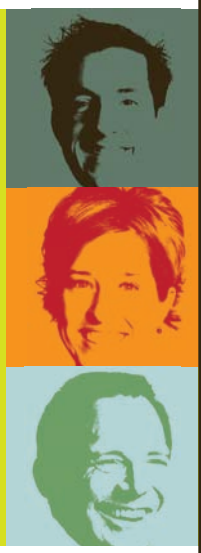
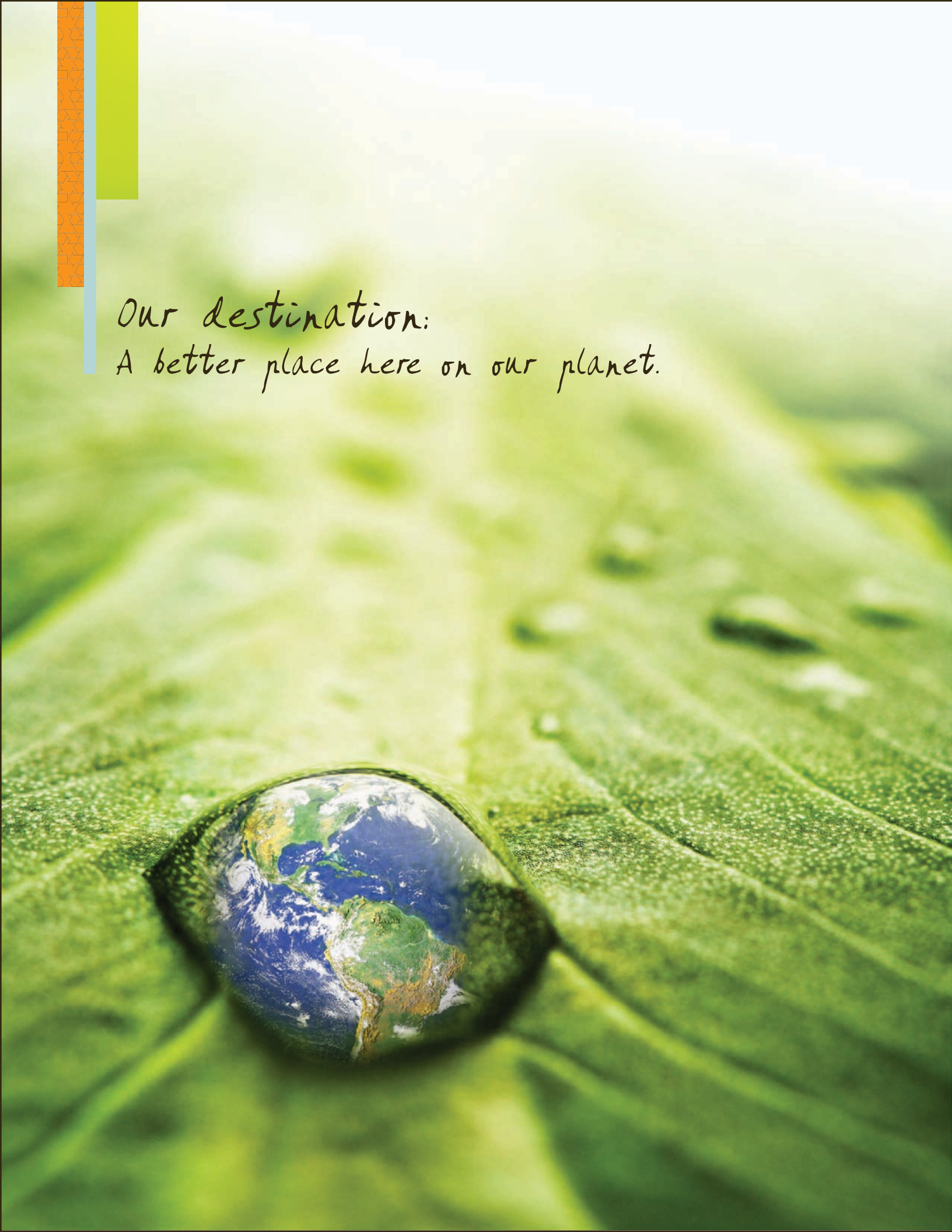
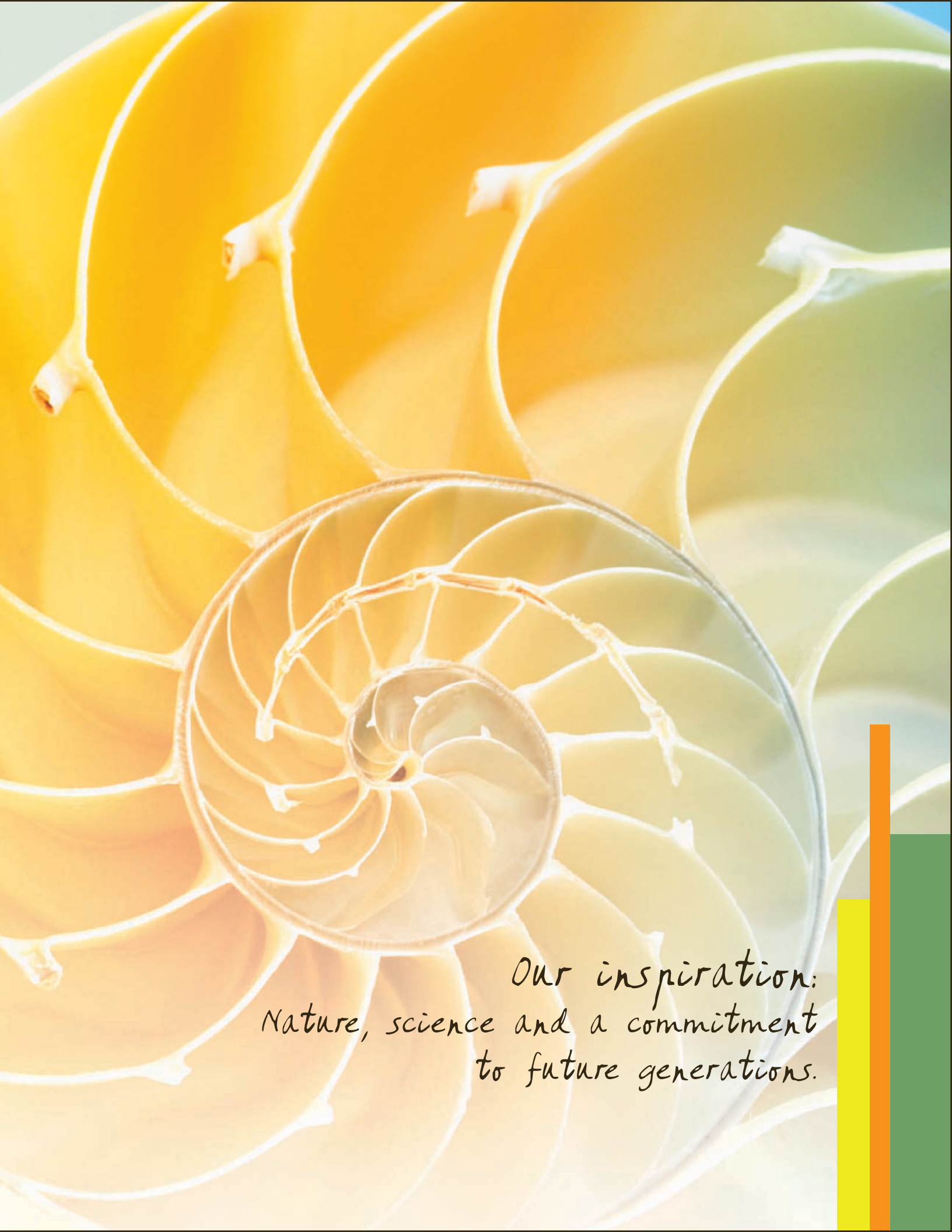
2010 Sustainability Report

HAWORTH®




Our destination:
A better place here on our planet.



