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As a product of Haworth's continuing pursuit of responsibility, our 2013 Sustainability Report is published in electronic format only. To delve further into some of the topics featured in this report, we invite you to click on the leaf icons and uncover extended content and links.



## Dear Stakeholders:

As a family-owned, value-based company, Haworth is continuously working to improve beyond the financial bottom line. Our thoughtful whole systems approach to business includes proper alignment of our customers, members, suppliers, investors, society, and the environment.

In 2013, through hard work, tenacity, and the dedicated efforts of our nearly 6,000 members and partners around the world, we made great strides towards achieving our sustainability vision. Our efforts are guided by a strategic framework of more sustainable products, accountability to our commitments, expansion of our stakeholders' knowledge, and engagement of our people. With these elements as our guides, we have proactively improved our business processes and supply chain, as we aligned our communities with the vision.

We are excited to announce our goal to ban 56 chemicals of concern used in the manufacturing of our products by the end of 2015. While this objective will be a significant challenge, we recognize the critical nature of our impact on the world and the importance of leadership in this area. In 2013, we identified and began to eliminate these materials within our supply chain, and we will continue to hold ourselves accountable to this commitment moving forward.

Our innovative Beijing showroom was the world's first certified LEED project under the United States Green Building Council's new LEED version 4 beta program. Achieving the first-ever certification speaks volumes about our commitment to making sustainability a priority on a global scale.

In 2013, we also announced our goal to globally source 100 percent of the wood used in Haworth caseworks, systems, tables, and storage products from sustainably managed forests. This is one more way we are reducing the impact that our products have on the environment.

Our Haworth values have long been vital to our success, and will continue to be the foundation for how we operate the business moving forward. While we have made great progress toward our vision of becoming a truly sustainable company, there is more work to be done. We are confident the momentum we gained in 2013 will continue to provide sustainable dividends and create value for all of our stakeholders now and into the future.

Matthew R. Haworth  
Chairman  
Haworth, Inc.

Franco Bianchi  
President & CEO  
Haworth, Inc.

John Mooney  
Executive Sustainability Sponsor  
Haworth, Inc.

## OUR SUSTAINABILITY VISION

Haworth will be a sustainable corporation. We engage our members in more sustainable practices, we initiate and use processes that are neutral or improve our environment, and we utilize our resources in ways that create adaptable and sustainable workspace solutions for our customers.

We do all of this globally to protect and restore our environment, create economic value, and support and strengthen our communities.

## WHO WE ARE

At Haworth, we believe inspiring spaces can enrich lives and businesses around the world. We provide each of our customers with tailored spaces that enhance their business, stir their spirit, and sustain the planet.

We partner with our customers, our dealers and relevant influencers in redefining the way interiors are designed, built and maintained over time, resulting in more efficient real estate utilization and contributing to a more effective and innovative workforce.



### Our Beginnings

Three generations of the Haworth family have led our company. G.W. Haworth borrowed his parents' life savings to expand his woodworking operation in the family garage. The skilled craftsman's goal: Earn enough money to put his children through college.

Engineering-minded son, Dick Haworth, developed a way to pre-wire partitions from within. Driven by his foresight to gain a global perspective, Dick has seen the company through its largest years of growth to date.

Chairman Matthew Haworth has spent his entire career in the family business in a wide variety of roles—from marketing to manufacturing, sales, planning, and purchasing. He continues to lead with a focus on continuous improvement.

### Our Values

First drafted in 1975 by Dick Haworth and periodically revised to suit the changes of the world and our business, our values define our business behavior, inform our decisions, and communicate our brand. They have been and continue to be a foundation for our growth, and a code for our company. In our world of rapid change, our values are a guide for today's activities and tomorrow's growth.

We value our customers

We value members

We value integrity

We value continuous learning

We value results

We value our world

“Our values guide our business and demonstrate our beliefs.”

