – Shanghai, China and Pune, India manufacturing facilities achieve ISO 14001 certification.

2007 – Pune, India showroom is certified LEED-CI Gold. New York, New York, USA showroom is registered LEED-CI Gold. Toronto, Ontario, Canada showroom registered LEED-CI Silver and Calgary, Alberta, Canada showroom built to LEED-CI standards.

2007– Haworth headquarters renovation project earns a People's Choice Award in the first EPA Lifecycle Building Challenge.

2008

2008 – Haworth's 2007 Sustainability Report is the first truly global GRI-based report in the industry.

2008 – Haworth unveils its updated headquarters in Holland, Michigan, USA, registered LEED-NC Gold. Dallas, Texas, USA and Washington, D.C., USA showrooms are certified LEED-CI Gold.

2008 – Haworth headquarters achieves the 2008 Good Design Award from BusinessWeek and Architectural Records.



Our company.

Haworth International, Inc. is a privately held global corporation, headquartered in Holland, Michigan, USA. Haworth serves two types of markets:

- contract furniture and workspace interiors
- mid-market furniture

Haworth, Inc. serves the contract furniture and workspace interiors markets with three global regions:

- North America
- Europe
- Asia Pacific, Middle East, Latin America

Haworth dealers, who are independent businesses, provide sales and service support to our customers. In the contract furniture and workplace interiors market, Haworth and its dealers work with diverse groups of decision makers (architects, designers, facility managers, etc.) who are part of an often complex process to select, specify, plan, and purchase furniture and workspace interiors.

Groupe Lacasse, a separate operating company, services the mid-market segment. These customers typically do not use architecture and design firms for facility planning. They work directly with dealers or through catalog retailers. Business is largely transactional, requiring little if any pre- and post-sale services. Large contract furniture customers also use mid-market products and make purchases through their existing contract furniture dealers.

Haworth By the Numbers

- 7,000+ members worldwide
- More than 600 dealers worldwide
- Operations in more than 120 countries
- $1.65 billion in global sales for 2008



Europe

Markets Served: Contract furniture and workspace interiors

Product Brands:

comforto, established 1863, joined Haworth in 1988. A leading name in the field of high quality, innovative ergonomic seating, it includes Zody_System 89.

castelli, established 1877, joined Haworth in 1992. Products such as the Plia chair are tangible symbols of the success of Italian craftsmanship and design.

dyes, established 1901, joined Haworth in 1999. Focus is on furniture systems for changing environments.

art.collection, established 1946, joined Haworth in 1999. Executive office environments embody timeless design yet reflect a new management culture.

Primary Products: Seating, furniture systems, conference solutions, public seating, wall partitions

Research and Development: Management furnishings in France; systems furniture and wall partitions in Italy; seating in Germany

Sales Channels: Europe and Africa are served by local dealers, local Haworth sales force and the Haworth Europe export team

2008 Highlights:

- Haworth France joined United Nations (UN) Global Compact
- Haworth France achieved NF Environment certification for Epure® desk systems
- Haworth Italy instituted ecological multi-use units for packaging and transporting product
- London showroom started green office initiative—introduced recycling, organic cleaning supplies, and waste reduction program
- Haworth Spain and Switzerland manufacturing facilities achieved ISO 14001 certification

Image: Epure® benching application, by dyes, with Zody.



Asia Pacific, Middle East, Latin America

Markets Served: Contract furniture and workspace interiors

Product Brands: Haworth

Primary Products: Furniture systems, seating, executive offices, conference solutions

Research and Development: Shanghai, China

Sales Channels: Served by local dealers and local Haworth sales force

2008 Highlights:

- Shanghai, China factory achieved zero-waste-to-landfill goal.
- New Shanghai, China showroom registered LEED-CI Gold certification.
- Green Factory/Green Office initiative launched at the Shanghai, China plant increased green understanding in sustainable practices.
- Haworth Asia Pacific became a founding member of the Joint U.S.-China Cooperation on Clean Energy (JUCCCE).
- Haworth Asia Pacific became a founding member of the China Greentech Initiative.
- Haworth Shanghai and Hong Kong and their members donated RMB 243,191/$35,140 to Shanghai Red Cross for Sichuan earthquake relief in May 2008.

Image: Shanghai showroom.



North America

Headquarters: Holland, Michigan, USA (global headquarters)

Markets Served: Contract furniture and workspace interiors

Product Brands: Haworth

Primary Products: Moveable walls, access flooring, integrated modular systems furniture, desking systems, seating, executive casegoods, freestanding wood, laminate and steel casegoods, freestanding storage products, conference solutions, electrical and cabling support systems, lighting

Research and Development: Holland, Michigan, USA; Calgary, Alberta, Canada

Sales Channels: Served by dealerships and Haworth sales force through regional sales offices

2008 Highlights:

- Very seating line launched and achieved MBDC Cradle to Cradle Gold and Silver certification.
- Haworth named partner in the United States EPA SmartWay[SM] Transport program—one of the first in the industry.
- Haworth North America achieved VOC air emission rate reduction of greater than 65% as compared to 2007.
- Opened two LEED registered spaces: global headquarters in Holland, Michigan, USA and a showroom in San Francisco, California, USA.
- Calgary, Alberta, Canada joined Holland, Michigan, USA as a smoke-free campus.
- Five years of no-lost time documented at plants in Douglas, Michigan, USA; Ludington, Michigan, USA; and Bruce, Mississippi, USA.

Image: Very seating.



Groupe Lacasse

Established: 1956

Headquarters: St. Pie, Quebec, Canada

Market Served: Mid-market, North America

Product Brands: Lacasse®, Nvision® and United Chair®

Primary Products: Laminate casegoods, seating, systems, lateral filing and storage, and educational furniture

Research and Development: St. Pie, Quebec, Canada

Sales Channels: 1,910 non-exclusive dealers in Canada and the U.S.; ranges from small, one-store dealerships up to large contract dealers

2008 Highlights:

- St. Pie, Quebec, Canada manufacturing facility earned ISO 14001 certification.
- 100% of Haworth members were trained on our sustainability vision, mission and seven objectives.
- Morpheo is GREENGUARD and GREENGUARD for Children & Schools℠ certified.
- Packaging optimized to use less materials thanks in part to new shrink wrap packaging methods.
- Met 2008 goal of reducing waste to landfill by 75% by sending sawdust and wood scraps to a cogeneration facility to produce electricity.

Image: Morpheo, Groupe Lacasse.



Sustainability.

Our Sustainability Vision

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

Our Sustainability Policy

Striving for sustainability is our corporate responsibility. We will be an example and operate to ensure future generations are not compromised.

To this end, we commit to the following:

- We will use education and innovation to promote environmental stewardship and enable the design and construction of more sustainable buildings and workspaces.
- We will continuously improve operational performance, not only internally but also throughout our supply chain, with a focus on preventing pollution, reducing waste, and reducing consumption of non-renewable resources.
- We will use benchmarked performance targets, conduct audits, track metrics, and annually report on our corporation's environmental performance.
- We will be proactive, continually adapting our practices and behaviors to new developments in technology, health and environmental science.
- We will meet or exceed applicable legal requirements and other requirements related to the environmental aspects of the organization.

We recognize our responsibility as a global corporation and we will work in harmony with the communities in which we operate and the markets we serve.

Haworth leaders and members adopt and support the Haworth Policy for Sustainability. We will also communicate and promote acceptance of this policy to everyone working for or on behalf of the organization. This policy forms a framework for activities, product design, services and decision making and promotes engagement of the entire organization. Haworth is dedicated to sustainability leadership and will continually evolve this policy to ensure our commitment.

Long-term Sustainability Objectives

Based on our vision and policy to become a sustainable corporation, Haworth is committed to these seven sustainability objectives and has supporting short- and long-term goals.

1. **Sustainable Product and Workspace Design** Understand, reduce and eliminate the negative environmental impacts from the manufacture, use and end-of-life management of Haworth products and workspaces.

2. **Energy Management.** Increase energy efficiency and utilize renewable energy alternatives to become climate neutral, with the long-term objective of utilizing 100% renewable energy.

3. **Green Transportation.** Eliminate harmful emissions associated with the distribution of Haworth products and services and member business travel.

4. **Zero Waste and Emissions.** Eliminate waste and emissions associated with corporate operations and the production of products and services. This includes elimination of all greenhouse gases.

5. **Green Building and Sustainable Site Management.** Use green building design and practices to construct new buildings and interior renovations for all Haworth facilities worldwide and ensure sites in use are managed for sustainability.

6. **Social Responsibility.** Support the communities in which we conduct business and operate as an ethical organization.

7. **Stakeholder Engagement.** Engage all Haworth stakeholders in our path toward sustainability.

The long-term objectives were developed based on executive, member and other stakeholder feedback and benchmarking 50 best-in-class companies. By developing products and services that challenge conventional construction paradigms and provide more sustainable alternatives, Haworth is working with our stakeholders to evolve our industry to a more sustainable model.

Our Successes

Green Building. Construction was completed in 2008 for the major renovation of our global headquarters building in Holland, Michigan, USA. The 300,000-square-foot project is registered to the LEED® for New Construction (LEED-NC) Green Building Rating System™. The environment is a living laboratory of innovative organic workspace solutions. The modular interiors reduce life cycle costs associated with reconfiguring workspaces to meet changing business needs. The renovation added 20 percent more space, but will use 10 percent less energy than the previous building.

In 2008, we registered our San Francisco, California, USA and Shanghai, China showrooms under LEED for Commercial Interiors (LEED-CI) and expect both to earn a gold rating. Showroom renovations in Dallas, Texas, USA and Washington, D.C., USA both earned LEED-CI Gold level certifications. In total, we have certified or registered 10 LEED showrooms and offices.

Green Shipments. Haworth was one of the first in our industry to achieve partner status in the United States Environment Protection Agency (EPA) SmartWay℠ Transport program. As a shipping partner, Haworth committed to efficiency goals and encouraged our carriers to partner with us. As a result, Haworth avoided 612 tons of CO_2 by significantly increasing bimodal shipments (truck + rail) versus truck shipments.

Our metric tons of CO_2 generated from member air travel declined significantly in 2008. Some of that efficiency can be attributed to increased and improved communication tools that eliminated travel. Haworth added technology throughout our global headquarters and global sites to support video-on-demand meeting and conferencing tools.

Energy Management. In 2008, new lighting installed in six of our largest manufacturing plants is expected to reduce lighting energy use by 40 percent. A third-party, comprehensive energy audit by Johnson Controls, Inc. identified additional opportunities to reduce consumption in 2009.