Our inspiration:
Nature, science and a commitment
to future generations.

Our strengths:
Knowledge, innovation and commitment.

Our journey:
Leading by example.

Table of Contents

02 Message from Haworth Leadership

03 Who We Are

07 Memberships and Certifications

08 2010 Awards

09 Sustainable Product and Workspace Design

11 Energy Management

13 Green Transportation

15 Zero Waste and Emissions

17 Green Building and Sustainable Site Management

19 Social Responsibility

23 Stakeholder Engagement

25 GRI Considerations

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.

Dear Stakeholders

Our sustainability journey continues here at Haworth. We are encouraged by our progress through our global knowledge and research. This sixth annual sustainability report is a snapshot of our 2010 performance measured against our seven long-term objectives.

This year we are particularly proud of our commitment to designing for the environment. For example, our efforts over many years helped us certify 75 products to a BIFMA level® 1 or 2 rating. Our green building interior solutions paired with our wide range of products, experience and knowledge continue to help our clients create more sustainable spaces.

New LEED® certifications for our facilities around the world demonstrate our commitment to green building, as well as ensuring integrated, adaptable, more sustainable interiors for ourselves. In fact, we are working toward having our first LEED platinum showroom. We also completed ISO 14001 certification for all of our 22 manufacturing facilities worldwide last year—an ambitious goal and significant achievement that few others have accomplished.

We are intensifying our focus on driving expectations throughout our value chain with more stringent environmental requirements of our dealers and suppliers. For example, we are diving deeper into the "green chemistry" of our products to eliminate hazardous materials throughout our supply chain.

Global progress continues toward zero waste to landfill with St. Hilaire, France joining the list of 15 Haworth facilities worldwide. We've also significantly reduced energy consumption through our worldwide efforts. For instance, our Bad Münder, Germany facility installed a new silo to hold wood chips salvaged from the production line. The chips are burned to heat the majority of the production plant.

As always, there is more to do, yet we are pleased with our progress. While we continue on our journey toward becoming a sustainable global organization, we are focusing on creating positive, measurable change in the markets we serve and the communities in which we live through long-term employment and by giving back. Haworth, Inc. is leading the way, demonstrating our community commitment through contributions that reflect what we value, with health care and education at the forefront. For example, the family's multiple forms of gifts are reflected in Western Michigan University and the new Helen DeVos Children's Hospital.

We thank our members who inspire us daily—they are empowered to make positive changes to further the effort. Member initiative is very much a part of our culture, and a responsibility they take to heart. From zero waste, to product and operational process advancements, to hundreds of volunteer hours, to thousands of dollars saved and raised, Haworth teams are mindful of helping our customers improve their sustainable businesses, enhancing lives and caring for our planet.

Matthew R. Haworth
Chairman
Haworth, Inc.

Franco Bianchi
President & CEO
Haworth, Inc.

Design. Global capabilities. Sustainability. Knowledge.

Who We Are

Haworth International, Inc. is a privately held global corporation, headquartered in Holland, Michigan, USA, serving the contract market with furniture and workspace interiors.

Our Beginnings

Our story begins in a garage in 1948. It was there G.W. Haworth built wooden display units to earn money for his children's education. His pioneering spirit, coupled with a desire to take his future into his own hands, has been instilled not only in third-generation Haworth leadership, but lives on through everyone who is part of the Haworth global family.

How it Works

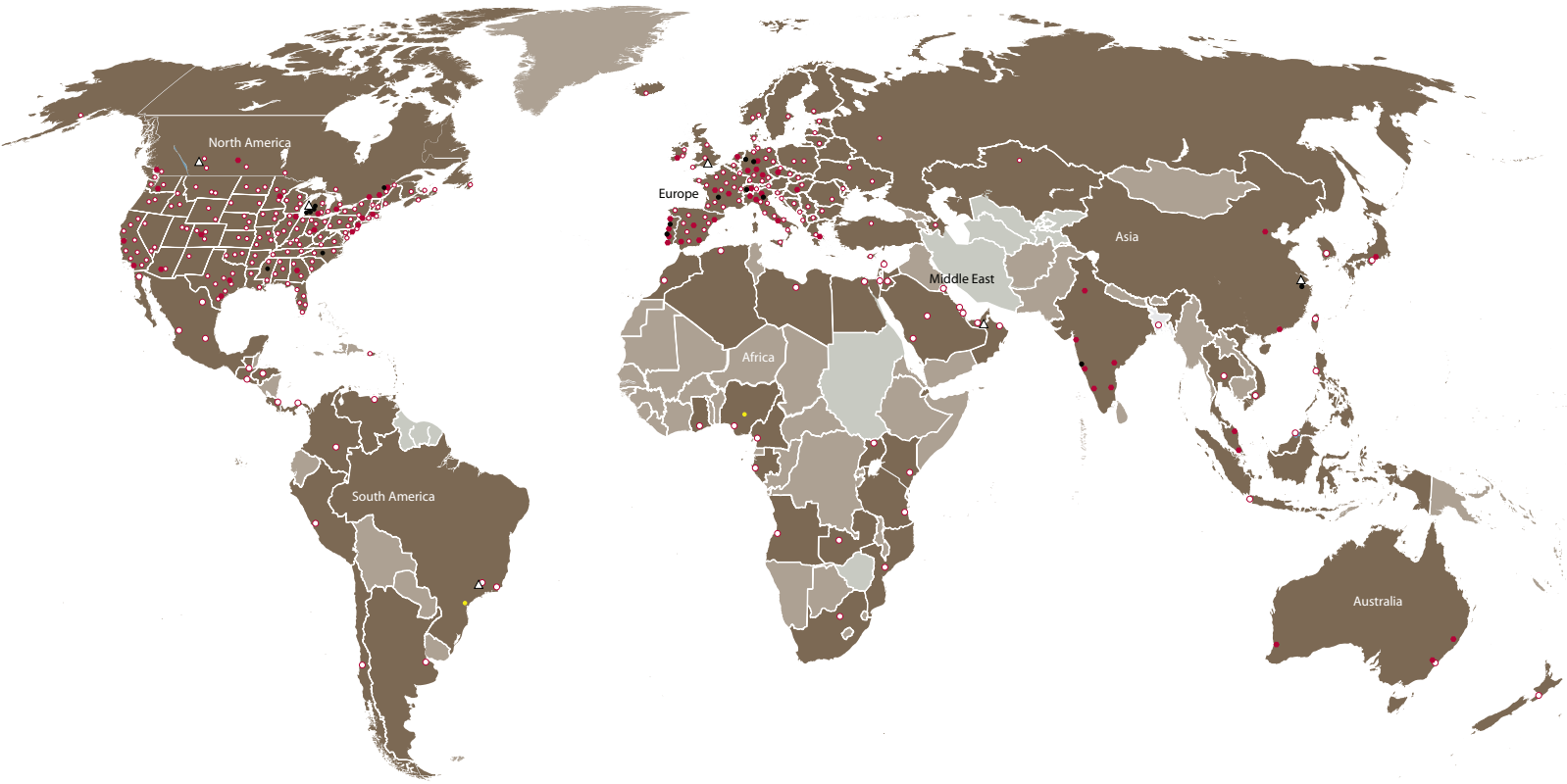
The Haworth family includes Haworth dealers—independent businesses—who provide sales and support to our customers. We work with our dealers to help architects, designers and facility managers in the often complex process of selecting, specifying, planning and purchasing furniture and workspace interiors.

Haworth products are sold via our dealer/sales network to contract market customers.