– Matthew R. Haworth, Chairman

### Our Leadership

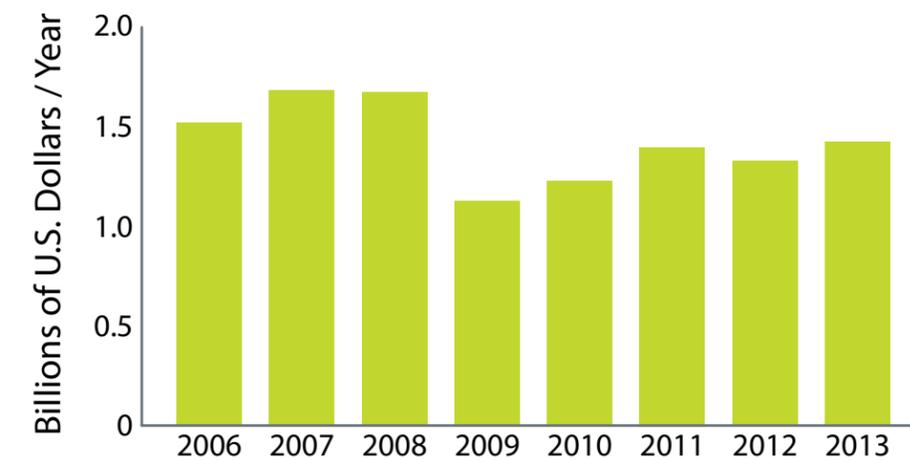
Our executive management team is held accountable for meeting our sustainability goals and objectives. A cross-functional steering committee of executive sponsors, a global sustainability manager, sustainability objective champions, and sector-based leaders sets company-wide goals and metrics based on our long-term strategy.

The steering committee drives the metrics and reports progress quarterly to the steering committee chairperson, our chief financial officer (CFO). The steering committee 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 provides the CFO formal sustainability oversight twice a year through corporate global sector reviews.

Champions 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.

### Our Financial Performance

Haworth's 2013 global sales totaled \$1.41 billion—an increase of 7.3 percent from 2012. The sales increase is evidence of the effectiveness of Haworth's strategy and continued market share growth around the world.



# A GLOBAL LEADER

## Our Global Reach

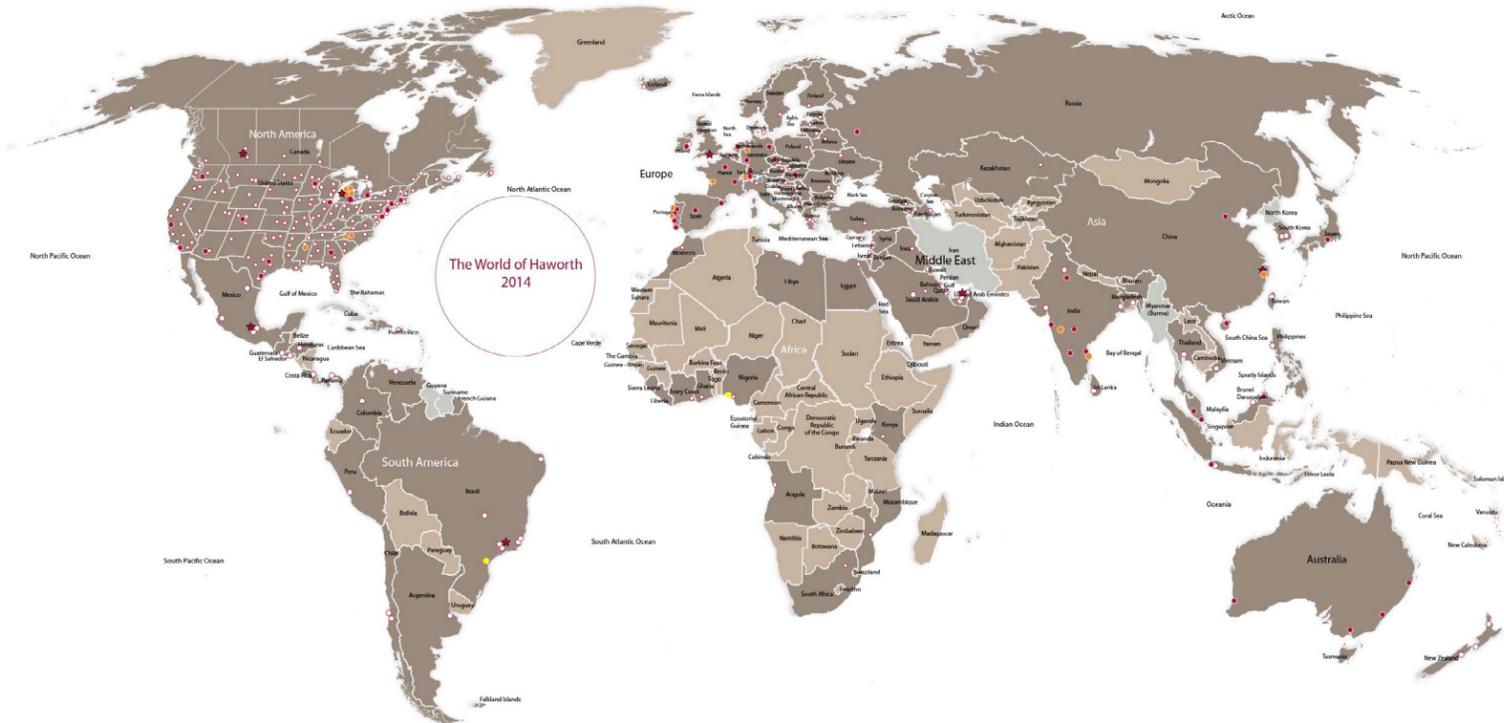
Haworth serves markets in more than 120 countries through a global network of sales members and more than 600 dealers—-independent businesses that provide sales and support to our contract market customers.

