HAWORTH

2020 Corporate Responsibility Report

Table of Contents

A Message From Our Executives **3**

Who We Are **4**

Our Strategy & 2025 Commitments **11**

People & Community **12**

- People 13
- Community 20
- 2025 Commitments 22

Circular Economy **23**

- Design for Sustainability 24
- Circular Services 27
- 2025 Commitments 29

Operational Performance & Carbon Accounting **30**

- Procurement, Manufacturing & Logistics 31
- Energy Usage 32
- 2025 Commitments 34

Governance **35**

- Value Cycle 36

Global Reporting Initiative (GRI) Index **37**

A Message from Our Executives

No matter what space you're in, Haworth and our brands partner to create effective and inspirational environments. This vision is shared across three distinct business segments and multiple channels: Commercial Interiors, Lifestyle Design, and Performance Technology. As a true global company, we deliver the best in design and performance to clients wherever they are in the world.

Looking back on 2020, the world felt the effects of the pandemic on our health and economy—changing the world of work while opening doors for new opportunities. From heightened needs for well-being and resilience to leadership in innovation, our members have embraced the challenges and proved we can work from anywhere. We are exceptionally proud of our teams around the world **who demonstrated unity** in their dedication toward creating value and serving our customers.

Work from Anywhere
A new hybrid world has emerged, influenced by new societal shifts on people and place. Going forward, work is likely to be done in more than one location within **an integrated ecosystem** consisting of three primary physical locations: office, home, and the spaces in between, called third places. We believe the office is the hub of this new system—where people **connect, collaborate, create, and innovate**. Its purpose has shifted from where we had to be present in order to work to a place dedicated to problem solving and innovation, and more experiential than ever.

New Global Commitments
In our drive to create Organic Workspace solutions that align people and space for optimal performance, we think beyond our business with a **collective purpose to make the world better**. Haworth strives to empower and engage our members in practices and processes that positively impact our global communities, economies, and the environment. We have set our sustainability strategy in motion with our **commitments for 2025**, and have already made progress—despite a pandemic.

Diversity, Equity, & Inclusion
Haworth is a family-owned company with global expertise and design leadership—the only organization in our industry with this unique combination of long-term horizon and competency. We **value the richness that diversity brings to our workforce**—it makes our company better and the communities we serve stronger. As a global company, we are diverse around the world, but **we have more work to do**. Haworth is committed to creating and sustaining a workforce that represents many backgrounds and cultures; an environment where all members, suppliers, designers, and dealers feel valued and are able to perform to their full potential; and where the contributions of all stakeholders are valued and respected.

Complemented by a **solid foundation rooted in values**, our company strives to be a conscious business—a company with purpose and a history of caring for our members, communities, and our environment. By continuing to embrace and deepen our values, we can contribute to **building more inclusive and equitable communities** to continue our journey of becoming a sustainable corporation. Our values bring balance in all that we do as our organization evolves—especially when faced with unprecedented change in the world.

Matthew R. Haworth
Chairman

Franco Bianchi
President & CEO

Michael Warsaw
Vice President of Global Design, Innovation & Sustainability

Who We Are

We partner with customers, dealers, and influencers to create spaces that result in effective people and efficient real estate. Haworth designs and manufactures a mix of products that offer endless options for transforming space as organizational needs evolve. Through our brands and brand partners, our portfolio fills an entire floorplate—from the core elements in office environments to social spaces, hospitality, higher education, and healthcare.

Values-Driven Organization

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

- We listen to our Customers.
- We rely on our Members.
- We honor Integrity.
- We embrace Continuous Learning.
- We lead with Design.
- We create Value.
- We work to make the World better.

Our Vision

We believe space matters and positively impacts quality of work and life. Haworth and our brands partner to create effective and inspirational environments that reflect our commitment to innovation, heritage, and our customers. This vision is shared across three distinct business segments with an overlapping client base across multiple channels: Commercial Interiors, Lifestyle Design, and Performance Technology.