Across the Globe

We divide our responsibilities within four areas:

- North America
- Europe
- Asia Pacific, Middle East and Latin America
- Groupe Lacasse



Office/Dealer Presence
Products/Services Available
Haworth Headquarters
Showroom/Sales Office
Locally Sourced Manufacturing
Haworth Manufacturing
Dealer

Our Numbers

- 1 vision: create beautiful, effective and adaptable workspaces
- 7 sustainability objectives
- Networks in more than 120 countries
- More than 600 dealers worldwide
- More than 6,000 members worldwide
- $1.21 billion in global sales for 2010

Our Brands

- Haworth
- Haworth Collection
- comforto
- Easy by Haworth
- Lacasse®
- United Chair®

Our Products

- Access floors
- Collaborative furniture
- Conference room solutions
- Desking systems
- Educational furniture
- Ergonomic worktools
- Electrical and cabling support systems
- Executive wood furniture
- Freestanding filing and storage products
- Freestanding wood, laminate and steel casegoods
- Healthcare solutions
- Integrated modular systems furniture
- Lighting
- Moveable walls
- Seating – office and lounge

What Drives Us

Our Sustainability Policy
Our policy serves as our framework, a rallying point, for all of our members, all over the globe.

We will:

- Use education and innovation to promote environmental stewardship and enable the design and construction of more sustainable buildings and workspaces.
- Continuously improve operational performance, not only internally, but also throughout our supply chain, with a focus on preventing pollution, eliminating waste and eliminating consumption of non-renewable resources.
- Use benchmarked performance targets, conduct audits, track metrics and annually report on our corporation's environmental performance.
- Be proactive, continually adapting our practices and behaviors to new developments in technology, health and environmental science.
- 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 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.

We are dedicated to sustainability leadership and will continually evolve this policy to ensure our commitment.

Our Strategy

We are driven to create great places to work. What sets us apart is our ability to provide customers with unique solutions that match their needs, backed by research, knowledge, global perspectives and products.

We call our approach the Organic Workspace. It's an integrated, sustainable workspace that responds to the changing business needs of clients. Workspaces are designed to improve effectiveness, help achieve sustainability goals, increase life cycle value and virtually eliminate waste.

Moveable walls, access floors, modular furniture systems and an integrated utility platform blend seamlessly into integrated workspace interiors. We use Design for the Environment (DfE) strategies including:

- Common planning logic
- Design sensibility
- Flexible connections
- Integrated aesthetic
- Life cycle assessments

The result: Haworth products are great on their own, but even better together.

Our Objectives

1. Sustainable Product and Workspace Design
2. Energy Management
3. Green Transportation
4. Zero Waste and Emissions
5. Green Building and Sustainable Site Management
6. Social Responsibility
7. Stakeholder Engagement

Our Leadership

Our executive management is ultimately held accountable to meeting our sustainability goals and objectives.

A cross-functional steering committee of executive sponsors, a global sustainability manager, champions and region-based functional leaders sets company-wide goals and metrics based on our objectives. The steering committee drives the metrics and reports its progress quarterly to the steering committee chairperson.

The steering committee is chaired by our chief financial officer (CFO) and is chartered by our chief executive officer (CEO). Our CFO is responsible for the direction and pace of our sustainability plan reporting to the CEO. The CEO and chairman of the board provide the CFO sustainability oversight formally twice a year in corporate global sector reviews.

Champions for each sustainability objective are experts in the areas they oversee. They help drive improvements as well as make progress toward sustainability objectives. Through our champions' involvement, priorities are based on the strategic objectives of the whole company.

Region-based functional leaders are the core members of our local sustainability committees. They represent and provide the conduit for regional issues and priorities.

How The Economy Affected Us

Financial Performance

Our 2010 global sales were $1.21 billion, up from $1.11 billion the previous year. Our sales growth exceeded the industry's growth, as we improved our market share in North America and achieved significant growth in Asia. In alignment with our long-term perspective, we continued to invest during the economic downturn and launched several new products around the world.

We anticipate continued growth in 2011 based upon our client's worldwide response to our organic workspace solutions and our Integrated Palette™ of products.

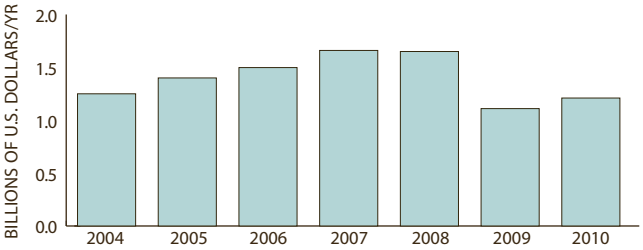
Realignment

Despite our growth in 2010, we continue to adjust our infrastructure given the ongoing effects of the downturn in the world economy and our continued implementation of lean manufacturing. For example, we completed the consolidation of manufacturing from our Calgary, Alberta, Canada facility to other Haworth facilities. In addition, we discontinued our Kemen business in Spain.

These actions were taken to help ensure ongoing financial strength and to drive efficiencies to meet capacity needs around the world. We recognize the difficulty these decisions have had upon our members, and have provided support during times of transition.

We remain focused on our commitment to economic improvement, while balancing our strong commitment to our people and the planet. Through the strategic positioning of the business and the efficient use of resources, we remain globally competitive and properly structured for the future.

Global Net Sales



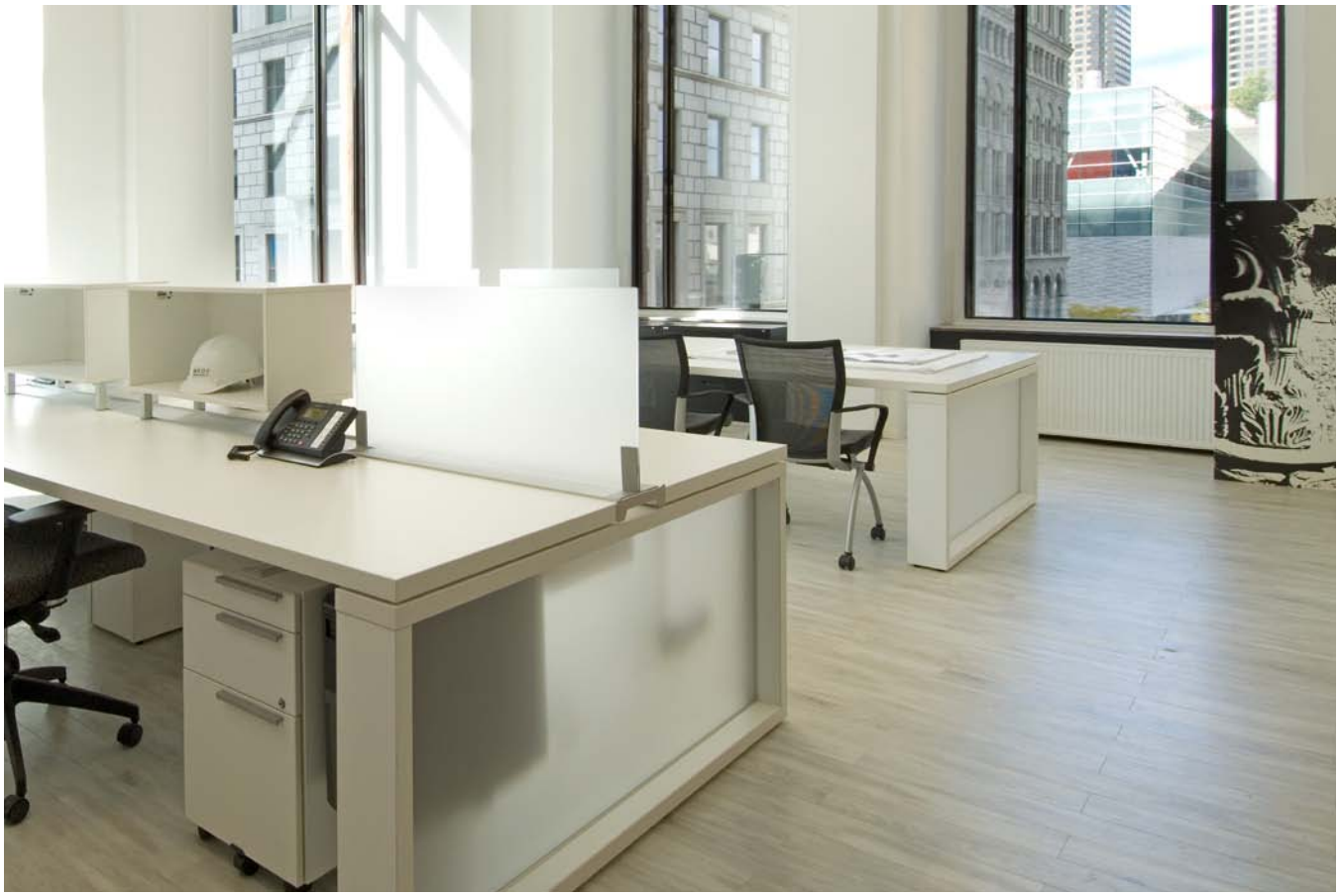
LEED-CI Gold Certified Showroom in New York, New York, USA