We divide our responsibilities into three business sectors:

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

## By the Numbers

- \$1.41 billion in global sales for 2013
- Nearly 6,000 members worldwide
- More than 600 dealers worldwide
- Presence in more than 120 countries
- 4 sustainability categories
- 1 vision



## Our Products

- Benching and desking systems
- Collaborative furniture
- Ergonomic work tools
- Freestanding filing and storage products
- Freestanding wood, laminate, and steel casegoods
- Healthcare solutions
- Lighting
- Moveable walls
- Raised Access Floors
- Seating
- Systems
- Tables and conference furniture
- Technology solutions
- Wood furniture

## Certifications and Awards

- 2013 Best of NeoCon
  - » Best of Competition – bluescape
  - » Best of NeoCon Gold – bluescape
  - » Best of NeoCon Silver – Harbor Work Lounge™
- Red Dot Award: Product Design 2013 – Comforto 29
- iF Product Design Award – MeetYou
- BIFMA level® 3 certification - Compose® systems, Planes® tables, V Series® casegoods, Very® Conference, Very Seminar, Very Side, Very Stacking, Very Task, X Series® casegoods and Zody® Task
- Cleaner Production certification by the Shanghai Academy of Environmental Science
- 2013 Interior Design Best of Year Award - Seating: Residential/Lounge: Windowseat™
- Michigan's 101 Best and Brightest Sustainable Companies

# VALUE STREAM



For years, the economy promoted a linear value stream that focused on products and services with short, linear life spans. It is our goal to improve this paradigm into a circular value stream that includes products and services that are a part of a circular, sustainable economy.

Shifting to this holistic approach requires sustainable products and sourcing, the sharing of knowledge and services, continuous support and engagement of the community, and the accountability of our global operations.

# PEOPLE

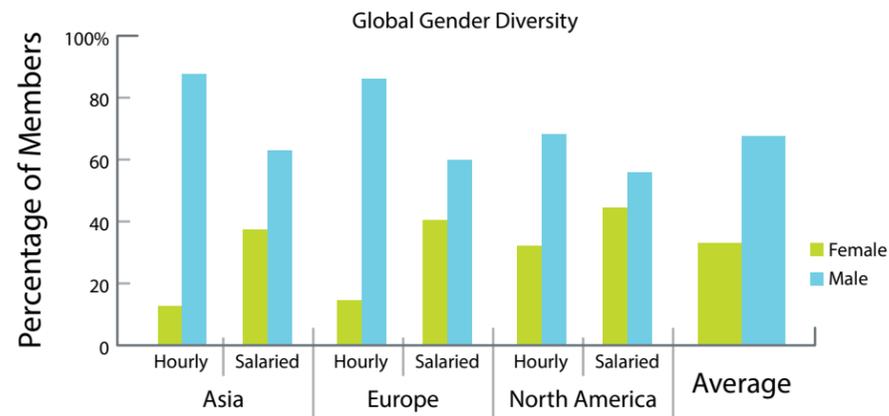
## Indoor Air Quality Training in Shanghai

Haworth's Asia Pacific team hosted an indoor air quality workshop in its Shanghai showroom. The discussion, which focused on gaining a better understanding about the importance of indoor air quality, covered current market trends as well as indoor air quality influence elements and solutions. Attendees included architects, sustainability consultants, PureLiving (an indoor air quality solutions company), and Haworth members.

## Global Diversity



One component of diversity shared among regions is gender, compared by sector in the chart below. Members participate in online training modules and attend guest-speaking engagements to embrace gender diversity.



“We have always called our employees ‘members’ and referred to ourselves as a global family.”

– Dick Haworth, Chairman Emeritus

## Creating a Better Place

Haworth Germany donated nearly two dozen office chairs and provided ergonomic training to [betterplace.org](http://betterplace.org) – an online donation platform that makes social projects transparent.

## We Value Continuous Learning

Continuous learning is one of Haworth's foundational values. We firmly believe that the investment made in learning and development will ensure a sustainable future for the company—and the communities in which we work.

## Members and Leadership

## Supporting Continuous Learning

## Shaping the Future



## OBJECTIVE:

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



## Health



### In 2013, Haworth Offered:

- More than 600 seasonal influenza vaccines to members
- Free Quit for Life smoking cessation program
- Incentives to reduce health insurance premiums through healthy behaviors
- Education/coaching programs through healthcare providers in North America

## Safety



### Actual Recordable Accidents Per 100 Members Globally



# PEOPLE



## Giving Back to Our Community

In 2013, Haworth donated \$74,432 in corporate match dollars to member pledges of \$186,080 to the Greater Ottawa County United Way in Holland, Michigan.