Areas for Improvement

Supply Chain Management. Unprecedented economic challenges and price pressures in major commodity purchases and fuel focused our attention on cost containment. Prices for steel, our largest single commodity purchase, increased over 60 percent during a 40-day period in 2008. Despite the challenges, Haworth completed some key initiatives:

- Updated supplier code of conduct
- Improved financial risk monitoring of strategic suppliers
- Sourced from more domestic suppliers, providing shortened supply chain benefits including reduced fuel and emissions

Significant Changes

Haworth Global Headquarters Renovation. The renovation project completed in 2008 brings members together. A sun-filled 35,000-square-foot atrium offers access to daylight and views for over 750 workstations. Lower office panel heights were utilized in order to access daylight and views for at least 90 percent of the members.

Pre-occupancy surveys of members were conducted prior to the start of construction and post-occupancy surveys concluded at the end of 2008. Members reported dramatic improvements in access to natural light and variety of work environments, as well as an increase in their ability to organize work areas. As anticipated, there was a decline in perceived visual privacy; however, a perceived decrease in productivity was not reported. Data will continue to be collected and analyzed to develop a comprehensive assessment of the building performance and its impact on members.

Global Economy. A precipitous downturn in the world economy in 2008 adversely impacted global industry sales. To ensure ongoing financial strength, actions were taken to drive efficiencies and recognize changes in capacity needs, including the closure of the Allegan, Michigan, USA manufacturing facility. Production will consolidate to other company facilities, reducing energy, water and natural gas consumption for total operations. Impacted members will receive transition resources and severance packages.



Sustainable Design.

Sustainable Product and Workspace Design

We believe in life cycle thinking—creating individual products that encompass Design for the Environment (DfE) strategies. We design products that interface and integrate to create a more sustainable workspace environment. The result is interiors that flex and change with an organization and extend the life cycle of the workspace, in alignment with our customers' business goals.

Individual products meet DfE and ergonomic priorities and protocols. For example, materials and chemicals are reviewed against our Red, Yellow, Green Chemical Assessment. This assessment consolidates internationally accepted information sources to classify materials according to impacts on human health and the environment.

Materials are also selected based on recycled content and/or recyclability at the end of useful life. Materials with an existing infrastructure for recycling and products designed for easy disassembly are more likely to be recycled.

Life cycle assessments are conducted during new product development to help determine the impacts of design, materials and processes before products are finalized.

Finally, our products complement our workspace platform through integrated design, planning and connection logic. Integration builds flexibility and adaptability for design, and reduces redundancies and waste generated by change.

Haworth products are sustainable solutions when used alone. Used together they create more adaptable, more sustainable work environments.

Image: Enclose wall with frameless corner and Patterns file enclosure and bench.



































Left to right, top row: q_bic; Bay; Zody_System 89; Next; Compose; a_con conference. **Second row:** DSC Axis 106; Hello®; Very; DSC Axis 9000; s_con; Essence. **Third row:** System X-66; Premise with Zody; Freeline System; BRAZO. **Fourth row:** AllWays; System 55; System 39; b_sit. **Fifth row:** Vertical Office; Very; System X-99; q_bic. **Sixth row:** Hexagon; DSC Axis 10000; Tea; SE04. **Bottom row:** AllWays; Planes.

Very

In 2008 we introduced Very, a highly sustainable, minimally designed seating family born out of global design and science-led comfort.

- MBDC Cradle to Cradle Gold certification
- GREENGUARD certified
- Up to 71% recycled content; up to 98% recyclable
- Disassembly under five minutes for recycling at end of life
- Manufactured in ISO 14001 certified facilities
- Free of PVC, hexavalent chromium, polybrominated diphenyl ethers (PBDE) and formaldehyde
- All parts are labeled and identified for recycling
- Life cycle analyzed to optimize the carbon footprint

Haworth By the Numbers

- 76 product lines certified as low-emitting
- 28 product lines analyzed using Life cycle assessment (LCA)
- 7 product lines third-party certified as more sustainable
- 2 product lines third-party certified as climate positive*

AllWays Desking System

Asia Pacific introduced AllWays, a systems product backed by research from the international design consultancy of DEGW and certification by Good Environmental Choice Australia.

- GREENGUARD certified
- Free of PVC, chrome, PBDE and formaldehyde
- Strawboard core worksurfaces with formaldehyde-free binder (Strawboard is made from rice straw, a renewable agricultural by-product)
- Bamboo worksurfaces made from locally sourced, rapidly renewable materials—saving the destruction of old growth forests and reducing transportation costs and emissions.
- Up to 53% recycled content by weight
- Manufactured in ISO 14001 certified facilities
- Purchase of renewable energy credits equals the electricity used in assembly
- Disassembly under 10 minutes at end of life
- All parts are labeled and identified for recycling
- Designed for perpetual change and reuse with simple connections and durable materials
- Life cycle analyzed to optimize the carbon footprint



Image: Very on the green roof of Haworth headquarters in Holland, Michigan, USA

*Zody and AllWays products sold in the Asia Pacific market are certified as "climate positive" due to the elimination of life cycle greenhouse gas emissions through the purchase of carbon offsets

BRAZO Desk lamp

BRAZO was designed by Pablo Pardo of Pablo Designs in San Francisco, California, USA, and launched at NeoCon 2007. It was the first lighting product to ever win NeoCon Best of Competition.

- Utilizes high-powered, high-quality LEDs that are 85% more efficient than incandescent lights
- Lifespan of up to 50,000 hours
- 98.5% recyclable, precision-quality machined aluminum body
- First desk lamp to offer focus control—allowing the user to dial into any desired light spread—in addition to full dim control
- Arm rotates 360 degrees infinitely, pivots upward 90 degrees, and features a height adjustment range of 14 to 21 inches for maximum user comfort and control
- In 2008, introduced a new floor lamp and two new colors for desk lamp

Planes Conference Solutions**

Planes was designed by Haworth Design Studio, Dan West and Daniel Figueroa, of Bad Münder, Germany and introduced in 2006 by the comforto brand for Haworth Europe. It was extended globally in 2007 to North America. This collection can be integrated with any Haworth systems product and includes tables, carts, credenzas, podiums, easels, boards and wall tracks.

- Designed as part of the global Haworth platform: a kit of interchangeable parts integrates seamlessly with systems furniture, moveable walls, casegoods and architectural elements
- MBDC Cradle to Cradle Silver certification
- GREENGUARD certified
- EcoShield™ water-based wood finish
- Green core option: 100% recycled tree fiber and no added formaldehyde resin
- FSC-certified available

Zody® Seating**

Designed by ITO Design in Germany, Zody is a high-performance task chair that blends science-based wellness and comfort, international design, and best-in-class sustainability. Zody is manufactured in China, Germany and the United States for global distribution.

- Up to 51% recycled content; up to 98% recyclable
- MBDC Cradle to Cradle Gold certification
- GREENGUARD certified
- Purchase of renewable energy credits equals the electricity used to assemble in Asia Pacific and North America
- Certification by Good Environmental Choice Australia
- FIRA Ergonomics Excellence Award
- Patent-pending back support system developed by the Human Performance Institute at Western Michigan University
- First chair endorsed by the American Physical Therapy Association
- Free of PVC, chrome and chlorofluorocarbons (CFCs)
- Designed to be disassembled at end of life
- Recycling symbols identified on components
- Product take-back program (end of product life)
- Life cycle analyzed to optimize the carbon footprint

Indoor Air-Quality Certified Products

Poor indoor air quality can adversely impact health, learning and productivity. The LEED Green Building Rating System recognizes the importance of good air quality. LEED requires third-party air quality certification for systems, casegoods and seating products for some of its rating systems. GREENGUARD Air Quality Certification® and SCS Indoor Advantage™ Gold certification meet LEED requirements.

All major product lines for Haworth North America, Asia Pacific and Groupe Lacasse are air-quality certified by GREENGUARD or SCS Indoor Advantage Gold. Ensuring our products do not adversely impact air quality is important considering people spend up to 90 percent of their time indoors.

Groupe Lacasse. One hundred percent of Groupe Lacasse products are certified by the GREENGUARD Environmental Institute (GEI). Educational products, freestanding casegoods, United Chair seating and steel storage and filing are also GREENGUARD Children & Schools Certified. These products have passed a series of demanding tests and are confirmed as low-emitting products that do not affect indoor air quality.

**Planes and Zody material, finishes and certifications may vary by region.

Environmental Performance.

Energy Management

Greenhouse Gas Emissions. Haworth is working on ways to reduce energy use and our greenhouse gas (GHG) emissions, to minimize—or better yet eliminate—any negative environmental impact on future generations.

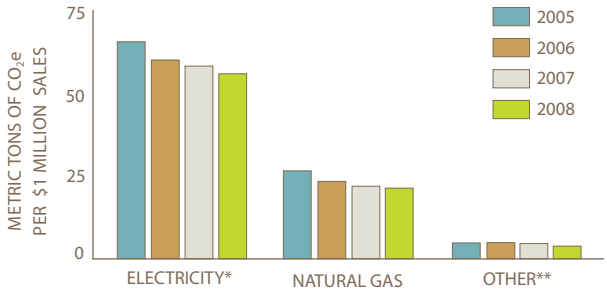
EPA Climate Leaders Pledge. Haworth was the first company in the industry to make a public commitment to reducing impacts from our operations on climate change. We joined the EPA Climate Leaders program in 2005 and pledged to reduce U.S. GHG emissions by 20 percent per dollar sales by 2009. Our reduction at the end of 2008 was 11.2% percent. Our GHG emissions are relatively low compared to other industries; however, our long-term objective is climate neutrality.

The primary sources for GHG emissions from Haworth operations are electricity and natural gas. Other sources of GHG emissions controlled by Haworth include a small leased fleet of delivery vehicles, a corporate jet and member travel. They are represented as "other" on the chart above, right.

Using a Renewable Energy Source. Haworth is committed to renewable energy sources to reduce greenhouse gas emissions. We purchase renewable energy credits for manufacturing facilities and showroom.

- All Haworth LEED facilities offset 100% of their energy requirements through Green-e certified renewable energy credits. This is twice the level required by LEED (50% offset).
- Green-e certified renewable energy credits equal the energy consumed in manufacturing and assembly of Zody seating and AllWays Desking Systems. Through this program, our North American and Asia Pacific manufacturing facilities support the construction and operation of renewable energy.
- Global renewable energy sources are part of our energy portfolio.