Memberships and Alliances

- Alliance for Sustainable Built Environments – North America
- B.A.U.M. (The German Environmental Management Association) – Haworth Germany
- Business and Institutional Furniture Manufacturer's Association (BIFMA)
- CoreNet - Hong Kong Chapter
- U.S. Environmental Protection Agency SmartWay℠ Transport Partner
- GIGABase Foundation – Asia Pacific board member
- Green Building Council member globally – Australia, Canada, China, Germany, India, Italy, Malaysia, Singapore, Spain and United States of America
- The China Greentech Initiative
- United Nations Global Compact – Haworth France
- U. S. Environmental Protection Agency WasteWise Partner

Certifications

- BIFMA level® 1 and 2 Certification products (see page 9)
- Forest Stewardship Council Certified Facility (see page 9)
- Good Environmental Choice Label – Australia (AllWays, Very and Zody)
- GREENGUARD® Certified Products
- GREENGUARD for Children & Schools℠
- ISO 14001 Certified Facilities (see page 18)
- ISO 9001 Certified Facilities
- LEED Certified Facilities (see page 17)
- MBDC Cradle to Cradle® Certifications – Zody seating
- NF Certification – Haworth France
- OHSAS 18001:2007 Certification – Shanghai Facility
- Programme for the Endorsement of Forest Certification™ (PEFC) – Haworth France and Italy
- SCS Indoor Advantage™ and Indoor Advantage Gold
- U.S. Environmental Protection Agency ENERGY STAR Certification



C.I.T.É. furniture system

2010 Awards

Design and Innovation Awards

- NeoCon, Best of NeoCon Gold
  - Seating, Conference – Very® Task chair
  - Walls – Enclose® Frameless Glass Moveable Walls
- NeoCon, Best of NeoCon Silver
  - Seating, Ergonomic Desk/Task – Very Task chair
- NeoCon, Best of Neocon, Gold, Groupe Lacasse - Furniture Systems – C.I.T.É.
- IDEA (Industrial Design Excellence Award) Gold
  - LIM™
  - Very
- iF Product Design Award, Hannover, Germany – LIM
- Red Dot Award, Design Zentrum Nordrhein Westfalen, Essen, Germany
  - LIM
  - Very

Other Awards

- Michigan Minority Business Development Council, Corporate One Award
- Michigan Minority Supplier Development Council, Corporation of the Year Award – Commercial Products
- Midwest Minority Supplier Development Council, Corporate One Award, 2009-2010
- Preferred Supplier Award, Bosch – Haworth Germany

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.

Manufacturing and Sourcing Sustainable Products

We believe in life cycle thinking—creating products that embrace Design for the Environment (DfE) strategies. Our products interface and integrate for more sustainable workspaces. The result is interiors that are flexible and change with an organization and extend the life cycle of work environments.

BIFMA level®

At the end of 2010, we had 75 products worldwide certified to meet the Business and Institutional Furniture Manufacturer's Association (BIFMA) level® program. We continue to submit more products for certification.

Level is a multi-attribute sustainability standard and third-party certification program that follows the structure of USGBC's LEED® rating program. The level branding identifies that an independent certifier has vetted a product, and its numeric marking 1, 2, or 3 indicates what threshold of certification it has achieved, level 3 being the highest.

The BIFMA level standard validates our Design for the Environment strategy. We look beyond product to address the interior of a space and changes it may undergo in the future. By designing for flexibility, interaction with the interior architecture as a whole, and product life cycle, we hope to elevate the discussion beyond product versus product. We understand a truly sustainable interior anticipates change with minimal waste and material consumption, using materials with low, no or restorative life cycle impact.

Wood Certification

The Forest Stewardship Council (FSC) Chain of Custody (CoC) certification allows products to be segregated and identified as having come from FSC-certified forests and other controlled sources. Our participation as a CoC holder allows us to offer products made of wood that come from responsibly managed forests.

Haworth issued a wood policy in 2008, demonstrating our commitment to eliminate the sourcing of unwanted wood species. Our current strategy is to develop a supply chain for FSC and FSC controlled wood and increase the number of FSC CoC-certified manufacturing facilities. Our facilities in Italy and France carry PEFC certification for wood products. PEFC is a non-profit organization that promotes managed forests through an independent, third party.

Product Documentation

- 75+ certified as BIFMA level® 1 or 2
- 76 certified as low-emitting
- 82 calculated for carbon footprint
- 3+ products NF certified
- 2 third-party certified by Climate Counts[1]
- 51 product environmental data sheets
- 42 listed for potential LEED point contributions

All major product lines for Haworth North America, Asia Pacific and Groupe Lacasse are air-quality certified by GREENGUARD or SCS Indoor Advantage Gold.

FSC Certification

- 3 facilities (In North America)
- 88% of our total systems sales are available as FSC (Compose®, Places®, Premise®, Race®, UniGroup® and UniGroup Too®)
- 100% of our wood seating sales are available as FSC (Candor®, Composites™, Forenza™, Hello®)[2]
- 78% of our wood casegoods sales are available as FSC (Masters®, Tripoli™, Vancouver™, Orlando™)

[1] Zody® and AllWays products sold in the Asia Pacific market are certified as "Climate Counts" due to the elimination of life cycle greenhouse gas emissions through the purchase of carbon offsets.
[2] Limited options within these product lines are FSC-certified.

Very® Task chair

Content Selection
Materials are selected based on recycled content and/or recyclability at the end of useful product life. Materials with an existing infrastructure for recycling and products designed for easy disassembly are more likely to be recycled. For example, Groupe Lacasse introduced two 100 percent recycled polyester fabrics for Nvision.

We communicate and request our suppliers' acknowledgement and support of our prioritized list of restricted materials, i.e., materials we want to eliminate over the next five years. Suppliers also receive our rated list of 800+ chemicals. The red/yellow/green rating identifies green (eco-friendly) choices.

PVC Free
Groupe Lacasse eliminated all PVC edgebanding from its product offering. All of our system-based electrical distribution products, standard worksurfaces and new products are free of PVC, moving us closer to discontinuing the use of all PVC. We continue to review our current purchases, seek new materials and eliminate materials that may adversely impact health or the environment throughout their life cycle.

Carbon Offsets
Customers in emerging markets who purchase Zody® and AllWays receive Haworth products that are guaranteed to be carbon neutral.

Based on our life cycle analysis, we have determined how much carbon these products release into the atmosphere. For example, when a customer purchases an AllWays desk we purchase 297 kg of carbon offsets through Climate Counts, a nonprofit online social enterprise dedicated to the fight against climate change.