## Supporting Education in India

The Haworth India team collected discarded copy paper, which they bound together to create notebooks and writing pads for school students at Mamta Charitable Trust in Pune. The team also donated school stationary and notebooks to needy students at Mahatma Phule, a school for students with disabilities in Maan Village, Hinjewadi.

## Hands-On in Shanghai

Forty Haworth members teamed up with 20 Hongmei primary school students for a day of do-it-yourself art. Activities included pottery, painting and baking cookies. After lunch, volunteers brought their art to Hongmei Elder Center and spent the afternoon visiting with 20 elders. More than 360 total volunteer hours were devoted.

## Educating the Next Generation in Business

Haworth partnered with Junior Achievement (JA) to bring real world business knowledge to the classroom. Nearly 30 enthusiastic Haworth members volunteered for JA-in-Day, a full-day of STEM (Science, Technology, Engineering, and Mathematic) classroom engagements with a fifth grade class at White Pines Elementary in Grand Haven, Michigan.

Cross-functional Haworth teams continue to support JA's focus on shaping students' understanding and preparedness towards financial literacy, career readiness, and entrepreneurship.



## A Global Code

We rely on a vast network of excellent suppliers across the globe—from small businesses to international organizations—that provide many of the “ingredients” for our products. Because it's important to us that the



companies we partner with align with our values, we encourage our suppliers to commit to incorporating sustainability and social responsibility into their daily operation by signing our Supplier Code of Conduct.

[Read More](#)  [Download the Code of Conduct](#) 

## Picturing Climate Change

In celebration of Earth Day 2013, the Haworth Shanghai plant organized a photo contest to **inspire others to join in the effort against climate change.**

Members were encouraged to submit photos that expressed their personal story of climate change (see below). Two finalists were selected and their work was displayed in the Shanghai showroom. The grand prize winner received a Maria™ table from the Haworth Sustainability team.



# PRODUCT



## 56 by 2015

Globally, we are committed to removing 56 chemicals of concern from our products by end of 2015. The 56 chemicals were chosen based on a review of common materials found within the supply chain which are identified by customers, governments or NGOs as potentially harmful to people's health and the environment.

“We have reviewed more than 95% of our material spend,”

says Michael Werner, senior sustainability engineer at Haworth. “We are working diligently to eliminate these chemicals wherever they are found.”

Even though there is a relatively low risk of adverse health impacts to our customers, we do not believe that any products should contain chemicals that are hazardous to human health or the environment.

“Many of these chemicals are included in products for a reason,” says Steve Kooy, Haworth's global sustainability manager. “Some are additives or enhancers and others are required due to law or code.”

In order to achieve our goal, we are first ensuring that products are no longer designed with these chemicals of concern.

Next, we are ensuring our suppliers are not sourcing parts that contain these chemicals in new products or part changes. We are also working with our suppliers and engineers to develop alternatives. If the problem cannot be solved through reengineering, we will look for a substitution. Our final option is to find an alternative supplier or a different material with the same supplier.

As of December 2013, we have achieved 8 percent of our goal. By the end of 2014, we expect to reach 40 percent. We are targeting 100 percent elimination by the end of 2015.



## Partnering with our Supply Chain

We work with our supply chain to ensure our sustainability goals and efforts extended beyond Haworth and into the entire lifecycle of our products.

Chemical Declarations

Sustainable Forestry Work

New Supplier Scorecard

Purchasing Department Training

Supplier Award

Supply Chain Training

## Responsible Materials and Development

The most profound impact Haworth can have on the environment is through careful selection of materials and energy. In 2013, we sourced more than 87 percent PEFC/FSC certified wood – a 10 percent increase from 2012.

## Organic Workspaces

As a global leader in the design and manufacture of sustainable products and workplace design, we are committed to reducing the impact that our manufacture and design process has on the environment.

Our global perspective and workspace knowledge help inform our design point of view. This is what we call our Organic Workspace®. Because our products are designed to work together, spaces easily adapt to support individual and team needs. Our moveable walls, integrated systems furniture, raised access flooring and modular power cabling, create an agile space that allows adaptability to both present and future technologies and workstyles without requiring new spatial design, which saves money, while reducing waste and downtime.

We help you focus on your design for today; and when your future needs or workstyles change, pieces can be easily rearranged for a completely new look and feel.