Commercial Interiors

Organic Workspaces that align people and space for optimal performance

HAWORTH
Holland, Michigan, USA

HAWORTH collection
Holland, Michigan, USA

HAWORTH health
Holland, Michigan, USA

AIS
Leominster, Massachusetts, USA

BUZZI SPACE
Kontich, Belgium

TUOHY
Chatfield, Minnesota, USA

Lifestyle Design

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

*Headquartered in Milan, Italy

Cassina
Meda, Italy

cappellini
Lentate, Italy

CECCOTTICOLLEZIONI
Cascina, Italy

DZINE
San Francisco, California, USA

JANUS et Cie
Santa Fe Springs, California, USA

LUMINAIRE
Miami, Florida, USA

Karakter
Copenhagen, Denmark

LUXURY LIVING GROUP
Forli, Italy

Poltrona Frau
Tolentino, Italy

Performance Technology

Digital and visual container enabling workstream collaboration

BLUESCAPE
San Carlos, California, USA

At-a-Glance

Included in this report is data from Haworth, within our Commercial Interiors (CI) segment (not including AIS, BuzziSpace, or Tuohy). Data from other CI brands, plus Lifestyle Design (LD) brands and Performance Technology (PT), will start being incorporated in 2021. However, stories have been included from several brands within both the Commercial Interiors and Lifestyle Design segments.