Greenhouse Gas Emissions Normalized to Sales



* Shanghai, China operations consumed an average of 800 tons of steam not included in this calculation

** Includes member air travel, Haworth-owned transportation, minor emission sources

Re-lighting Projects. In 2008, lights were replaced in six of our largest manufacturing plants. Over 2,400 metal halide fixtures were replaced with energy-efficient T8 lamps in fluorescent fixtures. The new lights are expected to reduce energy use by 40 percent annually. Light levels increased in some work areas by as much as 100 percent, eliminating task lighting. Fluorescent lights maintain consistent light levels over time and distribute light more efficiently than the previous lights.

Conservation Efforts. Haworth appointed energy management teams at each facility. Teams meet quarterly to share best practices worldwide. Haworth contracted Johnson Controls, Inc. to conduct third-party audits in North American facilities. Compressed air optimization, behavior changes, and energy management systems were among the issues addressed.

Finishing Metal. Energy savings were realized at Big Rapids Components, a manufacturer of metal interior office systems for Haworth. The chemical composition of the wash water for the powder coating process for metal finishing netted a 10 gallon-per-minute reduction in water use and a 16 percent decrease in natural gas consumption for heat curing. Lowering heat set points for the office, reducing wash line water temperature, and decreasing compressed air helped yield a 7 percent decrease in electricity and 16 percent decrease in natural gas.

Green Transportation

Haworth focuses on reducing the environmental impact from transportation of materials inbound from suppliers, product outbound to customers and member travel. We contract with third-party carriers in the U.S. and internationally for most product transportation. Carriers are chosen based on criteria that include their focus on sustainability.

Global Footprint. Our goal is to measure our global transportation footprint. Our method for calculation is a manual process. Currently, only Asia Pacific and the U.S. share the same transportation system and information availability varies by region. Our new global operating system will enable us to automate and incorporate more information for better tracking.

Inbound Transportation. Our North American transportation team helped reduce waste and emissions by optimizing inbound shipments and saved over $1 million in 2008.

For inbound freight in West Michigan, we collaborate with other area companies to "ride share," reducing costs and trucks on the road. Our inbound transportation management system helps us plan our inbound volume and combine suppliers on multi-stop deliveries.

Haworth also leases a fleet of five diesel truck tractors for pick-up and delivery throughout West Michigan, where our highest concentration of suppliers and manufacturing facilities are located. The fleet was updated in 2008 with more fuel-efficient and low-emitting tractors. We have realized a 40 percent improvement in gas mileage and saved nearly 15,000 gallons of diesel fuel.

Our freight consolidation operation in China allows us to combine weekly volume from multiple suppliers in China into a consolidated container load. This allows us higher cube utilization and ultimately fewer containers needed to support our inbound shipments. Freight consolidation operations in Taiwan were completed in 2008.

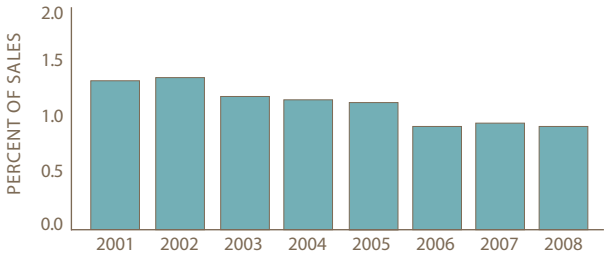
Outbound. The Haworth Transportation Management System (TMS) schedules deliveries to reduce transportation mileage and the total number of truckloads. The system effectively consolidates all orders scheduled to an area within a set delivery time frame to create full truckload shipments. Full truckload shipments make fewer stops, reducing the total miles driven per order and the amount of handling and potential for damage. Less damage also translates into fewer delivery miles for replacement orders.

Packaging. Packaging is required to protect product from damage during transport, so it can't be completely eliminated. Bulk packaging and blanket wrapping can effectively reduce packaging volume; however not all products, projects or customer locations can accommodate these options.

Typically, 10 to 50 percent more chairs can be loaded on a 53-foot trailer by using blanket wrapping. In Haworth Asia Pacific, the backs of chairs are removed for shipping, increasing overseas container capacity by 150 percent for LOOK® seating and 200 percent for Zody® seating.

In 2008, Haworth Italy introduced ecological multi-use units that are 100 percent recyclable. The robust, stackable shipping containers are returned to Haworth for reuse.

Packaging Costs





Moving Goods While Reducing Fuel and Emissions

SmartWay[SM] Transport
United States

Haworth joined the United States Environmental Protection Agency's (EPA) SmartWay Transport Partnership program, a nationwide initiative to promote cleaner and more fuel-efficient transportation options. Haworth, a shipper partner in the EPA program, contracts with third-party carriers throughout North America for product delivery.

SmartWay membership required an action plan that includes a "no idling" policy on Haworth property, increasing intermodal (rail + truck) shipments for long-distance deliveries, and recruiting more carrier partners into the SmartWay program.

EPA forecasts annual savings of at least 3.3 billion gallons of diesel fuel and up to 150 million barrels of oil through SmartWay. This is the equivalent of taking 12 million cars off the road, and saving $10 billion in operating costs for program partners.

SmartWay unites shippers, carriers, government agencies and others to:

- Reduce air pollution and greenhouse gas emissions
- Improve fuel efficiency
- Strengthen the freight region

Zero Waste

Shanghai, China

Haworth's Shanghai factory is a steward of environmental, lean manufacturing processes. The 19,000-square-meter steel and wood factory produces 11,000 parts per day.

In 2008, the factory recycled the equivalent of:

- 80 tons of steel/95 small cars
- 4.8 tons of paper and 79.5 tons of cardboard, saving 1,095 trees
- 210 barrels of oil
- 345,630 kWh/m^2 of landfill
- 2,790,054 liters of water
- 10 tons of fabric (stretching 24 kilometers)

The factory reported zero landfill waste—practicing industrial symbiosis with suppliers and manufacturers—recycling waste materials to produce new products. From 2007 to 2008, 1,910.5 cubic meters of landfill space was saved.



Zero Waste and Emissions

Recycling with a Goal to Eliminate. Haworth operations focus on waste reduction and recycling. Our global headquarters' waste recycling center opened in 1993 and to date has recycled over 206,000 tons of waste. ISO 14001 environmental management systems (EMS) and lean manufacturing strategies and tools help us generate new ideas and opportunities to further reduce waste and emissions.

Landfill Reduction. West Michigan operations significantly reduced waste-to-landfill volume in 2008 by shipping particleboard waste to a waste-to-energy facility approved by the Michigan Department of Environmental Quality. The facility burns waste to generate energy for its surrounding communities. Haworth diverted over 45 million pounds of waste from landfill under this program. Until there are alternatives for particleboard recycling or reuse, this is our best strategy for reducing the environmental impact of landfill and gaining value from energy production.

E-Waste. Haworth is a partner with Comprenew®, a nonprofit organization that uses e-waste recycling as a resource for learning. Teamed with the Grand Rapids Public Schools in Grand Rapids, Michigan, USA, Comprenew provides after-school and summer work skills training programs that teach students how to repair and refurbish computers and electronic equipment for resale, as donations to other nonprofit organizations or to process them for recycling. Reuse and recycling prevents electronics waste—toxic metals and chemicals content—from contaminating landfills and posing a public health risk.

E-waste has also been reduced during the renovation of global headquarters in Holland, Michigan, USA. The building features wireless communications via Voice over Internet Protocol (VoIP). This avoided over 407,000 feet of copper cabling and $200,000 in expenses. Members can move phones themselves whenever and wherever they need them.



Manufacturing with Zero Waste

Kentwood, Michigan, USA

Haworth has pledged to meet a goal of sending zero waste to landfills. Our timeline to reach this goal is 2009 for all North American manufacturing facilities and 2011 for all international locations.

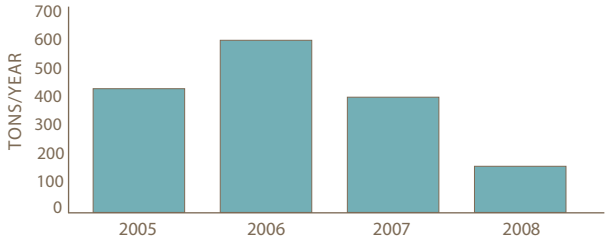
The Haworth Kentwood, Michigan, USA and Shanghai, China manufacturing plants have both achieved zero waste to landfill.

To accomplish our goal for all other manufacturing sites, waste champions have been named within each location. They work with on-site teams to identify waste targets and set goals to reduce, reuse and recycle.

Eliminating Emissions. Haworth has been a leader in eliminating volatile organic compounds (VOCs) in our products and manufacturing operations for many years. As an example, conversion to water-based finishes and adhesives has decreased solvent air emissions 70 percent since 1999 in our Michigan manufacturing facilities, moving us closer to eliminating them altogether.

Haworth completed the last phase of a large scale project to convert wood finishing to a water-based system at facilities in Big Rapids, Michigan, USA, and Calgary, Alberta, Canada. EcoShield replaced a solvent-based finish system at Calgary and a non-compatible water-based finish in Big Rapids. By using the same system in both facilities, we improve the consistency of finishes and reduce process waste.

Haworth Global VOC Emissions



The EcoShield finish is a water-based, ultraviolet (UV) light-cured urethane topcoat. The UV lamps fully cure the topcoat within seconds, significantly reducing energy consumption when compared to typical curing ovens. The non-formaldehyde emitting finish is independently certified as low-emitting.

Diverting 97%+ Construction Waste

Global Headquarters Renovation
Holland, Michigan, USA

In a typical renovation, only 20 to 30 percent of waste is recovered. Under the LEED rating system, up to two points can be earned for recycling or salvaging up to 75 percent of the construction waste. Haworth exceeded the benchmark by diverting over 98 percent of its waste during the deconstruction phase. As the project progressed, there were fewer opportunities for diversion, lowering the average slightly by the end of the project to over 97 percent.

Creative reuse and recycling included:

- Local schools and charitable organizations "shopped" the building to identify and remove usable materials and furnishings.
- Carpet tiles were cleaned and sanitized for resale.
- Hydraulic elevator fluid was treated and reused.
- All waste window glass was combined with concrete dust to construct new concrete block.



Water and Wastewater Strategies. Haworth manufacturing facilities around the world have strategies for reducing water usage, maximizing wastewater recovery and ensuring wastewater discharge meets local mandates. These efforts contribute to cost savings and water quality.