## OBJECTIVE:

Understanding, reducing, and eliminating the negative environmental impacts from the manufacture, use, and end-of-life management of Haworth products and workspaces while supporting our customers with sustainable business models and environments that promote employee wellbeing.

## BIFMA level 3 Certifications

In 2013, Haworth more than quadrupled its level 3 offerings (from three products in 2012 to 12 products in 2013). Our commitment to BIFMA level certifications demonstrates our commitment to offering sustainable product solutions to our customers.

Compose Systems	Very Side
Planes Tables	Very Stacking
V Series Caseworks	Very Task
Very Conference	X Series Caseworks
Very Seminar	Zody Task

## Product Stats

- 114 product environmental data sheets completed
- 105 contribute to LEED points
- 101 with Carbon Footprint calculations
- 111 with Indoor Air Quality Certifications
- 73 are BIFMA level 1 or 2 certified
- 12 are BIFMA level 3 certified
- 17 are Good Environmental Choice Australia certified
- 9 are Norme Française (French Standard) Environment certified

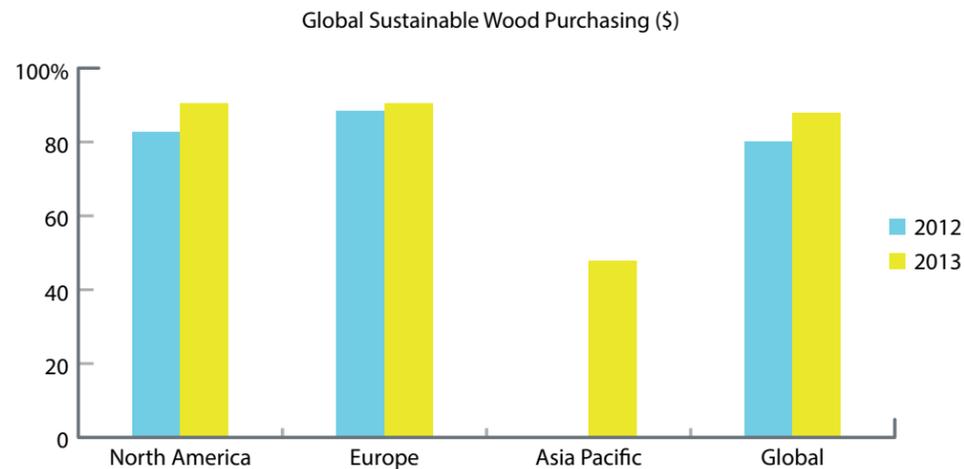
# PRODUCT

## 100 Percent Sustainable Wood



We are committed to sourcing 100 percent of the wood used in Haworth casegoods, systems, tables, and storage products, globally, from sustainably managed forests by the end of 2015.

To verify the source of our wood materials, we seek third-party certifications from nonprofit organizations like the Forest Stewardship Council (FSC) and the Programme for the Endorsement of Forest Certification (PEFC). We are also engaging our suppliers, large and small.



[Read More](#)



### Conflict Minerals

In late 2012, as part of the 2012 Dodd-Frank Act, the SEC issued a final rule on conflict minerals. The ruling requires publicly traded companies to assess and report on products containing conflict minerals. These minerals (tin, tantalum, tungsten, and gold) are used in a wide range of products throughout a variety of industries.

Haworth works with suppliers to ensure compliance and help eliminate the mining of minerals from areas of social unrest. Haworth and our suppliers partner with conflict-free certified smelters to ensure compliance. As a result, we are able to respond to publicly traded clients who are required to meet the Dodd-Frank Act.

### Clean Chemistry In Action

As part of our banned chemical initiative, Michigan Extruded Aluminum agreed to switch coatings away from hexavalent chromium to trivalent chromium, which offered the same high performance and at no cost increase to our customers.

## KNOWLEDGE

### Supplier Training in Shanghai Pudong Plant

In order to support our suppliers' sustainability performance, Haworth Shanghai organized a training series for its Chinese suppliers. The training includes chemical and material safety, social responsibility, and environment requirements. In addition to learning about the Haworth supplier scorecard items, the training helps suppliers identify and establish goals.