$1.8+ billion in global sales

Global for 30+ years

7,400+ members worldwide

100+ global design & research partners

Operating in 120+ countries

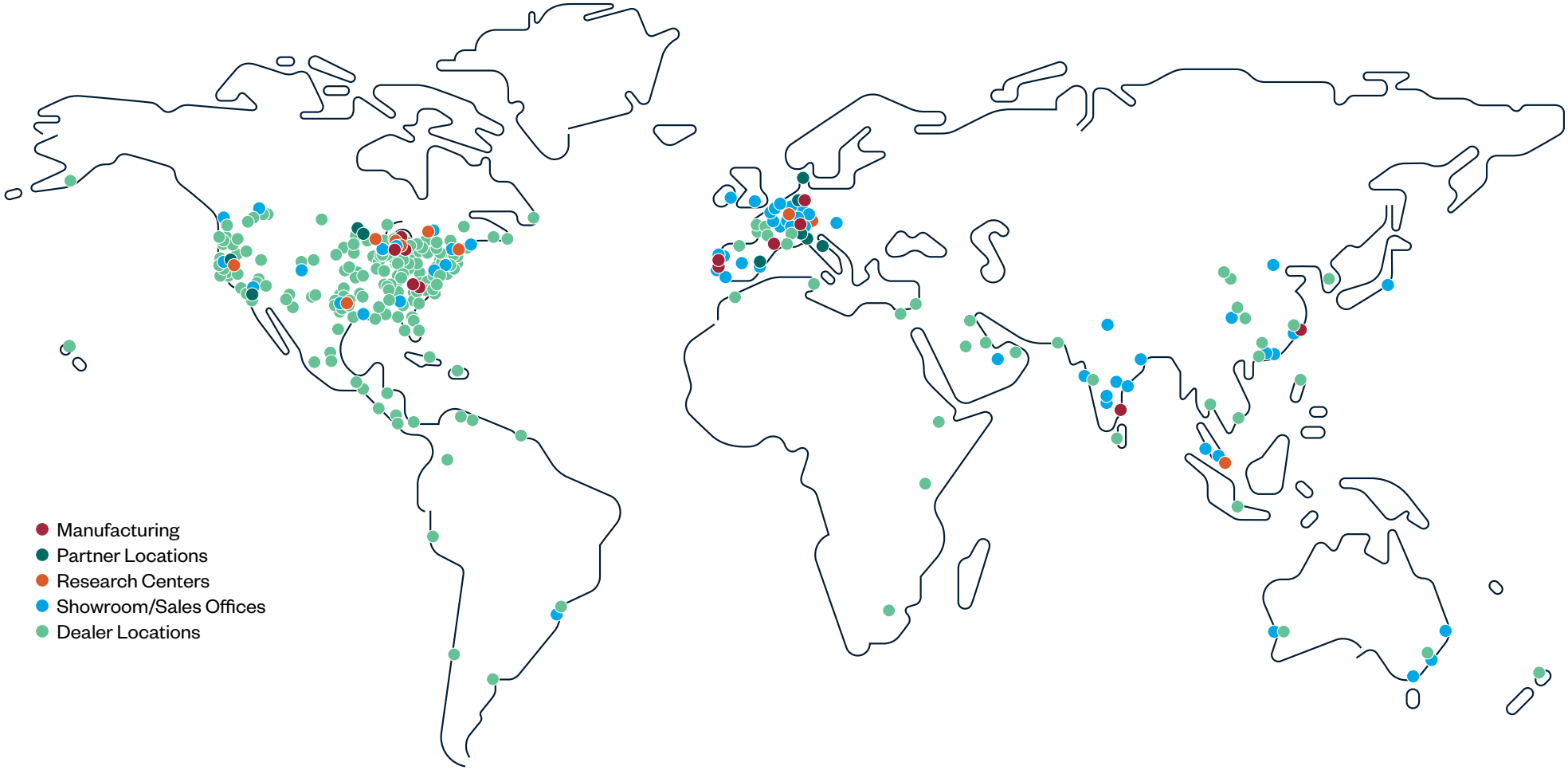
400+ patents

650 dealers worldwide

Zero production waste to landfill since 2012 (CI)

Global Expertise

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



Global Partnerships

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

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

Sustainability Memberships and Organizations

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

Our Journey

1998
ISO 14001 certification

2005
Corporate Sustainability Report*

2008
HQ LEED NC Gold certified

2008
Organic Workspace Strategy – sustainable spaces

2009
Landfill Free North America manufacturing + HQ*

2012
Landfill Free Global manufacturing + HQ*

2013
Beijing Showroom LEEDv4 Gold certified**

2013
Launched Haworth's banned chemical commitment

2016
Shanghai Showroom certified to WELL Silver level

2018
New accredited European LEVEL

2018
Launched Digital Knit technology*
no cut/sew/scrap

2019
EcoVadis Corporate Social Responsibility Gold
*5th time****

2019
Established Long-Term, Global Sustainability Commitments

2020
Oceanic fabric introduced in North America

* *First in industry*
** *First in the world*
*** *In a row*

2020 Awards & Rankings

Commercial Interiors

Haworth

Michigan Veterans Affairs Association Employer Award
Gold-Level Employer

The Chicago Athenaeum's GOOD DESIGN Award
Sakuru desking

Interior Design's Best of Year Award
Meeting Room/Pods Category: Pergola workspace
Contract Lounge Category Honoree: Lud'o lounge chair
Marketing + Branding Materials Category: Social Spaces Design Guide

Interior Design's HiP at NeoCon Award
Meeting Rooms Category Winner: Pergola workspace
Workplace Lounge Seating Category Finalist: Resonate lounge furnishings

NYCxDesign Award
Contract Seating Category Honoree: Resonate lounge furnishings

Industrial Design Excellence Award (IDEA)
Bronze Award: Haworth Digital Knits

West Michigan Sustainable Business of the Year Award
West Michigan Circular Economy Leadership Award

West Michigan Sustainable Business Forum (WMSBF) Hall of Fame
Inductee: Retired Haworth Member Bill Gurn

Lifestyle Design

Poltrona Frau

Wallpaper Design Award
"Best Flashback": Turner bookcase

Indigo Design Award
New website

NC Digital Award
Digital platforms: ColorSphere® launch
2020 New Collection

Archiproducts Design Award
Kyoto table

FSC Furniture Award
Category: Living and Accommodation

Cappellini

The Chicago Athenaeum's GOOD DESIGN Award
Lud'o lounge chair

Metropolis Likes NeoCon Winner
Lud'o lounge chair

Interior Design's HiP at NeoCon Award
Workplace Lounge Seating Category: Lud'o lounge chair