Manufacturing Facilities:

- On-site wastewater treatment at Haworth Shanghai, China ensures water discharge does not exceed mandated levels for NH3-N, phosphate, suspended solids and pollutant organic materials. Water is monitored, tracked and reported monthly to municipal government authorities.
- Counter-current flow process reduces water consumption at our Michigan, USA, facilities by 7,000 gallons per day in Douglas and 40,000 gallons per day in Big Rapids.
- Phosphate-free wash line process saves heating costs and water consumption while reducing phosphate discharges in Ludington, Michigan, USA; and Shanghai, China.
- Evaporative wastewater recovery process recaptures 75% of water and saves 900,000 liters of water annually in San Giovanni in Persiceto, Italy. The wastewater recovery used for the painting pre-treatment line evaporates the wash water, concentrates sludge and through a heat exchanger, recovers the water, then feeds it back to the pre-treatment line. The cost to dispose of the concentrated discharge is significantly reduced. Because of these innovative strategies, the facility was awarded the prestigious Anver (Italian Industrial Painting Association) prize for its eco-compatible production cycle.

Total Global Water Use



Groupe Lacasse

Manufacturing Facility
St. Pie, Quebec, Canada

Reducing Waste. An investment in new production machinery has optimized cutting methods for thermofused laminate particleboard, reducing waste. Sawdust and scraps are recovered and burned to generate energy in a cogeneration facility.

Reducing VOC Emission in Casegoods Products. We eliminated particleboard with non-laminated sides and replaced raw particleboard with cuts of thermofused laminate panels to recuperate the maximum amount of rejected pieces—saving us 100 metric tons of waste.

Recycling Materials. Fabrics, metals, papers, corrugated cardboard, plastics, aerosols and batteries are all collected and recycled.

Recycled Content. The thermofused laminate particleboard used in casegoods products contains 100 percent recycled wood fibers.



ISO 14001 EMS Certified

Haworth monitors the progress of our ISO 14001 Environmental Management System (EMS) certified facilities worldwide to ensure continuous improvement toward our long-term objectives of zero waste and emissions and energy management. Our manufacturing facilities use ISO to establish targets and drive performance against objectives. All sites are focused on reduce, reuse and recycle strategies to minimize environmental impacts.

Europe. One of the first ISO 14001 facilities in our industry—and the first Haworth facility—was our Ahlen, Germany manufacturing plant certified in 1999. In 2008, our manufacturing facilities in Spain and Switzerland became certified.

Asia Pacific. In Haworth Asia Pacific, our Shanghai, China and Pune, India manufacturing facilities were certified in 2007 to the ISO 14001 Environmental Management Systems standard.

North America. There are 10 ISO 14001 certified sites in North America. Locations certified in 2008 were Highpoint, North Carolina, USA and Groupe Lacasse, St. Pie, Quebec, Canada. Our goal is to finish certifying all locations by 2009.

Green Building and Sustainable Site Management

LEED Certification Projects

Haworth is committed to green building worldwide for our own facilities. Our green buildings provide us with living laboratories for ideas and products and the opportunity to collaborate with our customers.

LEED-CI Gold Certified Showrooms

- Merchandise Mart, Chicago, Illinois, USA
- Dallas, Texas, USA
- Los Angeles, California, USA
- Pune, India
- Washington, D.C., USA

LEED-CI Gold Registered Showrooms

- New York, New York, USA
- San Francisco, California, USA
- Shanghai, China

LEED-CI Silver Registered Showrooms

- Toronto, Ontario, Canada

LEED-NC Gold Registered Project

- Headquarters, Holland, Michigan, USA

Rating Systems

The United States Green Building Council began as a grass roots initiative and has grown into a major industry force. Their Leadership in Energy and Environmental Design (LEED)® Green Building Rating System™ provides a framework for defining green design and construction. Green building rating systems like LEED, BREEAM in the U.K. and Green Star in Australia are transforming the construction industry with a focus on high-performance buildings that reduce the life cycle impact on operating cost, the environment and health.

BusinessWeek/Architectural Record Award

Our newly renovated global headquarters was one of only six projects to win the 2008 BusinessWeek and Architectural Record 11th annual "Good Design is Good Business" international competition. The award honors innovative architecture and the capacity of design to measurably improve business.

good design is good business

Our goals and evidence of success demonstrated:

- Maximized human and organizational performance
- More sustainable building and workspace design
- An unforgettable client experience

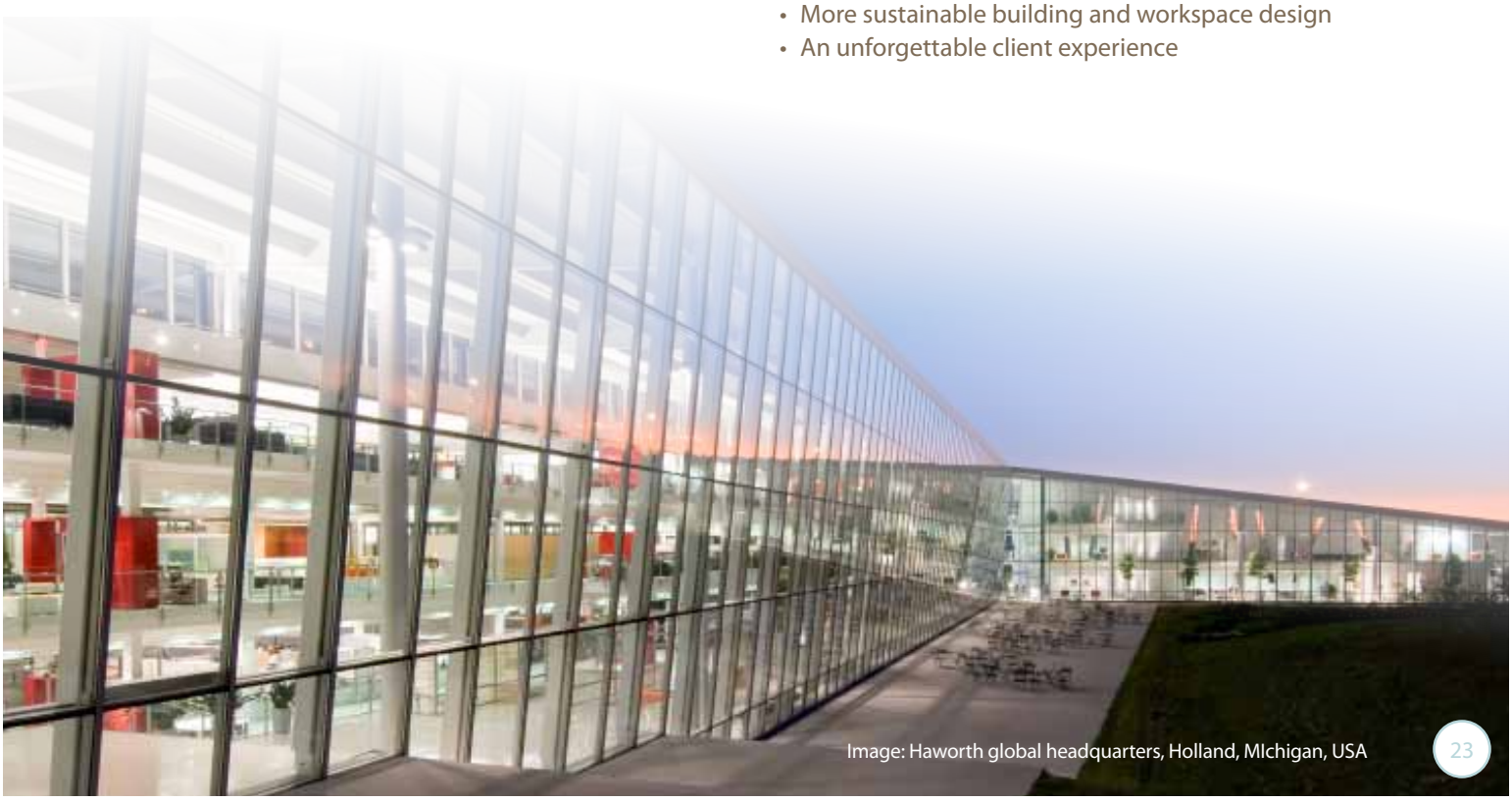


Image: Haworth global headquarters, Holland, MIchigan, USA



North America

Michigan. Haworth's largest LEED project to date is the renovation of our global headquarters in Holland, Michigan, USA. The project, designed by Ralph Johnson and the Perkins+Will architecture firm, is registered for LEED-New Construction (NC) Green Building Rating System at the Gold level.

The project represents a showroom and a living laboratory for innovative ideas, sustainable products and green-building construction, as well as an improved work environment for our members.

The project encompassed 300,000 square feet and involved stripping the existing 240,000-square-foot building to the metal superstructure for renovation and adding a three-story atrium. The first phase of the project was completed in early 2008. The grand opening was celebrated on May 21, 2008.

The dramatic new façade with its glass-walled atrium offers panoramic views and access to natural light. In fact, member offices are laid out to maximize exposure to natural light even in the core of the building.

The 45,000-square-foot modular green roof reduces roof surface temperature, provides superior insulation to enhance energy conservation, reduces rain runoff, creates a natural habitat and prolongs the life of the roof barrier. The modular system features 22,500 plastic tray modules that were pre-planted. The mature plants were farmed off-site and placed on the waterproof roof deck to create an "instant" green roof. The trays are made of 100 percent recycled plastic, some of which came from Haworth manufacturing waste.

Inside, Haworth's TecCrete access floor system, with underfloor air distribution and individually adjustable floor air diffusers, provides members with increased thermal comfort and control. Haworth moveable walls create conference and touch down zones between open plan workstations. All interior components are modular including the utilities below the access floor, so when change becomes necessary, the space can be easily reconfigured with little waste, down time or added cost.

Mexico. Haworth dealers, independently owned and regionally located, also consider LEED significant to their business. As an example, PAPSA, in Mexico City, Mexico, renovated its showroom and offices to achieve LEED-Commercial Interiors (CI). It is the first showroom in Mexico to complete a LEED project.

Ohio. Elements IV Interiors, a Haworth dealer in Dayton, Ohio, USA, achieved LEED-CI Silver level certification by reusing or recycling the majority of the existing interior elements and diverting significant waste from area landfills.

Asia Pacific, Middle East, Latin America

India. The impact on local infrastructure was assessed before selecting a building site when Haworth identified India as a market that required a manufacturing facility. Pune was selected because it is located close to our customer base; however, the location required special planning due to lack of municipal water and sewer.

The 54,000-square-foot facility in Pune, India includes a factory and showroom. The 7,500-square-foot showroom is LEED-CI Gold certified. Key LEED contributions include water efficient technology and reuse, energy efficient design and sustainable site planning.

The facility features skylights in the factory and low-flow water fixtures throughout the building. Many of the construction materials were obtained within 500 miles of the facility. Daylight significantly reduces energy consumption. Water is reclaimed from the wastewater system for landscape irrigation of indigenous, drought-tolerant plants. The use of these plants and reclaimed water reduces overall potable water needs by 60 percent.