Climate Counts helps us purchase and retire carbon offsets from a biomass project in India and a natural gas project in China. The offsets are verified and counted—ensuring environmental impact has been assessed and measured scientifically.

TecCrete® and Enclose®
Haworth and a third-party engineering firm researched the environmental benefits and cost savings related to TecCrete, raised access floor and Enclose, moveable walls.

The case study included energy savings and waste of modular versus conventional construction, as well as underfloor air distribution versus conventional overhead distribution HVAC systems. The study also evaluated various U.S. locations and related climatic conditions. A speculative office building was modeled to meet the energy standard ASHRAE 90.1-2007 for each location. The study reported energy savings of 12 to 27 percent and total material cost savings of $22,000 when using Haworth Enclose and TecCrete.

M-Series Storage
Available from Haworth Asia Pacific, M-Series is designed exclusively with recycled polypropylene—adhesives and VOC are not used and neither are cardboard boxes for packaging. The use of recycled powder is another example of how M-Series storage helps reduce waste, energy use and environmental impact.

Very® Task
The Very Task chair joined the Very family of seating in 2010. It is made with up to 65 percent recycled content and is up to 98 percent recyclable. It can be disassembled for recycling in less than five minutes and returned to Haworth through our take-back program. Very Task chair is GREENGUARD® Children & Schools℠ certified and BIFMA level® 2 certified. It also may contribute toward LEED® credits.

Energy Management

Increase energy efficiency and utilize renewable energy alternatives to become climate neutral, with the long-term objective of utilizing 100 percent renewable energy.

Reducing Energy and Our Greenhouse Gas Emissions

More Efficient Factory
Bad Münder, Germany
In 2010, Haworth Germany installed new production lines to increase efficiency and reduce production cost, waste and energy.

A prominent feature is the new concrete silo that stores 1,200 cubic meters of wood chips. Wood chips salvaged from the production line supply the wood-burning system with most of the heat required for the production portion of the building. The heating system saves 100,000 liters of oil a year and reduces carbon dioxide emissions by approximately 900 tons.

The redevelopment project was Haworth's largest capital investment outside of the U.S.A. Originally built in 1947, the factory is now more efficient with updated environmental features and production machinery.

Bad Münder, Germany facility

Our Steadfast Pledge

In spite of the announcement in 2010 by the U.S. EPA to discontinue the EPA Climate Leaders program, we continue to publicly report our progress toward reducing carbon footprint. In 2010, we were pleased to report an increase in production compared to the previous year. This increase was offset by a number of energy efficiency initiatives, productivity and process improvements, and several renewable energy credit and carbon offset purchases. These initiatives enabled us to continue our goal to decrease our overall carbon footprint.

Our Road to Reduction

We continued to focus on energy reductions through changes in behavior, investments in lighting and productivity efficiency. At our wood facility in Shanghai, China, we replaced light fixtures with 150 square meters of skylights to increase daylight penetrating the plant, which reduced the use of energy consumption during business hours. Estimated energy savings are 18,000 kWh per year. In addition, our consolidation in facility operations has significantly contributed to our overall reduction in energy usage.

Energy Efficient
Global Headquarters, Holland, Michigan, USA

Our global headquarters earned the U.S. Environmental Protection Agency's (EPA) ENERGY STAR, for protecting the environment through superior energy efficiency. One Haworth Center ranked among the top 5 percent of energy-efficient office buildings in the country.

Our global headquarters is the first LEED-NC[1] building to achieve points using carbon credits from a renewable energy source. We calculated the carbon footprint of electricity consumed at headquarters and purchased carbon offsets from renewable energy sources to offset 70 percent (4,156 metric tons) of the GHG emissions.

Natural Gas Reduction
Big Rapids, Michigan, USA

A 52 percent reduction in natural gas was achieved in 2010 thanks to environmental factors and member initiatives. During the warmer winter, members shut down the ovens and finishing systems as soon as the last part was complete to minimize run time. Plant engineers switched chemicals in the washline, eliminating two stages of heated washline water.

Reducing Electricity
St. Hilaire, France

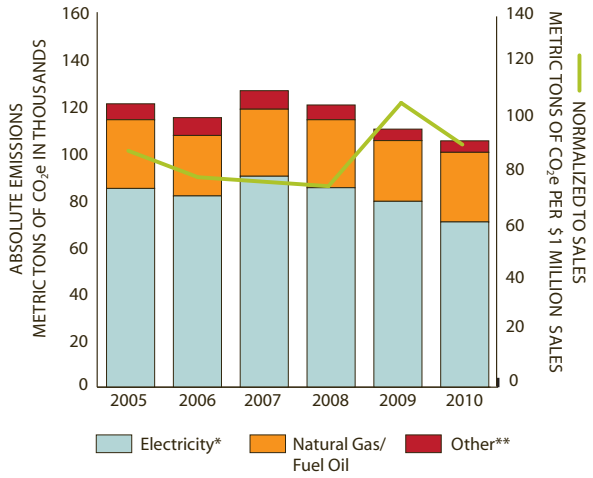
The St. Hilaire, France manufacturing facility has been saving energy for years. In early 2009, more than 904,820 kWh were saved, equivalent to annual production of 276 homes with photovoltaics, with cooling capacity of three kilowatts.

In late 2010, Haworth France signed a contract with EDF called Certifcats Equilibre. The equivalent of 100 percent of the facility's electricity consumption is now produced with renewable energy sources. It is the first contract in the industry for France.

Reducing Electricity and Gas Consumption
Groupe Lacasse, St. Pie, Quebec, Canada

Groupe Lacasse replaced metal halide and T12 lamps with T-5 HO fluorescent lamps to save an estimated 558,768 kWh and 265 metric tons of greenhouse gas emissions each year. A total of 511 inefficient lighting fixtures were replaced with 479 more energy-efficient fixtures. Groupe Lacasse worked with Hydro-Quebec and Natural Resources Canada to complete the project.

Greenhouse Gas Emissions



* 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

[1] Leadership in Energy and Environmental Design, New Construction

Green Transportation

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

Moving Goods While Reducing Fuel and Emissions

SmartWay℠

In 2008, we were one of the first in the industry to join the U.S. Environmental Protection Agency's (EPA) SmartWay℠ Transport Partnership program. Since joining the nationwide initiative to promote cleaner, more fuel-efficient transportation options, we have logged significant increases.

Shipment Expenditures with SmartWay Partners

2007	2008	2009	2010
48%	68%	86%	89%

Consolidation of Shipments

We partner with area shippers to consolidate shipments through ride share programs. Working together, our goal is to keep trucks fully loaded, meet schedules and travel minimum distances to our destinations. Increased trailer efficiencies save fuel and reduce CO2 emissions. In 2010, ride sharing saved over 2,000,000 lbs. of CO2. By leveraging collaboration among local businesses and service providers, we also help reduce costs and relieve road congestion.

SAP Improves Transportation
Systems Applications and Products (SAP) was implemented in 2010 to help streamline our transportation documents. The SAP packing list gives customers better information while requiring less paper than our previous system. Plus, we can email shipping documents to eliminate printing and faxing when necessary. Overall, a 25 percent reduction in paperwork is anticipated.

In addition, transportation within SAP is based on a delivery date rather than ship date. Having delivery information sooner in the process allows us to use more bulk packs, reduce packaging and make better decisions about the type of transport required. More opportunities to use intermodal (rail) and multi-stop truckload shipments will reduce our carbon footprint.

Supplier Returnable Packaging
Bruce, Mississippi, USA
Corrugated material for supplier packaging was replaced with high-quality returnable packaging for eight parts used with Very Task chair and 21 parts used for various seating product lines.