Luxury Living Group

Wallpaper Design Award
"Best Tinted Love": FENDI Casa

JANUS et Cie

The Chicago Athenaeum's GOOD DESIGN Award
Akuu stackable lounge chair
Alta series
Anatra teak high back lounge chair
Knot Modular
Rock Garden side chair
Rush sofa 3 seat

Metropolis Likes NeoCon Winner
Anatra high-back lounge chair

Archiproducts Design Award
Palmia sun lounger
Longlisted: Anatra teak high back lounge chair

NYCxDesign Award
Outdoor Seating Category Finalist: Rock Garden side chair

Interior Design's HiP at NeoCon Award
Hospitality Lounge Category Finalist: Knot Modular
Outdoor Category Finalist: Anatra teak high back lounge chair

The Architect's Newspaper Best of Products Awards
Honorable Mention: Rio bike rack by RIOS

Interior Design's Best of Year Award
Finalist: Anatra teak high back lounge chair

Luminaire

Compasso d'Oro Award
Awarded to founders Nargis & Nasir Kassamali

Our Strategy & 2025 Commitments

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

During the challenging year we all faced in 2020, the resilience of our members has demonstrated how to survive—and even thrive—during a pandemic. We have shown that we are One Haworth across the globe, leveraging our resources and work-from-anywhere capabilities with our strategy and values as our north star.

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

Our Sustainability Commitment

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

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

People & Community

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

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

Community
Contribute to the sustainable development of our communities

2025 Commitments

Circular Economy

Optimize resource utilization and closed loop material flows

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

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

2025 Commitments

Operational Performance & Carbon Accounting

Focus on improving our footprint

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

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

2025 Commitments

People & Community

As of December 31, 2020, Haworth employed more than 7,400 people, whom we call members. We value and rely on our members and collaborate on one key goal: to help people do great work—within our company, our community, and for our customers.

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

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

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

Volunteering in the Community
Members all over the world engage with their communities to support local non-profit agencies.

Supporting Rural Women in India
Bandas rug design by GAN adapted to the skills of the artisans, supporting fair labor and entrepreneurial initiatives.

Gold Certified Veteran-Friendly Employer
The Michigan Veterans Affairs Agency awarded Haworth as a gold certified employer in 2020. *Pictured: Terri Coleman, U.S. Army Reserve 1987-1994 (ending as Captain), Haworth member since 2004*

People

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

Diversity, Equity & Inclusion

At Haworth, we value the richness that diversity brings to our workforce—it makes our company better and the communities we serve stronger. Haworth is committed to creating and sustaining a workforce that represents many backgrounds and cultures; an environment where all members, dealers, customers and suppliers feel valued and are able to perform to their full potential; and where the contributions of all stakeholders are valued and respected.

Diversity
A sum of how people are both alike and different. We want to recognize and embrace the value that these differences offer.

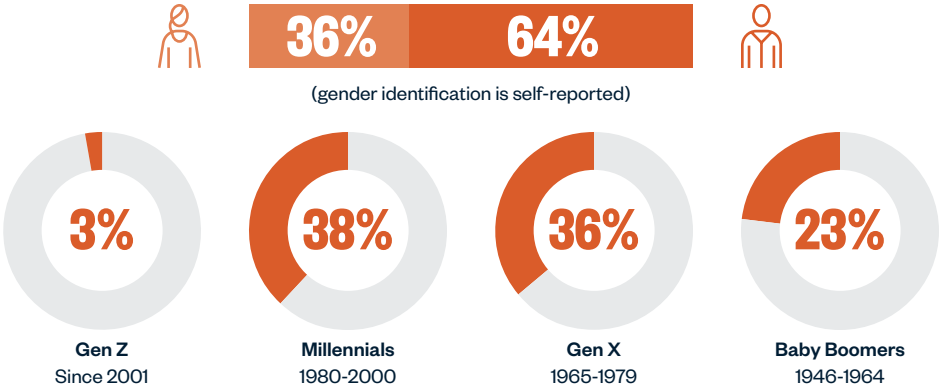
Equity
Takes differences into account to ensure fair processes and ultimately fair outcomes. Equity recognizes that some groups are disadvantaged and tend to be under-represented or marginalized in many institutions. Thus, we will work to increase diversity by ameliorating conditions of these disadvantaged groups.