Social Performance.

Social Responsibility

Haworth's strategy for social responsibility is simply to focus on the continuous improvement of these three areas: members, their families and their communities. Our members are the basis of our success around the world. Haworth provides an environment that facilitates equal opportunities for all individual members to develop themselves for success. We also provide support for member families and for the communities and countries in which they live and work.

Balancing Work and Life. To help ease the stress of work/life balance, Haworth offers a number of services at no cost to members.

- Flexible work schedules, job share and telecommuting arrangements
- An adoption support program
- An employee assistance program in the U.S. that provides access to free services and programs including child and elder care referrals, legal and financial services, and professional counseling

Protecting Health and Safety. Haworth invests in member and family well-being through safety, educational and wellness programs.

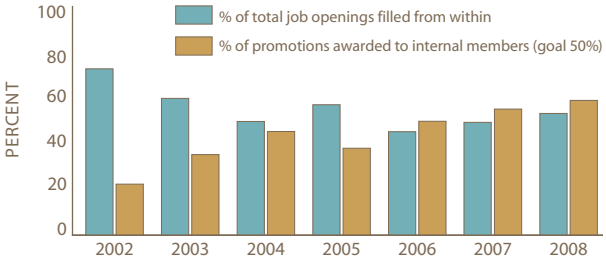
As an example of safety, the Haworth plants in Bruce, Mississippi, USA and Ludington, Michigan, USA achieved four years (1,437,000 hours) without a lost-time accident.

A health survey was given to all North American members and their spouses in 2008. Based on the results, Haworth Occupational Health and Wellness Center created a five-year communications plan focused on member education programs and incentives. One outcome: the Calgary, Alberta, Canada facility joined global headquarters as a smoke-free campus. Free smoking cessation programs helped members with the transition. Health screenings and Body Mass Index (BMI) readings were also made available.

Image: Haworth volunteers rebuild homes in Biloxi, Mississippi, USA following Hurricane Katrina.

Developing Careers. We believe that by offering opportunities for career development and advancement, we help retain our members. To help measure the impact of career development, we track the percentage of hires applying for open positions that represent current members, and the percentage of positions filled that represent member promotions. The majority of openings are filled from within Haworth and have represented promotions more than half of the time since 2002.

Hiring Trends



Compensating Performance. Haworth strives to attract and retain the best talent as well as provide incentives for members to work together to increase our shared goal of profitability. To reward members financially, we provide competitive market-based salaries, a pay-for-performance plan and benefits.

In all regions, wages exceed the country minimum standards by at least 25 percent or meet wages arrived at through collective agreements. For instance, in Germany there are no federal minimum wages—pay is ruled by collective agreements between employer associations and unions. Haworth wages meet the collective agreement requirements in Germany, while also offering a range of rewards including base salary, incentive pay and benefits.

Advancing Learning

Scholarships. Around the globe, Haworth sponsors scholarships and donates time and money to educational programs that support members and their families, as well as underprivileged children.

For example, we offer scholarships to member spouses and their dependents. Every year, over $30,000 is awarded to our extended Haworth family members in North America.

Tuition reimbursement. Haworth provides tuition reimbursement for members who wish to pursue training, classes or degrees that help them maintain work qualifications or qualify for advanced positions. Education assistance programs vary by region.

In 2008, Haworth reimbursed over $255,000 for college tuition or special classes in the U.S. At any given time, there are more than 100 members taking advantage of an investment in their careers.

Embracing Diversity

Differing cultures and experiences enrich our global company. Haworth promotes an inclusive work environment where each member is valued. Our goal is to foster an environment of equal opportunity for all individual members so that they may develop themselves for success. An Inclusion Steering Committee is charged with providing support and impetus to our diversity efforts worldwide.

Member Diversity. We track our progress on corporate diversity efforts using a scorecard that outlines diversity in employee hiring, promotion and education and training. Creating and maintaining a racially-, ethnically- and gender-diverse workforce is key for management and members in every region; however, the aspects of diversity vary by region.

For example, members at our Calgary, Alberta, Canada location represent more than 63 different cultures, languages and nationalities. Calgary partners with a local college to offer "English in the Workplace" so that members can gain skills in basic and work-related conversations.

A component of diversity shared among regions is gender. Gender diversity for all Haworth members worldwide is 67 percent male and 33 percent female. Salaried member diversity is more evenly distributed at 58 percent male and 42 percent female. At the executive level, 70 percent of Haworth officers are male compared to 30 percent female.

Global Member Diversity



Worldwide, Haworth supports diversity in a number of ways. From training to member-driven Diversity and Women's Councils, Haworth members hear from guest speakers, share ideas and embrace diversity as a vital component to the way we work.

Supplier Diversity. In the U.S., diversity businesses are generally defined as those owned by ethnic minorities, women or disabled military veterans. These businesses tend to be underrepresented as a whole when compared to the total. The U.S. federal, state and local governments—as well as many corporations—require suppliers to include diversity businesses as a percentage of their total expenditure. At this time, there is no supplier diversification legislation in effect outside the U.S.

Of Haworth's Level 1 Suppliers (the highest level of supplier performance excellence), 29 percent are minority business enterprises. While we have a diversified supplier base, our total expenditure from this group was not consistently meeting increased growth goals of 10 percent per year.

In 2006, Haworth assembled a global team to accelerate developing relationships with targeted suppliers. One area of focus has been more active participation in the National Minority Supplier Development Council (NMSDC) and the Women's Business Enterprise National Council (WBENC). This effort has paid off with growth for minority-based business expenditures in 2007 that exceeded our goal.

Dealer Diversity. The Haworth dealer network is comprised of more than 600 independent entrepreneurial dealership businesses. Our owner-operated dealer network provides market-by-market expertise, participates in local activities and supports organizations within the communities they serve.

The majority of our sales are generated through our Preferred* Dealer network. Among all of our dealers worldwide, 59 percent are Preferred Dealers. Within our North American markets, 24 percent of our Preferred Dealerships are minority- or women-owned businesses.

* Preferred—fully aligned dealers that focus their expertise on marketing, services and selling of Haworth branded products. These dealers are required to use Haworth-certified installers, are committed to Haworth product training and programs, and implement closed-loop customer satisfaction and corrective action processes.



Team Building Benefits Youth

2008 National Sales Meeting
Holland, Michigan, USA

At Haworth's 2008 national sales conference, the team building exercise benefited area youth. Conference-goers went off-site from the global headquarters to the Boys and Girls Club of Holland, Michigan, USA. Teams built bikes as part of the "Live in a World of Hope" event that also provided helmets and a bike safety review by local police. It was time well spent for a worthy cause.

Supporting Our Communities

Corporate philanthropy gives us the opportunity to give back to the communities and people we serve. We support important causes through direct dollar and product donations, and by enabling members to participate in volunteer and charitable-giving programs.

Direct Donation. In the U.S., a major portion of member and company donations is directed to the United Way. In 2008, the $266,135 donation included pledges from 59 percent of U.S. members and Haworth matching funds. In-kind donations of new and used product were also made to 48 separate organizations in North America.

Michigan State University Bioeconomy Institute. Haworth pledged $1 million over three years to support the Michigan State University Bioeconomy Institute, a biomass research institute based in Holland, Michigan, USA.

The consortium of public and private partners is focused on the advancement of the bioeconomy through research and commercialization of bio-based materials, specialty chemicals and fuels. Part of its charge is to influence compliance and quality standards for the new bioeconomy and clarify standards for social, environmental and workplace safety issues related to biomass manufacturing.

The intended outcome is accelerating the state's competitive position in biomass development and strengthening advanced manufacturing, environmental sustainability and agricultural resources.

Haworth plans to participate in the research and potential commercialization of concepts developed through the Institute.

Haworth Calgary's Community Spirit. Haworth Calgary, Alberta, Canada has partnered with the Association for the Rehabilitation of the Brain Injured (ARBI) for the past 15 years, providing furniture to ensure this nonprofit's office space is functionally effective and aesthetically pleasing.

Calgary members have worked tirelessly to make sure our partnership is beneficial to both the employees of ARBI and the individuals they serve. ARBI offers hope and assistance to individuals affected by a severe brain injury though intensive, long-term rehabilitation and support.

Judy Stawnychko, executive director of ARBI, wrote a heartfelt thank-you: "Our board of directors and staff members are extremely moved by your on-going generosity; we so value your friendship and generous contributions of your product and time over the years."

Recycling E-Waste. An electronics recycling event drew a great response from West Michigan, USA residents who wanted to do the right thing—recycle their e-waste instead of dumping it in the landfill where it would contaminate the soil and groundwater.

Haworth global headquarters supported the event by providing a semi-truck. The items collected were transported to Comprenew's headquarters in Grand Rapids, Michigan, USA. Items are dismantled; plastics, metals and glass are sent to local recyclers who help keep the raw materials in the local manufacturing community.

"They sell about 10 percent, and recycle the other 90 percent," said retired Haworth member and volunteer Tom Urbaniak.

The total weight from the event was 21,312 pounds—the second largest collection event for Comprenew.

Volunteerism

Around the globe, Haworth members, dealers and their friends and families are dedicating their gifts of time and talent to help those less fortunate. The hours spent represent an invaluable investment in people and our communities.

Rebuilding Biloxi after Hurricane. Three years after Hurricane Katrina ripped through coastal towns in Mississippi, USA, the effects of devastation remain.

Haworth Chicago senior business development manager Doug Ver Lee had made the trip eight times to help. In April 2008, he organized 11 Haworth members, dealers and friends to lend a helping hand in Biloxi, Mississippi, USA. The team spent a week helping to rebuild a home by hanging siding and drywall and working on cleanup.

"Four-thousand homes were a total loss in Biloxi," hurricane survivor Donna shared with the group. "Ninety percent of the homes that have been rebuilt in East Biloxi have been a direct result of volunteers."

Haworth San Francisco Supports Charity. In partnership with the San Francisco, California, USA branch of the global design firm HOK, Haworth San Francisco helped support impoverished HIV/AIDS patients in the Bay area at "Dining By Design"—an annual event benefitting the Design Industries Foundation Fighting AIDS (DIFFA).

"This undertaking was a tremendous success by any measure," said Barry Tereshkow, Haworth's San Francisco-based global accounts manager. Barry not only has volunteered for the past four years as the event volunteer chairman, but is also on the steering committee.

The team designed a clean, contemporary urban tablescape—a portal with an intersecting floating glass table top, using Haworth's Patterns and Luna fabrics.

"It was a chance for commercial and residential designers and those in our allied industries to come together and show creativity and generosity—all for a great cause," said Tereshkow.










"When building a good life, reach out and take someone with you."