### Raising Awareness

Haworth Europe continues to support customer, member and dealer sustainability dialogue through a variety of channels including:

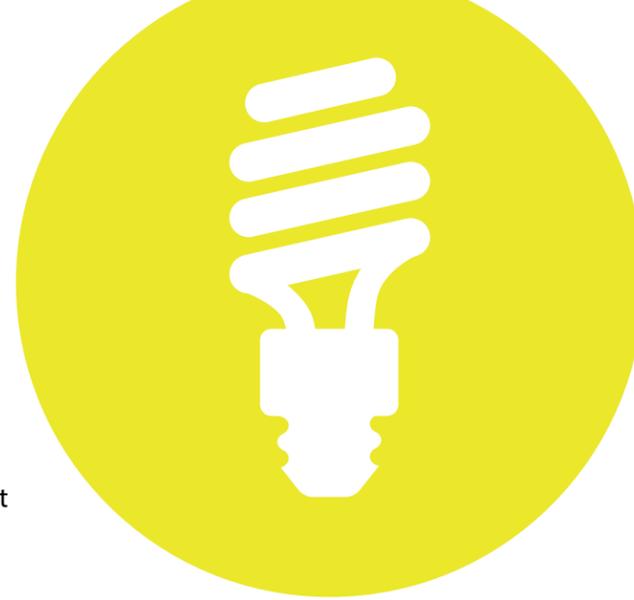
- The Haworth Academy: More than 100 European dealer members participated in sustainability sessions
- Chatter: Haworth Europe increased internal sustainability awareness through the online site
- Europe sustainability sales multiplier initiative: Web meetings and conference calls about sustainability news, industry landscape and sales projects.
- Regular executive leader management/global and department meetings
- LEED AP in Europe
- Sustainability articles in media - Swiss trade magazine Handelszeitung and Women in Business

### CEUs

Our sustainability team is dedicated to exchanging knowledge with clients, architects, designers, and other stakeholders around the world.

Our staff of sustainability professionals consistently meets with a variety of sustainability leaders and non-government organizations (NGOs) to discuss how to improve our approach to sustainability. As a result, we offer a variety of continuous education units (CEUs).

Our sustainability CEUs cover complex sustainability topics including: sustainability specifications in tenders, maintaining biodiversity in tropical forests, addressing indoor air quality in emerging markets, sustainable product certifications, and sustainable building practices. Individuals seeking to maintain credentials related to AIA, IIDA, or USGBC programs can earn credits with their attendance to these programs.



### Centre for Interactive Research on Sustainability (CIRS)

We continue to build upon our strategic alliance with the Centre for Interactive Research on Sustainability (CIRS) at the University of British Columbia (UBC). Together, we collaborate on a variety of projects and research. In 2013, the UBC and Haworth teams analyzed new materials of construction via life cycle analysis. The study concluded that Haworth, and other organizations that focus on the built environment, must engage in a holistic life cycle planning approach with the willingness to invest time and energy in new building practices.

We believe that organizations willing to adopt new project management and project estimating approaches will significantly reduce their environmental and financial impact of new construction materials.

### Expanding our Global Network

We continue to support the *ten principles* of the United Nations (UN) Global Compact, which relate to human rights, labor rights, and environmental protection. Each year, we provide an annual report to the UN that summarizes our activities in support of the ten principles. Values such as integrity are essential to both Haworth operations and the ten UN principles as both address unethical business practices such as forced labor, bribery, and other human rights violations.

The UN network in addition to other networks— such as the Technical Committee of the European Federation of Office Furniture, Royal College of Art London, IAO Fraunhofer, Philips, Smofy, Business and Institutional Furniture Manufacturers Association, Green Building Councils around the world and Haworth's own xFriends network—provide local and global information sharing that is critical to the success of our sustainability program.

### Engaging in Sustainability

Haworth Asia Pacific hosted a sustainability workshop in Shanghai that included China Greentech, Collective Responsibility, BEE Consulting, GIGA, and other sustainability experts and partners. Breakout session topics included: banned materials, LEED changes under LEED version four, indoor air quality, product life extension services, takeback/upcycle model variations suitable for the China market, and product innovation through the use of local sustainable materials.



### OBJECTIVE:

Engaging all Haworth stakeholders in our path toward sustainability through leveraging a network of partners that provides our customers with sustainable business models and environments that promote employee wellbeing.



# ACCOUNTABILITY

## Beijing

Our innovative showroom space in Beijing's landmark Parkview Green building was recognized as the world's first certified LEED project under the United States Green Building Council's (USGBC) new LEED version 4 beta program. The USGBC awarded LEED Gold status after the project earned 71 out of the possible 110 points.

“Achieving the first-ever LEED version 4 certification speaks volumes about Haworth's global commitment to sustainability,”  
– Steve Kooy, Global Sustainability Manager

In order to achieve the certification, everything from the location of the building and its energy performance to water efficiency and indoor air quality had to be considered.

Parkview Green is located in the Chaoyang District of Beijing and provides tenants with access to quality transportation and bicycle

facilities. The LEED Platinum (version 3) building is also home to a boutique hotel, commercial offices, and premium retail.