Inclusion
An environment in which all individuals are treated fairly and respectfully; are valued for their distinctive skills, experiences, and perspectives; have equal access to resources and opportunities; and can contribute fully to the organization's success.

Member Diversity

For members to live their best lives, we must work to meet their diverse needs. Our goal is to nurture a culture in which everyone is included, empowered, and rewarded for individual and team successes. We take pride in and celebrate the diversity of members.

Member Diversity by Gender & Generation (CI)



Member Resource Groups (MRG)

Haworth's North American manufacturing and office members wanting to advance their professional growth and broaden their networks have the opportunity to initiate or join Member Resource Groups. The resource groups are intended to foster a greater sense of community and mentorship while increasing member engagement, inclusiveness, and representation. They are voluntary, member-initiated, and member-led. In 2020, a new group representing the Latin community was added, bringing the current number to four.

1. Veterans (est. 2018)
2. Young Professionals (est. 2018)
3. FUEL (Female Uplift Empower Lead) (est. 2018)
4. FUEGO (Friends United & Engaged to drive Growth & Opportunity on behalf of the Latin Community) (est. 2020)

Certified Veteran-Friendly Employer

One example of the work our MRG groups do is highlighted by the Veteran MRG, which helped Haworth to reach Gold Level in 2020 with the Michigan Veteran Affairs Agency (MVAA) as a Veteran Friendly Employer. MVAA recognizes employers that commit to military veteran recruitment, training and retention practices. Haworth aligns with veteran organizations to help veterans bridge the employment gap between military experience and transition into the civilian workforce. Together with our partners, we create opportunities for unemployed and underemployed veterans in the West Michigan community.

Well-Being & Safety

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

A number of programs and services nurture member well-being, including: wellness fairs, mammograms, flu vaccines, smoking cessation programs, fitness benefits, and a state-of-the-art fitness center at our global headquarters. Mental health is also a key part of well-being. Through our member assistance program, we offer access to short-term counseling and assistance for a range of challenges including daily stresses, marital conflict, financial or legal pressures, and professional services.

This photo was taken in early 2020 before the COVID-19 pandemic.

Member Well-Being

Global

Implementation of COVID-19 Contingency Plans

Through teamwork and the involvement of every member, our Haworth teams around the world implemented effective local COVID-19 contingency plans. Some examples of protective measures included the provision of hand sanitizer and masks, enhanced cleaning and disinfecting programs, occupancy and social distancing measures, the installation of protective walls, reorganization of walkways, and safe transfer to work via bus.

At our global headquarters, a Return to Workplace Guide and Incident Command Team (ICT) were created with clear communications and protocols to align with Centers for Disease Control and governmental changes. Additionally, at our headquarters we implemented:

- Indoor Air Enhancements for COVID-19
- Safe occupancy metrics
- Research and development of scenarios for increasing population in later phases

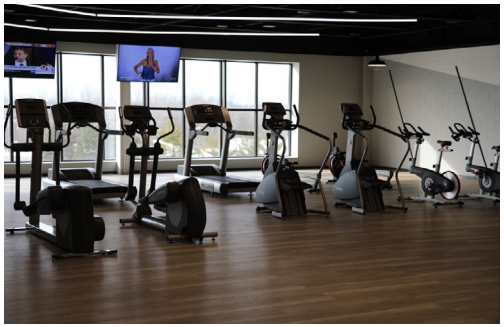
Master Classes

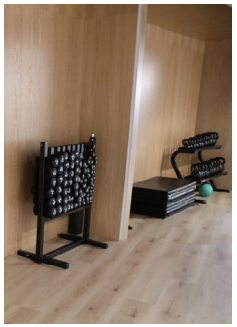
Members around the world got creative by offering virtual master classes in their areas of expertise to support overall well-being. Topics included songwriting, watercolor painting and illustrating, fitness, yoga, eye care, running, and cultivating an attitude of gratitude. For example, some members are certified yoga instructors who inspired well-being activities by offering online yoga classes. Emphasizing proper breathing and mindfulness helped coworkers manage stress, achieve a calmer state of mind, and improve posture when they participated in Vinyasa, Body Flow, and Power Yoga classes together virtually.