– G.W. Haworth

Haworth New York Joins Race for the Cure. October is National Breast Cancer Awareness month. Haworth's New York showroom team got a jump on awareness in mid-September when they raised funds by participating in the Susan G. Komen 5K Race for the Cure through Central Park.

Team "Haworth and Friends" was 45 members strong in 2008, representing Haworth and dealer members, family and friends. The Susan G. Komen Race for the Cure is the world's largest source of nonprofit funds dedicated to increasing awareness of breast cancer and research into its cause, prevention and cure.

DC Team Gives SOME. The Washington D.C., USA team gave back to the community by donating their time to SOME (So Others Might Eat), a nonprofit organization that helps the poor and homeless in the nation's capital. Members helped by serving meals, greeting guests and cleaning up—benefitting more than 500 patrons.

Caring for a Community Park. Haworth's global headquarters are located near some of the most popular and beautiful parks in West Michigan. The Information Technology department's Green Team coordinators took it upon themselves to organize a team to support the understaffed work of the Ottawa County Parks department.

The team got the park spring/summer ready by first removing snow fences designed to reduce shifting sand. With the fences out of the way, the team cleared the area of sticks and debris.

Next, beach volleyball courts and horseshoe pits were raked smooth; uneven areas were leveled and spread with grass seed; steps leading down a dune to the beach were swept clear of sand and debris; and a dilapidated fence separating the park from private property was replaced with a new one. Picnic tables were scraped, sanded and repainted, new bicycle stands built, and the park entrance sign replaced.

Above, left to right, top row: Computers being loaded for recycling, Holland, MI, USA. **Second row:** Tunnel Park, Holland, Michigan, USA; Haworth China team contributes to Shanghai Red Cross; Volunteers at SOME in Washington D.C., USA. **Third row:** The Susan G. Komen Race for the Cure in New York City, New York, USA; G.W. Haworth. **Fourth row:** "Dining by Design" tablescape in San Francisco, California, USA. **Fifth row:** Matthew Haworth coaches community soccer team in West Michigan, USA.

Stakeholder Engagement

Haworth stakeholders include its members, customers, dealers, suppliers, field sales force, the media, trade associations, certifying organizations, and all communities in which a Haworth facility operates.

As a member of these extended circles of influence, Haworth does its part to conduct day-to-day business through practices that result in the least environmental harm. We also encourage our suppliers, dealers, customers and others to seek sustainable solutions in the choices they make every day.

Communications. Haworth regularly engages its various stakeholder groups to share best practices and knowledge of sustainability. We communicate via targeted electronic communications including e-mails and e-newsletters; global and regional websites; continuing education curricula; seminar presentations and speaking engagements; membership in trade and sustainability-focused organizations; community forums; and by electronically publishing our annual Haworth Sustainability Report.

Green Factory. Haworth Asia Pacific developed the Green Factory–Knowledge Circle Series to share best practices with organizations in China. The series features:

- Green manufacturing in China—focus on employee engagement
- Green reporting—manufacturing metrics balanced with productivity
- Sustainable future—educating the current generation
- Sustainable retrofitting of existing factories
- ISO 14001 accreditation

Green Guardians. Haworth Green Guardians is a global team created to encourage members to think more responsibly about our environmental impact—as a corporation and as individuals. Volunteers from Asia Pacific, Middle East, Latin America and North America meet to share ideas, encourage participation in and execute local green initiatives. This sustainability community makes a difference locally, regionally and globally.

Ecommitment. Ecommitment, an internal "grass roots" team at our global headquarters in Holland, Michigan, USA, created the Eco Trails Challenge. The competition rewarded members for walking, biking, carpooling or otherwise avoiding driving alone to work. Additional challenges are being planned.

International Design Forum. As part of opening events for our renovated global headquarters, Haworth held an International Design Forum with guests from 10 different countries and three continents. Speakers discussed provocative ideas for moving sustainability in architecture to the next level. Participants generated a list of practical takeaways to implement and measure until the next annual forum.

Video for PBS. One Haworth Center was featured on the"National Environment Report", a syndicated television program internationally broadcast on public, cable and satellite stations.

Sustainability Training and Research. Haworth uses a web-based sustainability awareness program for members, dealers and suppliers. By informing and inspiring our business partners, we hope to share common goals for sustainability.

Surveys Measure Satisfaction. Haworth conducted pre-occupancy surveys prior to the start of renovations at the global headquarters and completed post-occupancy surveys at the end of 2008. Online survey questions asked members about their work environment, satisfaction with the work they do, and satisfaction with the company. The next step is to correlate the findings to understand our members' motivation.

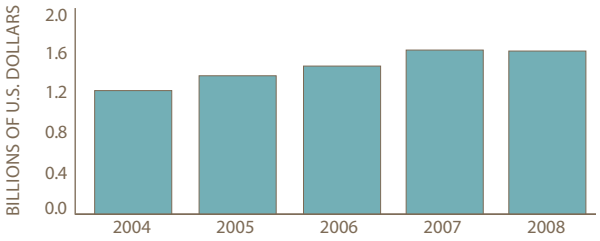
Continuing Education Units. Haworth proactively supports Continuing Education Units (CEU) for architects, designers, specifiers, facility managers and students.

During 2008, 325 educational events were held in architecture and design venues, showrooms, and at tradeshows. The certification of five additional speakers and three courses resulted in 21 percent more events than the previous year.

Financial Performance.

Haworth saw a slight decrease in sales from last year. For 2008, sales reached $1.65 billion. The company saw a decrease in every region. Much of Haworth's decrease was driven by the downturn of the economy that affected sales in the third and fourth quarters of 2008. Despite economic uncertainties in the global market, Haworth's outlook for 2009 is promising.

Global Net Sales



Global Operating System. SAP, the world's largest business software company and their product, Enterprise Resource Planning (ERP), was chosen by Haworth in 2006. SAP ERP will support all of Haworth's major business and functional processes. This includes human resources, finance, order management, supply chain and manufacturing.

Haworth's data sources and processes will be integrated into a unified system through multiple components of computer software and hardware. The unified system will replace existing systems that could not be integrated. Benefits range from standardization and lower maintenance (one system instead of many) to easier and greater reporting capabilities (as all data will be kept in one database). For Haworth the SAP ERP will:

- Create a single, integrated, real-time global system
- Help deploy best practices around the world
- Support existing business while reducing costs
- Gain the agility to adapt quickly to changing requirements
- Provide even better customer service
- Drive efficiencies, reduce errors and prevent waste

SAP ERP implementation is among the largest initiatives Haworth has ever undertaken. This global project will take several years to implement. Building on the successful implementation of the North American human resources system in 2007, the North American (NA) finance systems will be implemented in early 2009. Systems such as general ledger, accounts payable, accounts receivable, asset accounting, consolidations and others will migrate to the new system. They will continue to interface with legacy systems until all NA sites implement SAP for all operations.

Kentwood, Michigan, USA will be the first Haworth manufacturing plant to implement SAP along with the NA finance systems in early 2009.

Leadership.

Haworth executive management is committed and held accountable to the fulfillment of our sustainability goals and objectives. A cross-functional steering committee of executive sponsors, champions and region-based functional leaders is charged with setting company-wide goals and metrics based on the seven sustainability objectives and guided by our values.

The steering committee is chaired by the chief financial officer (CFO), an executive officer of the company, and is chartered by Haworth's chief executive officer (CEO). The CFO is responsible to the CEO for the direction and pace of our plan to become a sustainable corporation. With the goal of instilling sustainability within every aspect of the company, the CFO, with cross-functional focus, is best situated to oversee integration.

Champions for each sustainability objective are experts in the areas they oversee. For instance, both energy management and zero waste objectives are driven by champions who are environmental engineers working directly with the manufacturing sites to establish ISO objectives. They help manufacturing drive improvements as well as make progress toward the sustainability objectives. Through the champions' involvement, manufacturing priorities are based on the strategic objectives of the whole company.

Region-based functional leaders are the core members of the local sustainability committees they represent and provide the conduit for identifying regional issues and priorities. Our global governance structure provides local representation for members and stakeholders in every region.



"At Haworth we measure our success holistically—using the triple bottom line—considering not only profitability, but also how well our decisions support people and the environment."

– John K. Mooney
Vice President of Global Finance

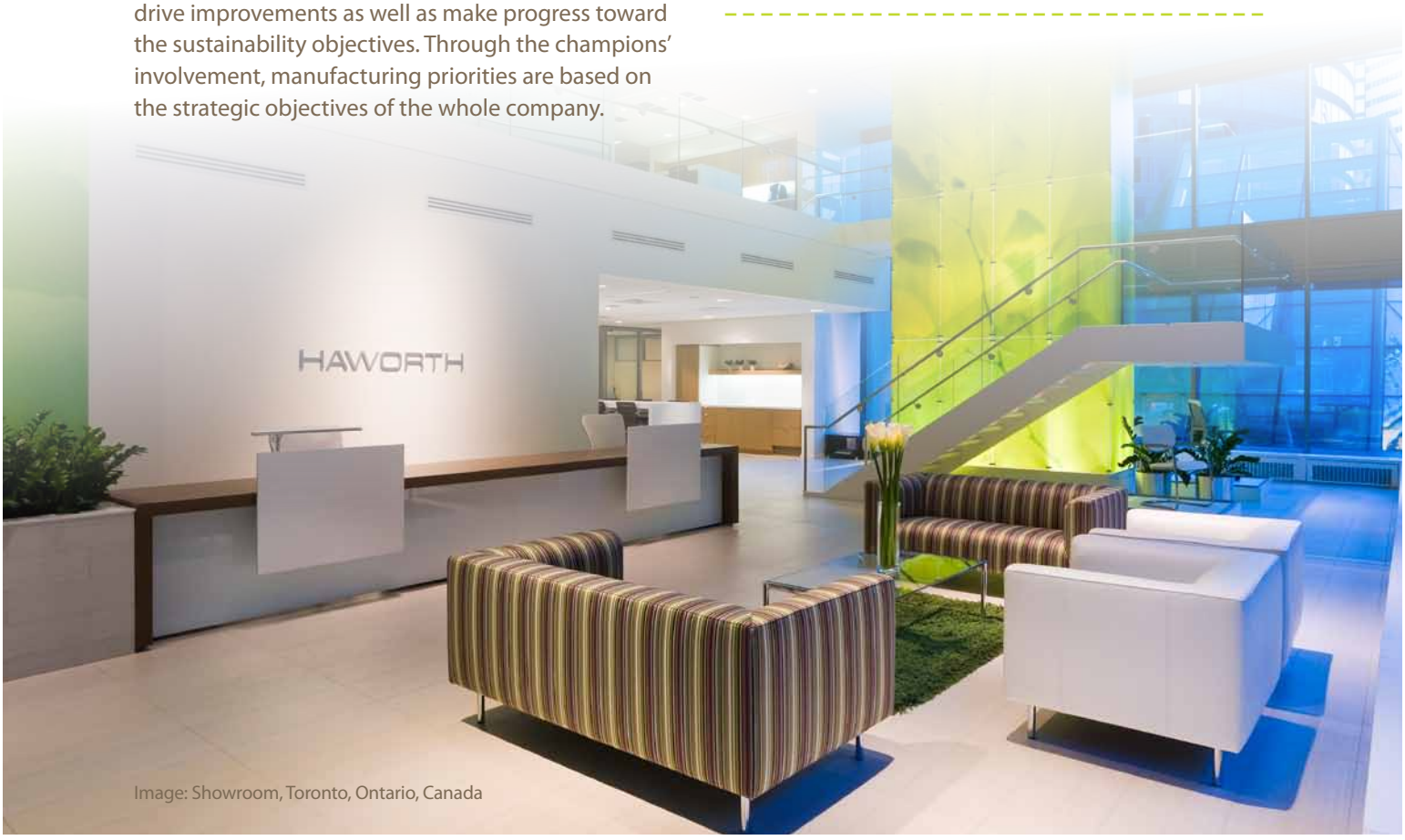


Image: Showroom, Toronto, Ontario, Canada

Global Locations.