There are many benefits of returnable packaging including lower piece part rates from the supplier, reduction of labor to handle and recycle corrugated materials, and environmental savings by eliminating corrugated materials manufacturing.

Returnable Boxes
San Giovanni, Italy
EMU boxes are expensive, but when used at least 40 times cost savings are realized compared to other packaging used at the plant. The key is to ensure the boxes are returned from customers by using RFID.

Radio Frequency Identification (RFID) is a wireless system with a microchip that is attached to the box. The RFID tag essentially comprises an electronic circuit for storing and processing data related to the box's contents. The information is used to generate the packing list and for warehouse management. The tag is read with a bar code scanner or directly using an electronic gate. Boxes returned to the plant are collapsed and stacked to save space inside the truck.

Modal Switches Reduce Fuel and Emissions
Typically, Haworth shipments are delivered to our customers by truck. However, rail shipments use up to 11 times less fuel. Each year we increase our intermodal freight transport and will continue to use more rail travel to reduce fuel, emissions and road congestion. Our 2011 goal is to exceed 700 shipments, a 350 percent increase from 2008.

Intermodal Freight Transport

2008	2009	2010	2011 goal
205	354	613	700+

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.

Meeting Our Zero Waste Goals

Four years ago, our U.S.A. factories were generating nearly 20 million pounds of landfill waste annually. The total dropped by half in 2007 and again in 2008. By the end of 2009, we achieved our goal of zero waste to landfill status for our global headquarters and manufacturing facilities in the United States and joined our Shanghai, China and Pune, India facilities that met the zero waste goal in 2008. Currently, less than three percent of our scrap materials are sent to waste-to-energy facilities.

Burning unused materials to generate steam or electricity is our most expensive and least preferred method of waste management. We are working toward the goal of zero waste to energy.

Every manufacturing facility developed a baseline value for pounds of waste-to-energy material generated, normalized to an internal production rate metric. The 2010 goal was a 10 percent reduction for every facility.

We are pleased to report 36 percent of our facilities met the goal through actions that included:

- Maintaining active environmental teams at each facility
- Instituting discipline for waste sorting, facilitating recycling and training hourly members
- Embracing new initiatives for recycling gloves, extending the life of sanding media and filters
- Examining the larger contributors of waste, problem-solving with global headquarters on an ongoing basis

For 2011, our facilities are challenged to achieve another 15 percent reduction in the normalized waste-to-energy values.

As our North American locations work to zero out the 1.04 million pounds of waste-to-energy, our remaining global facilities that are not yet at zero waste to landfill status will do so by the end of 2012. We also continue to promote cleaner chemistry and processes as a long-time leader in eliminating volatile organic compounds (VOC) in our products and manufacturing operations.

"By achieving zero waste to landfill, we are showing a clear commitment to being global citizens and tying definitive actions to our vision."

John Mooney
Haworth Chief Financial Officer &
Executive Sustainability Sponsor

Goal Met and More
St. Hilaire, France
In October 2010, our facility in St. Hilaire achieved zero waste to landfill, joining our Menziken, Switzerland facility.

First priority was given to reducing waste including industrial waste and improving manufacturing processes. Greater use of products with little or no solvents has optimized manufacturing processes. Additionally, cleaning cycles reduce product consumption. Long-term, the product design group focuses on reducing the consumption of raw materials to preserve the environment.

Composted Food Waste
Global Headquarters, Holland, Michigan, USA
To further enhance our zero landfill status, we began composting food waste in 2010. Collection containers throughout the member center cafeteria are used to collect paper food containers, food scraps, napkins and compostable plastic containers. Cafeteria staff also compost all food scraps from meal preparation and client meals. All together, 18,000 tons of materials were composted in 2010.

More Efficient Paint Booth
Pudong, Shanghai, China
A new cyclone paint booth was purchased last year to reduce the waste generated from powder coating from 10 tons a month to three tons a month. The powder transfer efficiency was increased in 2010 from 42 percent to 80 percent, for a savings of approximately 350,0 RMB/53,594 USD per month. The cyclone booth provides the capability to reclaim overspray and reuse many powder paint colors.

More Efficient Coating Application
Big Rapids, Michigan, USA
Changes to coating application equipment were completed to reduce waste in the wood finishing room. Transfer efficiency improvements reduced overspray and extended the life of the spray-booth filter by 25 percent.

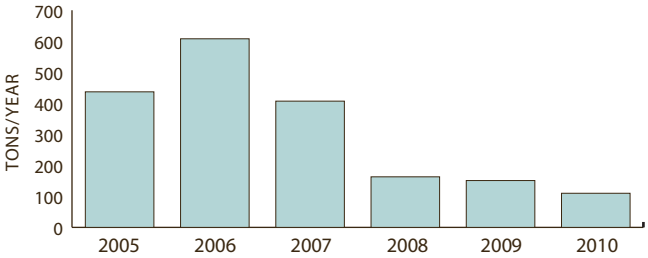
At our panels plant in Holland, Michigan, USA, a baler was installed. Scrap fiber pad is now collected, baled and recycled.

E-coat Spill Contained
Big Rapids, Michigan, USA
In the fall of 2010, 18,000 gallons of 90 percent water-based paint was accidentally released into the local sanitary sewer system at our steel components plant. The problem was discovered by Haworth members who checked the paint tank and saw it was lower than it should be.

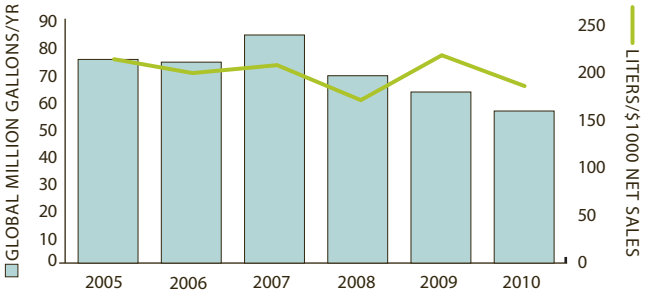
Haworth alerted city officials and the sewage was successfully diverted into empty holding tanks before any of the paint emptied into the local river.

Routine monitoring and reporting without delay was instrumental in avoiding negative impact to the environment.

Haworth Global VOC Emissions



Global Water Use



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.

Building Green for Ourselves and Our Customers

Our LEED® Projects
We build our own facilities to meet criteria for the U.S. Green Building Council LEED® (Leadership in Energy and Environmental Design) Green Building Rating System or local equivilent. Our buildings serve as living laboratories for ideas, products and hands-on examples for customer collaboration.

LEED-CI[1] Gold Certified Showrooms

- Dallas, Texas, USA
- Los Angeles, California, USA
- Merchandise Mart, Chicago, Illinois, USA
- New York, New York, USA
- Pune, Maharashtra, India
- San Francisco, California, USA
- Shanghai, China
- Washington, D.C., USA

LEED-CI[1] Silver Certified Showroom

- Toronto, Ontario, Canada

LEED-NC[2] Gold Certified Project

- Headquarters, Holland, Michigan, USA

LEED-CI[1] Platinum Registered Showroom

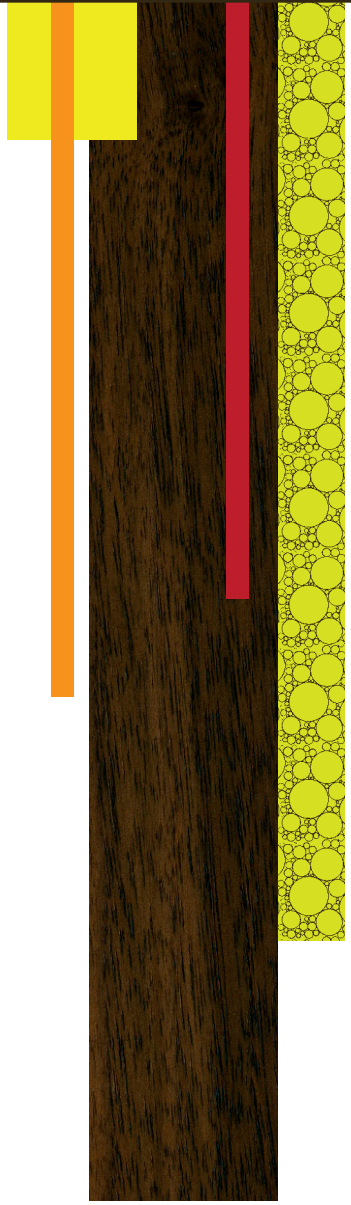
- Atlanta, Georgia, USA

LEED-CI[1] Gold Registered Showroom

- Singapore
- Zurich, Switzerland

LEED-CI[1] Showrooms built to LEED standards

- Calgary, Alberta, Canada



The overall green building market (both non-residential and residential) is likely to more than double from today's $36-49 billion to $96-140 billion by 2013 according to the U.S. Green Building Council.