North America

New Fitness Center

Members at our global headquarters in Holland, Michigan enjoyed the opening of a new 24-hour fitness center in February 2020 in support of wellness activities that help reduce health risks to enhance people's lives and productivity. Available to Haworth members, retirees, spouses, and dependents, it features premium upgrade finishes, modern audio and video systems, new fitness equipment, as well as updates to the workout area and locker rooms.





Asia-Pacific & Europe

Swimming Pool & Green Space

Poltrona Frau members enjoy use of the swimming pool and green areas created in 2017 to take advantage of outdoor activities.

Continuous Improvement of Working Conditions through Ergonomic Workspaces

Haworth is continuously reassessing workspaces to improve working conditions and reduce ergonomically poor postures that cause physical stress for the body. At our plant in Chennai, India, our team worked with operators to identify process steps that could cause fatigue. We reorganized workstations and procured additional tools such as lifting equipment. As a result, they managed to reduce the physical stress drastically, if not eliminate it. One example was adjusting the height of the table used for the Aloha chair family manufacturing process.

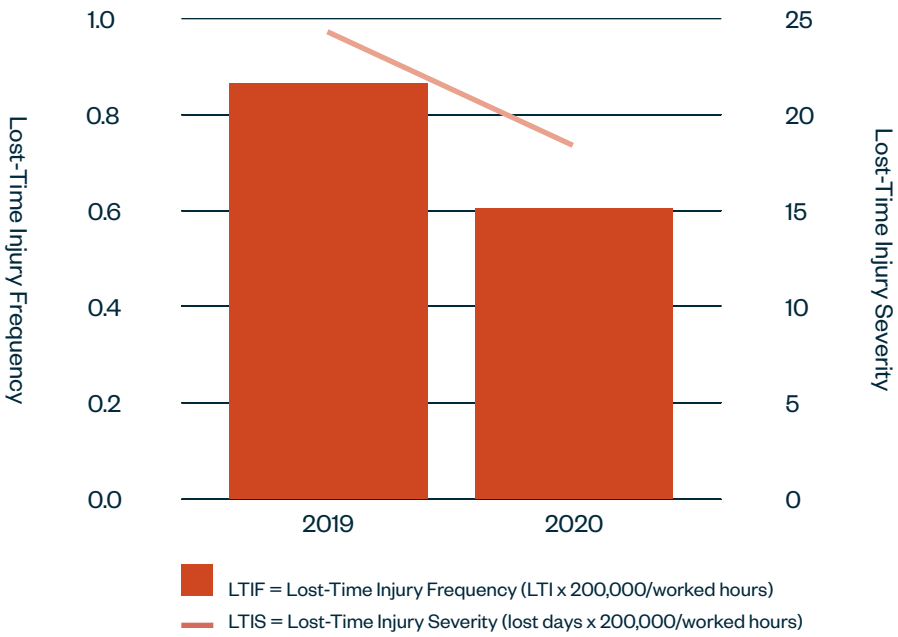
Before: *The member had to bend in order to perform the seat cover assembly operation, causing fatigue in their spine.*

After: *The height of the table was increased by 250mm to eliminate this operator fatigue.*

Safety

As an extension of our commitment to well-being, the personal safety of Haworth members and contract employees is of utmost importance. Through our Haworth Management System (HMS), we continue to develop and implement strategies that enhance safety. Local teams define goals and metrics at all Haworth global facilities. Occupational health and safety performance are regularly tracked. Improvement measures and training are then implemented. Risk assessment are conducted on an ongoing basis to help keep members safe and reduce the overall incident rate. Throughout our global locations, our overall lost-time injury rate for our Commercial Interiors segment was 0.61 for calendar year 2020.