Haworth Europe

Showrooms/Sales Offices

Athens, Greece
Bad Münder, Germany
Barcelona, Spain
Berlin, Germany
Budapest, Hungary
Dublin, Ireland
Frankfurt, Germany
London, United Kingdom
Madrid, Spain
Menziken, Switzerland
Milan, Italy
Moscow, Russia
Nieuwegein, The Netherlands
Paris, France
Prague, Czech Republic
Queluz, Portugal
Rome, Italy
Stuttgart, Germany

Manufacturing Facilities

Agueda, Portugal
Ahlen, Germany
Bad Münder, Germany
Imola, Italy
Menziken, Switzerland
Queluz, Portugal
San Giovanni, Italy
St. Hillaire, France
Vitoria, Spain

Haworth Asia Pacific, Middle East, Latin America

Showrooms/Sales Offices

Abu Dhabi, United Arab Emirates
Bangalore, India
Beijing, China
Buenos Aires, Argentina
Chennai, India
Dalian, China
Guatemala City, Guatemala
Hong Kong, China
Hyderabad, India
Kolkatta, India
Kuala Lumpur, Malaysia
Manama, Bahrain
Melbourne, Australia
Mumbai, India
New Delhi, India
Perth, Australia
Pune, India
Sao Paulo, Brazil
Shanghai, China
Singapore
Sydney, Australia
Tokyo, Japan

Manufacturing Facilities

Pune, India
Shanghai, China

Haworth North America

Showrooms/Sales Offices

Atlanta, Georgia, USA
Boston, Massachusetts, USA
Calgary, Alberta, Canada
Chicago, Illinois, USA
Columbus, Ohio, USA
Dallas, Texas, USA
Denver, Colorado, USA
Detroit, Michigan, USA
Guadalajara, Mexico
Holland, Michigan, USA
Houston, Texas, USA
Los Angeles, California, USA
Mexico City, Mexico
Minneapolis, Minnesota, USA
Monterrey, Mexico
Montreal, Quebec, Canada
New York, New York, USA
Ottawa, Ontario, Canada
Philadelphia, Pennsylvania, USA
Phoenix, Arizona, USA
San Francisco, California, USA
Saskatoon, Saskatchewan, Canada
Seattle, Washington, USA
St. Pie, Quebec, Canada
Toronto, Ontario, Canada
Vancouver, British Columbia, Canada
Washington, D.C., USA

Manufacturing Facilities

Allegan, Michigan, USA
Big Rapids, Michigan, USA
Bruce, Mississippi, USA
Calgary, Alberta, Canada
Douglas, Michigan, USA
High Point, North Carolina, USA
Holland, Michigan, USA
Kentwood, Michigan, USA
Ludington, Michigan, USA
St. Pie, Quebec, Canada

Groupe Lacasse

Showrooms/Sales Offices

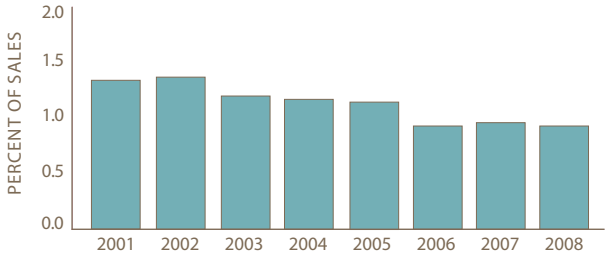
Montreal, Quebec, Canada
Toronto, Ontario, Canada
Chicago, Illinois, USA

Manufacturing Facilities

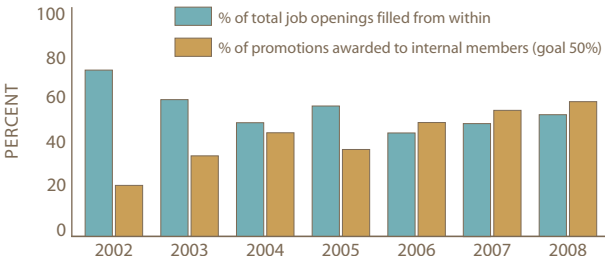
St. Pie, Quebec, Canada
Holland, Michigan, USA
Bruce, Mississippi, USA

Key Performance Indicators.

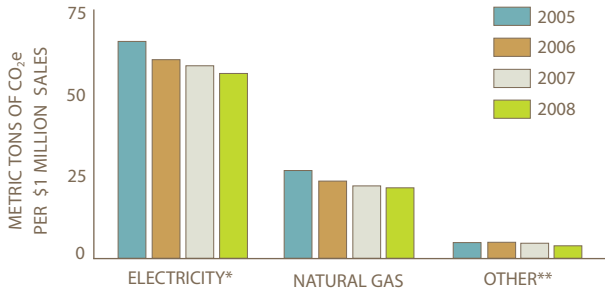
Packaging Costs



Hiring Trends



Greenhouse Gas Emissions Normalized to Sales



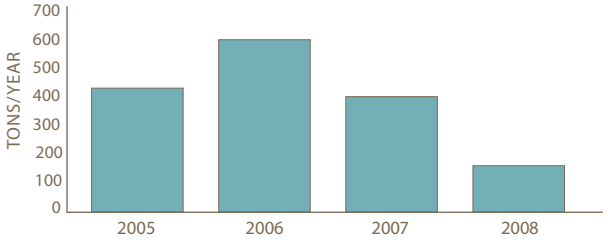
* Shanghai, China operations consumed an average of 800 tons of steam not included in this calculation

** Includes member air travel, Haworth-owned transportation, minor emission sources

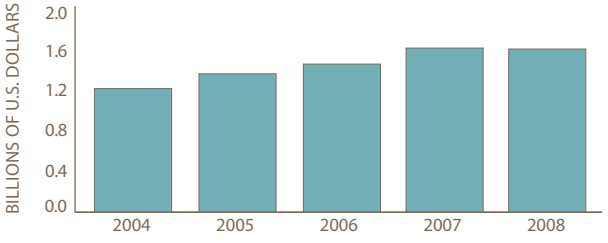
Global Member Diversity



Haworth Global VOC Emissions



Global Net Sales



Total Global Water Use



Memberships & Honors.

Memberships and Certifications

- Australia Green Building Council member
- Business and Institutional Furniture Manufacturer's Association (BIFMA) member (BIFMA is developing sustainability guidelines for the industry)
- Canada Green Building Council member
- Climate Leaders Program member
- U.S. Environmental Protection Agency SmartWay℠ Transport Partner
- U.S. Green Building Council member
- B.A.U.M.—Haworth Germany
- Forest Stewardship Council Certified Facility—Big Rapids, Michigan, USA; Calgary, Alberta, Canada and Holland, Michigan, USA
- Good Environmental Choice Label—Australia (AllWays and Zody)
- GREENGUARD Certified Products
- GREENGUARD for Children & Schools
- ISO 14001 Certified Facilities
- ISO 9001 Certified Facilities
- LEED-CI Gold-Level Certified Facilities
- MBDC Cradle to Cradle Gold Certifications—Very seating and Zody seating
- MBDC Cradle to Cradle Silver Certification—Planes Table Collection and Very seating
- PEFC Chain-of-Custody Certification—Haworth Italy
- PEFC Sustainable Practices Certification—Haworth Italy

Alliances

We seek to expand our knowledge and solution base through alliances with international partners. This "circle of friends" ensures that we continue to learn and remain progressive in our thinking and in our approach to solutions.

- McDonough Braungart Design Chemistry (MBDC), sustainable product consultants
- Maharam, Luna, Carnegie and Kvadrat, fabric alliance partners
- Perkins+Will, architects and designers for Haworth's green-building initiatives
- Eva Maddox, interior designer for Haworth's green-building initiatives
- Turner Construction Company, for Haworth's green-building initiatives

2008 Awards

- Best of NeoCon Gold, Files & Storage—NC-B Resonate
- Best of NeoCon Gold, Seating, Stacking—Very
- Best of NeoCon Silver, Conference Seating—Very
- Best of NeoCon Large Showroom, IIDA—Chicago Showroom (third award in five years)
- Deals of the Year Finalist, Sustainability Category, Business Review Western Michigan
- Environmental Design Award, Contract magazine—Washington, DC showroom
- Gold Industrial Design Excellence Award (IDEA)—BRAZO
- Good Design is Good Business Award, BusinessWeek and Architectural Record magazines—One Haworth Center
- People's Choice Award, Lifecycle Building Challenge, U.S. EPA, AIA—One Haworth Center
- Red Dot Award, Design Centre Nordrhein Westfalen—Haworth Planes Collection
- Spotlight Award, PRO AV magazine and PRO AV Online Award—One Haworth Center

Abbreviations & Definitions.

B.A.U.M. – The German Environmental Management Association is a network of 500 companies and is the European business community's largest environmental organization. Source: ec.europa.eu

BIFMA – Business and Institutional Furniture Manufacturer's Association developing voluntary product and industry standards.

BIFMA e3-2008 Business and Institutional Furniture Sustainability Standard – An open, consensus-based method to evaluate sustainable attributes of furniture products; addresses environmental, economic and social aspects; includes criteria for human and ecosystem health, energy, natural resource and corporate social responsibility impacts; evaluation against a variety of credit criteria after meeting prerequisites; points accumulated toward increasing levels of recognition.