Inside Parkview Green, Haworth has created the Club - an organic workspace concept that offers dynamic co-working and lounge spaces that can be used by the building's tenants, hotel guests and members in the community. At the heart of the Club's design was the concept of flexibility. Everything from partition walls, meeting rooms, huddle spaces and private focus areas can be easily rearranged to meet the current and future needs of the users. This flexibility allows adaptability to both present and future technologies and workstyles without requiring new spatial design, which saves money, while reducing waste and downtime.

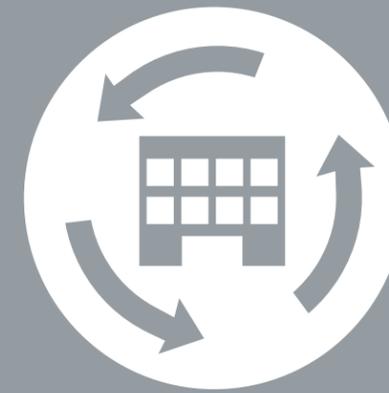
To complete the project, Haworth partnered with BEE Inc., a Shanghai- and Hong Kong-based specialist for green materials, trading and LEED consulting. Director of strategic services for Haworth's Asia Pacific sector, Iolanda Meehan, spearheaded the effort.

[Read More](#) 



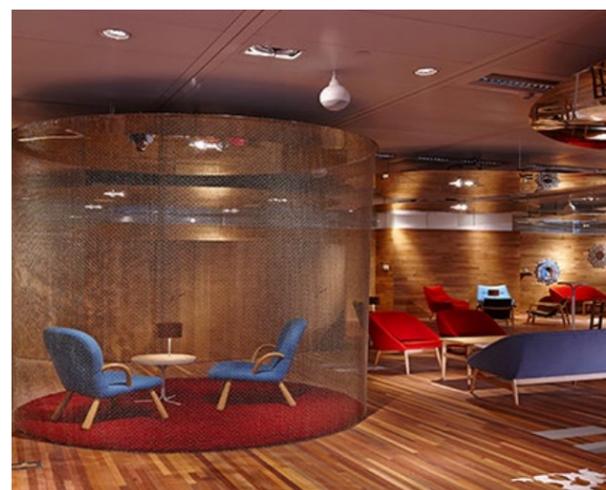
### Shedding Light on Sustainability

The light fixtures in Haworth's French panels plant received an update in 2013. The team replaced 459 lighting fixtures with 342 new fixtures, reducing the number of lights by 25 percent while maintaining the same lighting quality. The elimination of extra lights allowed the plant to reduce power consumption by 25 percent. The new bulbs also contain less than half the amount of mercury as the old ones.

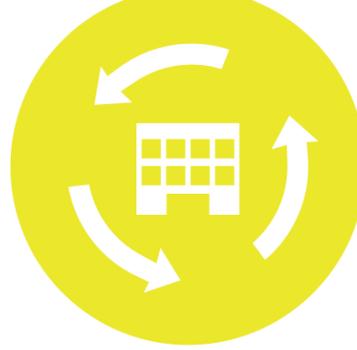


### OBJECTIVE:

Measuring the effectiveness of our sustainability practices and continually working to improve.



# ACCOUNTABILITY



## A Sustainable Realignment

In 2013, we consolidated our Douglas steel manufacturing operation. The realignment included moving machinery from Douglas to our Holland and Big Rapids facilities. At the same time, we converted our Holland manufacturing plant's wet coat paint line to a powder coat line. The paint line transition not only provides our customers with a more attractive product, it significantly reduces energy and water usage as well as VOC emissions.

## Boston Goes Green

In August 2013, The United States Green Building Council presented Haworth with LEED Gold certification for the achievement of green design, construction, and operation of our Boston showroom.

A variety of project design and construction aspects attributed to the LEED Gold certification, including lighting. The building has occupancy sensors in 98.9 percent of the lighting load, which helps maximize energy efficiency, and the lighting design uses 32 percent less energy than a nominally code compliant design. All employee workstations and conference rooms have views of outside and all Haworth furniture used in the space is GREENGUARD certified.

## Green Logistics Day

Each year, Haworth Shanghai hosts an annual sustainability festival that focuses on a different topic. This year, the theme was Green Logistics. The 2013 festival featured two global logistics enterprises: Kuehne+Nagel and OOCL. The two companies discussed their low-carbon logistics experiences and shared their green logistics technologies. More than 60 guests ranging from Haworth logistics vendors to local governmental officers participated in the event. Kevin Bailey, Haworth's Vice President of Business Groups and Global Operations, concluded the event with an inspiring speech about the importance of sustainable logistics.

## Electric Vehicle Charging Stations Installed

Two Electric Vehicle (EV) charging stations were installed in the parking lot of our corporate headquarters at One Haworth Center. The charging stations will serve members, clients, and guests that drive EVs.