Lost-Time Injury Frequency and Severity (CI)



Engagement

Member Engagement

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

In 2020, members agreed that:

89% I understand how my work contributes to the overall success of this organization.

84% The people I work with treat me with respect.

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

81% I clearly understand what my supervisor expects of me.

80% Expected "how" behaviors have been communicated to me.

Dick Haworth Values Award (CI)

In 2020, three members received the Dick Haworth Values Award. Company Chairman Emeritus Dick Haworth established the peer-nominated award in 2001 to recognize members who daily integrate into their activities: listening to our customers, empowering and engaging members, honoring integrity, leading with design through creative thinking, driving continuous improvement, and striving to make the world better by embracing diversity, caring about the environment, and creating economic value.

This photo was taken in early 2020 before the COVID-19 pandemic.

The Dick Haworth Values Award consists of an inscribed wood plaque, a copy of the Haworth Values signed by both Dick and Matthew Haworth, along with a monetary or travel award depending on which region the member works within.

Volunteering in the Community

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

Global

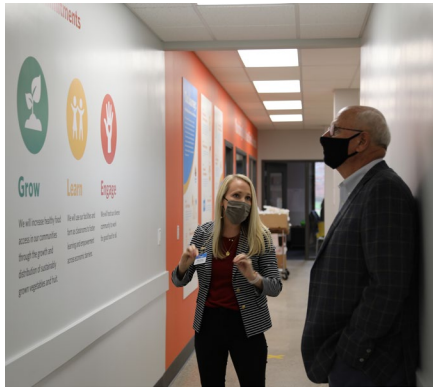
Terrific People in Trying Times

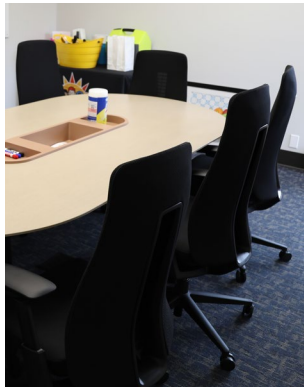
The Michigan Manufacturing Association was asked by the State Governor to assist during the COVID-19 crisis. Haworth offered our sewing capabilities for cloth mask production and partnered with a local supplier to create a mask prototype that healthcare workers could use over N95 masks to extend the use of these limited supplies. We leveraged this capability at our plants in Bruce, Mississippi and High Point, North Carolina. Within 10 days, masks were delivered to frontline healthcare workers. Meanwhile, our plant in St. Hilaire, France, had also been making masks for the community. And the Chennai, India manufacturing site was producing them to support police personnel in the area.

North America

Supporting Kids Food Basket

Kids Food Basket in Allegan, Michigan moved to a new permanent location, allowing them to expand and support more schools. But they needed more furniture. Working with our members at the Haworth store, the organization was able to get used product within their budget. Our installation team found every item on their list and even updated fabric options, making sure everything was high style and high function. It only took four hours to make sure everything was set up perfectly. Haworth ended up donating all the product to Kids Food Basket.





Collaboration & Community Service

During its 2020 annual meeting, JANUS et Cie encouraged individual participation in various community programs to support youths in transition.

Philanthropic A&D Community Events

DZINE hosts one to two events each month for free to both the public and partnering organizations as a philanthropic effort for the architecture and design community.

Women's Service Season

Some Haworth members participated in Women's Service Season to help women and children in the community. Opportunities included activities like volunteering in person (safely) or from home and donating and/or collecting items for nonprofits. Two examples include helping at a diaper bank through physically distant activities and grounds clean-up at a home for developmentally disabled adults.

Asia-Pacific

Training School Children

Haworth members in India provided their time to raise awareness and train school children in safety, prevention of sexual harassment (POSH), and general health topics. Moreover, Haworth provided school bags, lunch bags, and notebooks, and installed a water purifier in a school near our Chennai plant.

Food Security for People in Need

As part of the Willing Hearts project, Haworth members in Singapore prepared and provided meals for people in need and poor families.