[1] Leadership in Energy and Environmental Design, Commercial Interiors
[2] Leadership in Energy and Environmental Design, New Construction

Zurich, Switzerland LEED-CI Gold Registered Showroom

Our Client's Unique LEED Project

In 2009, our products helped Thornburg Investment Management be the first to earn a LEED Innovation in Design Credit for its solution to reduce the environmental impact of churn.

Thornburg wanted to create a sustainable work environment that would inspire employees to do great work while efficiently adapting to frequent moves within the building—nearly 36 percent of team members change workspaces each year.

Referencing a study[1] of the environmental impact of employee moves (churn), Thornburg projected 21 percent of employee moves requiring construction[2] would generate 4,500 pounds of waste. When they compared the numbers to reconfiguring moveable walls and underfloor air for 100 percent of moves, waste was reduced by 97 percent.

The data convinced Thornburg to choose our Organic Workspace™ solutions using our Integrated Palette™ platform of products for seamless functional aesthetic integration of walls, systems, floors and furniture. Not to mention built-in adaptability for reallocating and reconfiguring space with minimal waste and downtime.

Building System	Conventional walls and overhead air	Moveable walls and underfloor air
Waste Per Move	904.4 lbs.	4.7 lbs.
Waste Per Year	4,493 lbs.	116.7 lbs.

LEED, BREEAM in the U.K., Green Star in Australia, and the HQE in France continue to transform the construction industry with a focus on high-performance buildings that reduce the life cycle impact on operating cost, the environment and health.

ISO 14001 EMS Certified

In 2010, we completed ISO 14001 certification for all of our manufacturing facilities around the world. The ISO 14001 process of "plan, do, check, act" provides a structure and accountability for pollution prevention and continuous improvement. We also require managers to review progress toward environmental goals each month at the plant and sector level. Plus, the entire system is annually audited by a third party.

We have extended our commitment to ISO 14001 and green manufacturing throughout our supply chain. Suppliers are scored each year with points awarded for sustainable activities including ISO 4001 certification. For example in 2010, one of our suppliers began the journey toward certification and a zero carbon footprint. We seek to work more closely with partners that are aligned around sustainable processes.

[1] Study conducted by project collaborating architect Dekker/Perich/Sabatini.
[2] According to IFMA (International Facility Management Association) Space and Project Management Benchmarks Report.

Social Responsibility

Support the communities in which we conduct business and operate as an ethical organization.

Our strategy for social responsibility is to focus on the continuous improvement of members, their families and their communities.

Health

The health and safety of our members is our top priority. These are examples of our progress in 2010.

- Administered 500 seasonal influenza vaccines to members by our trained staff in our corporate wellness center at our global headquarters.
- Offered free-of-charge resources to North American members kicking a tobacco habit through Clear Free & Clear®, online learning supported by phone-based cognitive behavioral coaching and products.
- Instituted member incentives to reduce health insurance premiums for those who completed an online health risk assessment and demonstrated healthy behaviors.
- Offered enhanced education and coaching programs through our health care providers in North America.

Safety

- Continued to drive the Behavioral Safety platform. Production teams are tracking behaviors and creating action plans based on root cause analysis.
- Implemented initiatives for a 75 percent reduction in lost time accidents and achieved a 54 percent reduction in our severity rate.
- Introduced a rigorous Lock-out/Tagout program to safeguard members from unexpected machinery startup or the release of hazardous energy during service or maintenance. The program included training, development of an internal compliance manual, periodic inspection reporting and redefining the entire initiative process.
- Communicated all accidents and near misses globally within 48 hours to increase shared learning and potentially eliminate similar, future mishaps.

Recordable Accidents (Global)	Actual per 100 Members
2008	4.3
2009	3.5
2010	3.3

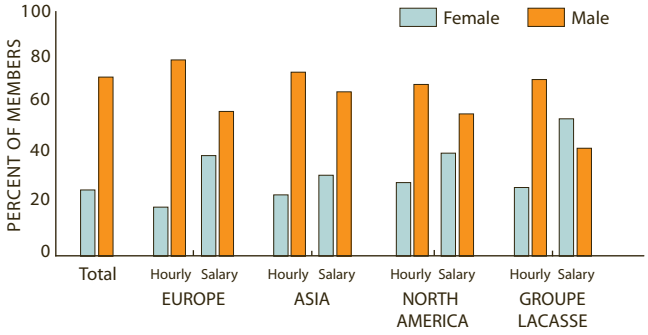
Diversity

Differing cultures and experiences enrich our global company. Our Inclusion Steering Committee is charged with diversity support and impetus worldwide.

Members

We track our progress on corporate diversity using a scorecard for hiring, promotion, and education and training. Creating and maintaining a diverse workforce is key and varies by region. A component of diversity shared among regions is gender, compared by sector in the chart below. From training to member-driven Diversity and Women's Councils, members hear from guest speakers, share ideas and embrace diversity.

Global Member Diversity



Suppliers

Of our Level 1 suppliers, 10 percent are minority/women/veteran-owned enterprises. Our team of buyers is charged with accelerating our expenditures among these enterprises. During 2010, we increased our spending with this group by 70 percent. Our goal increases every year.

We participate with the Project One local supplier diversity organization at the state level with the Michigan Minority Supplier Development Council (MMSDC) and at the national level with the National Minority Supplier Development Council (NMSDC) and Women's Business Enterprise National Council. Haworth was the 2010 recipient of the coveted MMSDC Corporation of the Year, Commercial Products. We also won the Corporate One Award for the second year in a row from the Midwest Minority Supplier Development Council.

Dealers

More than 50 percent of global sales are generated through our Preferred Dealer network. We're proud of the fact that 25 percent of our Preferred Dealerships in North America are minority- or women-owned businesses.

Responsibility

Providing a socially responsible work environment is the right thing to do, so we support the rights of our workers in a number of ways.

- In all regions, we exceed the minimum standards and are competitive with local marketplace wages.
- Haworth policy requires all Haworth salaried exempt and non-exempt members in North America receive an annual performance review.
- Full-time members and their eligible families have access to a wide variety of benefits and programs including healthcare, wellness, professional counseling, flexible spending accounts, adoption assistance and paid time off. To help them protect their finances, we offer a pension plan, 401k and disability pay among other benefits. We recognize and encourage longevity through service awards.
- Part-time members are eligible for 401k, flexible spending accounts, vision benefits, legal services and on-site fitness center access (where available).
- Haworth policy requires all significant suppliers and contractors undergo screening on human rights issues and take appropriate actions.
- 100 percent of global members are trained on our ethical standards policies and procedures.

Learning Opportunities

By offering opportunities for career development and learning, we not only help retain our members and increase their satisfaction, but also positively impact families and our communities. These are some of our accomplishments from 2010.