BREEAM – Building Research Establishment Environmental Assessment Method, based in the United Kingdom, is an independent appraisal method to certify environmental performance of a building. BREEAM is designed to help construction professionals understand and mitigate environmental impacts. Source: www.breeam.org

China Greentech Initiative – A collaboration among some of the world's best green technology companies united in a single purpose: to uncover, create and promote greentech opportunities in China.

CO_2 – Carbon dioxide

CO_2e – CO_2 equivalent; the quantity of a given greenhouse gas (GHG) multiplied by its global warming potential. Carbon dioxide equivalents are computed by multiplying the weight of the gas being measured (for example, methane) by its estimated global warming potential (which is 21 for methane). This is the standard unit for comparing the degree of harm which can be caused by emissions of different GHGs.

DfE – Design for the Environment

EPA – U.S. Environmental Protection Agency

EPA Climate Leaders Pledge – Pledge based on EPA-led partnership between government and industry to develop long-term, comprehensive, climate change strategies. Partners must set a corporate-wide GHG reduction goal, inventory their emissions and measure progress to the goal.

FIRA Excellence Award – Signifies the product undergoes extensive testing for the ergonomic requirements of British and European Standards and FIRA Specifications. Qualifying products meet safety, comfort and sustainability criteria. Source: www.fira.co.uk

Forest Stewardship Council (FSC) Chain-of-Custody Certification (CoC) – To track materials as they leave the forest and become products downstream, a CoC certification allows products to be segregated and identified as having come from a FSC-certified forest. Source: fscus.org

GHG – Greenhouse gas; gaseous components of the atmosphere that contribute to the "greenhouse effect", i.e. absorbs infrared radiation in the atmosphere. Source: www.epa.gov/climatechange

Green Star – The Green Building Council of Australia developed Green Star as an objective measurement for green buildings and to recognize/reward environmental leadership. Each of the nine Green Star rating tools reflects a different phase in the building life cycle (design, construction, occupancy and ownership). Source: www.gbca.org.au

GREENGUARD® – The GREENGUARD Certification Program℠ is a third-party, voluntary testing program for low-emitting products and materials. To qualify for GREENGUARD Indoor Air Quality Certification®, products and materials are regularly tested to ensure that their emissions meet indoor air quality pollutant guidelines/standards.

GREENGUARD® for Children & Schools℠ – A product certification program for low-emitting interior building materials, furnishings and finish systems used in educational (daycare and K-12) environments. Source: www.greenguard.org; Haworth certified products are listed

GRI – Global Reporting Initiative; a multi-stakeholder process and independent institution whose mission is to develop and disseminate globally applicable Sustainability Reporting Guidelines. These guidelines are for voluntary use to report on the economic, environmental, and social dimensions of an organization's activities, products and services. Source: www.globalreporting.org

Indoor Environmental Quality (IEQ) – Refers to the quality of the air and environment inside buildings. IEQ is based on pollutant concentrations and conditions that can affect respiratory health, comfort and performance of occupants. IEQ problems can be caused by a number of issues including ventilation system deficiencies and chemical contaminants such as off-gassing from materials in the office. Source: www.cdc.gov/niosh/topics/indoorenv

ISO 14001 – The International Organization for Standardization (ISO) specifies the international requirements for an environmental management system.

JUCCCE – Joint U.S.-China Cooperation on Clean Energy; a nonprofit NGO that aims to accelerate the greening of China to combat the effects of climate change.

LEED® – Leadership in Energy and Environmental Design; a certification program administered by the U.S. Green Building Council to recognize leadership in environmental design for commercial and residential construction and renovation. Source: www.usgbc.org

LEED® for Commercial Interiors (LEED-CI) Green Building Standard – The green benchmark for the tenant improvement market, giving the power to make sustainable choices to tenants and designers, who do not always have control over whole building operations. Source: www.usgbc.org

LEED® for New Construction (LEED-NC) Green Building Rating System™ – Designed to guide and distinguish high-performance commercial and institutional projects, including office buildings, high-rise residential buildings, government buildings, recreational facilities, manufacturing plants and laboratories. Source: www.usgbc.org

Life cycle assessment (LCA) – The investigation and valuation of the environmental impacts of a product or service. The goal is to compare the full range of environmental damages assignable and to be able to choose the least burdensome one.

MBDC – McDonough Braungart Design Chemistry; environmental consultants that developed the Cradle to Cradle protocol to assess human and ecological impacts of chemicals and materials. Source: www.mbdc.com

NF Environment – A voluntary certification mark issued by AFNOR Certification. It is the official French ecological certification signifying products comply with ecological and fitness for purpose criteria. 90 percent of the French population knows the NF mark.

PEFC Council – The PEFC Council (Programme for the Endorsement of Forest Certification schemes) is an independent, nonprofit, non-governmental organization that promotes sustainably managed forests through independent third-party certification.

Recyclability – To treat or process (used or waste materials) to make suitable for reuse.

Recycled content – Material that is treated or processed (used or waste materials) to make suitable for reuse.

Renewable – A natural resource qualifies as renewable if it is replenished by natural processes at a rate comparable or faster than its rate of consumption by humans or other users. Resources such as wind are perpetual resources that are in no danger of being used in excess.

SCS Indoor Advantage Certification – Developed by Scientific Certification Systems (SCS). Certifies products based on compliance with emission criteria established by the Business and Institutional Furniture Manufacturer's Association (BIFMA) standard for low emitting office furniture systems and seating and the USGBC's LEED criteria.

United Nations Global Compact – A strategic policy initiative for businesses that are committed to aligning their operations and strategies with 10 universally accepted principles in the areas of human rights, labor, environment and anti-corruption.

USGBC – U.S. Green Building Council; the nation's foremost coalition of leaders from across the building industry working to promote buildings that are environmentally responsible and profitable, and healthy places to live and work. The USGBC administers the LEED Green Building Rating System™. Source: www.usgbc.org

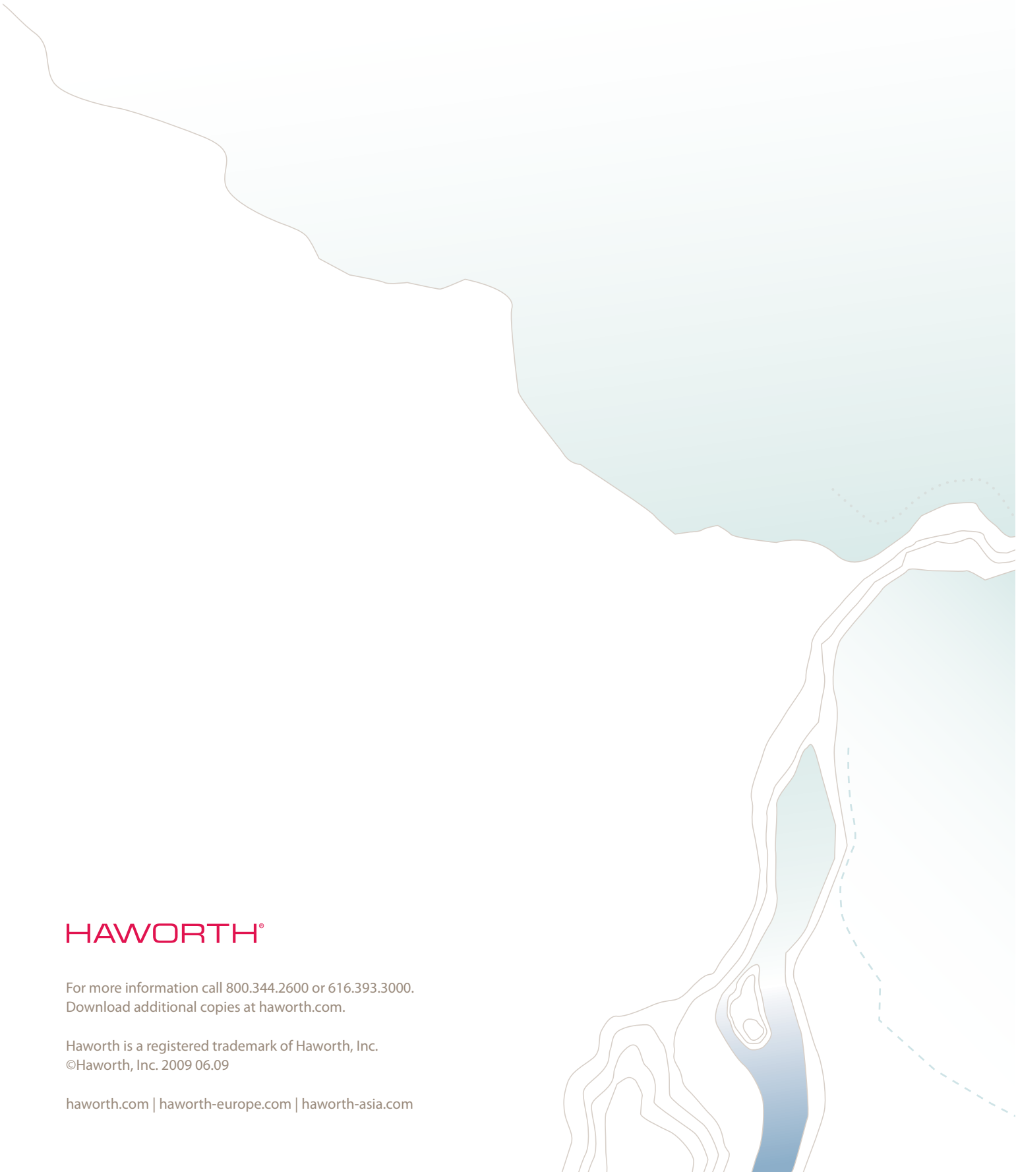
VOC – Volatile organic compound; chemicals which may have short- and long-term adverse health effects. Concentrations of many VOCs are consistently higher indoors (up to ten times) than outdoors because they are found in materials commonly used indoors such as paints, cleaning supplies, building materials and office equipment. Source: www.epa.gov

This report was prepared with consideration given to the Global Reporting Initiatives (GRI) Sustainability Reporting Guidelines version G3.

Haworth publishes an annual sustainability report. This report includes data from fiscal year Jan. 1, 2008 to Dec. 31, 2008 unless otherwise noted for all regions: Europe; Asia Pacific, Middle East, Latin America; North America; and Groupe Lacasse (excludes independently owned Haworth dealerships).

All financial information is reported in U.S. dollars. Measures are metric. Questions regarding content should be directed to Diane Haworth, Sustainability Manager, One Haworth Center, Holland, Michigan 49423, USA or diane.haworth@haworth.com.

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