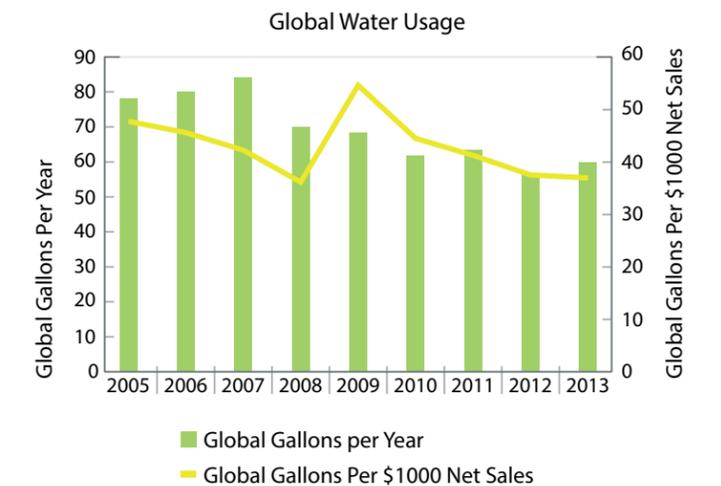
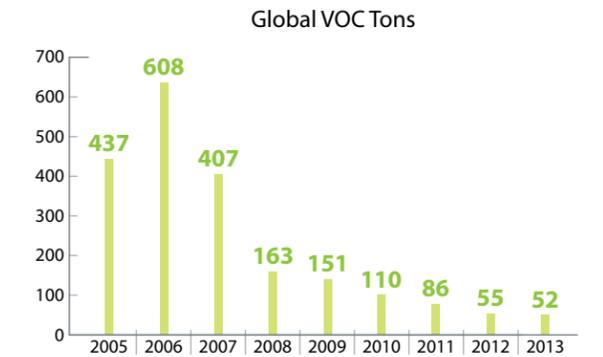
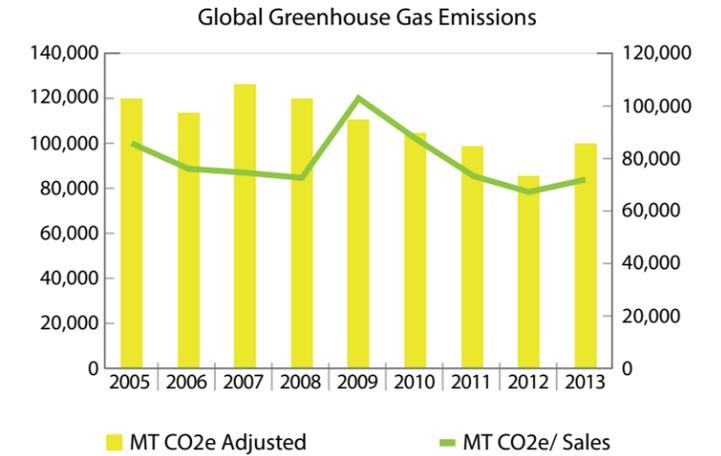


## A Culture of Accountability

The new era of global Haworth sustainability manufacturing, which began in 2012, continued in 2013. Throughout the year, all global Haworth manufacturing facilities, as well as sales subsidiaries in the United Kingdom and Spain, renewed ISO 14001 certifications. Germany, Switzerland and Shanghai facilities renewed BS OHSAS 18001 certifications. All facilities owned and operated by Haworth are zero-waste-to-landfill and ISO14001 certified.

The ISO14001 program provides value to the company, our members, and the environment. Since the late 1990s, Haworth has leveraged the ISO14001 standard to bring discipline and careful scrutiny to its compliance responsibilities and pollution prevention programs. We've identified specific activities (e.g., energy consumption from building systems, generation of solid waste, and generation of waste to energy) as significant for all sectors. Each facility maintains compliance calendars and environmental business plans that seek to reduce or eliminate significant environmental impacts. Activities such as energy reduction and process chemistry changes are completed each year and reported on monthly. Environmental compliance responsibilities are streamlined via continuous improvement activities to avoid non-value added work.

We uphold our promise to maintain zero-waste-to-landfill status. Our members are encouraged to consider alternatives to bringing unnecessary materials (potential waste) into the production process in order to avoid elevated waste generation and costs. Viewed holistically, our zero-waste-to-landfill program reduces expenses by eliminating unnecessary materials and/or increasing recycling rates. These two accomplishments continue to pay financial and environmental dividends.



## Haworth publishes an annual sustainability report.

This report includes data from fiscal year Jan. 1, 2013 to Dec. 31, 2013 unless otherwise noted for all regions: Asia Pacific, Europe, Latin America, Middle East, and North America (excluding 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.

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