- Supported educational programs for underprivileged children.
- Reimbursed over $223,000 for college tuition or special classes in the U.S. In 2010, 63 members took advantage of an investment in their careers. Tuition reimbursement is available for members who wish to pursue training, classes or degrees that help them maintain work qualifications or qualify for advanced positions.
- Awarded more than $39,000 in scholarships for education to members, spouses and their dependents.
- Provided over 150 different training opportunities for our members.
- Established the Haworth Leadership Institute for developing managers.

Philanthropy

Corporate philanthropy gives us the opportunity to give back to the communities and people we serve. Our corporate focus is on education. We also benefit communities and organizations that represent the sciences, arts, medicine and environmental preservation.

Our support of important causes takes various forms: corporate dollars, product donations as well as our members' monetary gifts and time spent volunteering for charities.

United States of America

We continue to benefit United Way with donations of $225,000 representing pledges from 55 percent of our members. 2010 marked our 44th consecutive year of involvement. The tradition of support started by our late founder, G.W. Haworth, shows no signs of stopping with the third generation at the helm, Matthew Haworth, chairman.

Haworth Denver participates in the Great-West Life Bike MS, Colorado's Ride to help fight multiple sclerosis.

Haworth member plays a pay-to-play game during a Haiti earthquake relief fundraiser.

Some of the global headquarters members who volunteered their time and talents to work on two Habitat for Humanity houses.

Haworth members work on a Habitat for Humanity home as part of the Greater Ottawa County United Way Day of Caring.

The Haworth truck parked at the e-waste collection site in Holland, Michigan, USA.

Haworth members team up to help with fall cleanup to benefit the residents of Freedom Village in Holland, Michigan, USA.

Two dozen members from global headquarters participated in the Greater Ottawa United Way Day of Caring, volunteering their time to work on two area Habitat for Humanity homes.

Global Giving
Members from around the world donated dollars and Haworth corporate matched funds by 50% for a total gift of $21,595 to global organizations and North American agencies dedicated to the victims of Haiti's earthquake.

The Stream Community Business Center
Newaygo, Michigan, USA
Created to bring economic and environmental benefits to rural areas that have been particularly hard hit by the economic recession, The Stream is a model for other communities nationwide. Video conferencing, wireless connectivity, and state-of-the-art information security allow workers and those unemployed to be productive and reduce their carbon footprint.

Denver, Colorado, USA
A team that included architects and designers, general contractors and customers participated on the Haworth Denver team in the Great-West Life Bike MS, Colorado's Ride 2010 to help fight multiple sclerosis. More than 4,000 cyclists raised over $20,000 for Colorado's oldest nonprofit ride.

E-Waste Recycling
We strive to instill sustainable practices within the company and extend our efforts into our communities. Haworth trucks served as a collection site near global headquarters for the third straight year, bringing the total number of pounds recovered to 177,865.

Ahlen, Bad Münder and Frankfurt, Germany
In Bad Münder, Haworth sponsored the minibus which serves as a source of transportation for municipal youth care and to events for local clubs.

To support health awareness, Haworth Germany members from all three locations took to the road by running in two charity road races.

Pudong, Shanghai, China
Shanghai Sunrise, a non-governmental organization that supports education for displaced Chinese children, nominated us for the American Chamber of Commerce awards thanks to our donations and ongoing knowledge series.

Stakeholder Engagement

Engage all Haworth stakeholders in our path toward sustainability.

Actively Supporting Global Sustainability Initiatives

Stakeholders
Our stakeholders include members, customers, dealers, suppliers, field sales force, the media, trade associations, certifying organizations and all communities in which we operate.

As a member of our stakeholders' extended circle of influence, we do our part to conduct day-to-day business through practices that result in the least harm to our environment. We also encourage our stakeholders to choose sustainable solutions.

Communications
We engage our stakeholders to share best practices and knowledge of sustainability. We communicate via 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 through this report.

By asking how we are doing, our stakeholders give us valuable feedback and input to impact our sustainability objectives. Opportunities for engagement include annual member surveys, executive blogs, focus groups, community panels, corporate advisory panels, dealer council meetings and board meetings.

Ecommitment
Ecommitment, an internal grassroots team at our global headquarters, created the Eco Trails Challenge in 2007.

The third annual challenge rewarded winners with prizes for earning and tracking points for using alternative methods of work transportation, including ride sharing. Members were encouraged to use GreenRide, a carpool networking website.

Candy wrappers, chip bags and used pens were collected and Terra Cycle paid 2 cents per item. The trash was turned into useful items and funds received were donated to United Way.

Haworth's Green Children's Open Factory Day

Haworth China
Haworth's Green Children's Open Factory Day was an event designed to bring together Haworth family members and showcase pride in the workplace. Factory tours, games and lunch were included.

The team emphasized their work on protecting air quality and how controlling factory pollution leads to better health of members now and for generations to come.

Most importantly, the team wanted children to know what their parents do for a living at Haworth and the importance of reducing waste to take care of China's environment.

More than 15 Knowledge Series lectures were held last year, featuring our own efforts and partner companies sustainability projects and products.

We also supported the competition themed "Trash into Treasure" to combine ecology and art to raise awareness around caring for the environment.

Earth Week
A number of activities took place during Earth Week, from guest speakers to hands-on events. Asia Pacific members and their families wrote essays for our Green Citizen contest. More than 16 showrooms and offices around the world joined "Lights Out!" to reduce energy consumption.

Design Competition
The Haworth Chicago showroom hosted the 2010 Natural Talent Design competition sponsored by the U.S. Green Building Council and the Salvation Army's EnviRenew program in New Orleans, Louisiana, USA.

The annual contest offers students and young design and building professionals the chance to apply sustainable design concepts to community building projects. This year's competition focused on the ongoing efforts to rebuild New Orleans.

Sustainability Training and Research
We offer a web-based sustainability awareness program to our members, dealers and suppliers. By informing and inspiring others, we hope to share common environmental goals.

Continuing Education Units
We proactively support Continuing Education Units (CEU) for architects, designers, specifiers, facility managers and students. During 2010, 167 CEU events were held in our showrooms, dealerships, and architecture and design firms. We currently offer 28 courses (six were new in 2010), led by 44 certified speakers.

Haworth publishes an annual sustainability report. This report includes data from fiscal year Jan. 1, 2010 to Dec. 31, 2010 unless otherwise noted for all regions: Europe, Asia Pacific, Middle East, Latin America; North America; and Groupe Lacasse (excludes independently owned Haworth dealerships).

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

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

GRI Content Index

Strategy and Analysis		
1.1	Chief Executive Statement	2
1.2	Key Impacts, Risks and Opportunities	6
Organizational Profile		
2.1-2.8	Organizational Profile	3
2.9	Awards	8
Report Parameters		
3.1-3.4	Report Profile	25
3.6-3.11	Report Scope	25
3.12	GRI Content Index	25
Governance, Commitments and Engagement		
4.1, 4.2, 4.7	Governance Structure	6
4.4	Mechanisms for Employees to Make Recommendations	23
4.8	Sustainability Vision and Strategy	5
4.9-4.10	Executives Review of Performance	6
4.13	External Initiatives	7
4.14	List of Stakeholders	23
4.16	Frequency of Engagement	23
Economic		
EC1	Net Sales	6
EC5	Market Presence	4
Environmental		
EN3, EN5, EN6	Energy	11-12
EN8	Water	16
EN16-EN18, EN22, EN28	Emissions, Effluents and Waste	15-16
Labor Practices and Decent Work/Human Rights/Society		
LA1, LA3	Employment and Benefits	20
LA6, LA8	Health and Safety	19
LA11, LA12	Training and Education	21
LA13, SO3	Diversity and Anticorruption	20

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