Promoting Education in Rural India

Haworth Hyderabad provided support to the St. Mary's Vidyaniketan Society through the installation of nine revamped workstation mock-ups for children to use as computer labs in rural areas near Pregnapur (Vill), Gajwel (Mandal), Siddipet (Dist), and Telangana. The society's vision is to create a knowledgeable and empowered rural India through quality education.

Development & Training

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

2020 Member Development & Training

In 2020, Haworth invested more than $475,000 in member training globally. During the challenging year, our Human Resources teams rose to the challenge and adapted our training tools and topics offered to the circumstances.

Program (CI)	Courses Offered	Classes Delivered	Participants	Training Hrs
Professional Development	166	189	5,289	8,885
Business Systems Training	96	442	3,661	1,267
Haworth Leadership Institute	4	4	90	2,160
Orientation	81	4	410	3,156

Program (CI)	Topics	Avg Weekly Audience	Resources Curated
Haworth Global Learning	36	5,290	153

Member engagement begins with onboarding new talent. In addition to in-person training, our online portal, The Center, offers more than 800 digital courses for members, beginning with their onboarding experience. They learn standards pertaining to safety, ethics, values, diversity and inclusion, Haworth Management System (continuous improvement), and environmental practices.

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

Haworth Global Learning and Haworth University

Haworth Learning & Development Teams across the globe are working together to bring curated training content to our members and family of businesses. Each week we publish new training articles, techniques, tips, and digital tools on an important topic.

Education/Students

Haworth Scholarships

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

A Thank You from a Scholarship Recipient

Thank you for the generous scholarship. I am grateful that I was a recipient of the Haworth Diversity Scholarship and will be able to use this money to help offset my college tuition. This generous financial support for higher education will greatly help me.

In the fall, I will be a fourth-year student at Western Michigan University. I am an Honors student double majoring in Advertising and Promotion and Leadership Business and Strategy. I am looking forward to taking marketing classes this fall.

By being awarded this scholarship, you have helped to lighten my financial burden, which allows me to focus more on my education and less about the monetary cost to a higher education institution.

Thank you again for your thoughtful and generous gift. I will continue to work hard and do the best I can do.

In 2020, $53,000 was awarded to 21 students. Two students received Haworth's Diversity Scholarship and two students received Haworth's Skilled Trades Scholarship (supporting students pursuing a certification, associate's degree, or skilled trade/vocational program).

Student Programs

Prior to COVID-19, Haworth hosted K-12 students and teachers at our global headquarters for tours, informative discussions, and career exploration.

58 students
33 teachers

Haworth participated in Manufacturing Day, a National Day in the US to showcase what modern manufacturing looks like and inspire the next generation of skilled workers. Haworth was one of a limited number of West Michigan companies to host a webinar for thousands of students and teachers.

FuturePrep'd Academy is a West Michigan after-school program that pairs Ottawa Area high school students (grades 9-12) with local businesses to provide innovative solutions to the challenges businesses are facing. This was our sixth year supporting the program. Haworth hosted two teams made up of 16 high school students and four teachers.

- Six Haworth members from various departments mentored the students, leading them in conversations about work skills such as accountability, communication, and collaboration.
- Throughout the year, Haworth welcomes students from elementary to college at our Holland headquarters to learn more about manufacturing and careers. Reimagine the experience elementary, middle school, and high school students receive during their visit, which could include tours, topics, and activities, also taking into consideration the different ages and various time limitations that each visiting group may have.

Community

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

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

2020 Highlights

North America

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

2018-2020 Matching Gift Recipients
American Red Cross
Calvin University
Catholic Relief Services
Central Michigan University
College of the Ozarks
Florida Atlantic University
Grand Valley State University
Hope College
Michigan State University
Purdue University
United Way of Midlands NE
University of Kentucky
University of Michigan
University of Notre Dame
Western Michigan University
Western Theological Seminary

The organizations listed in orange received matching gifts from members for disaster relief efforts.

Supporting Corporate Angel Network
As companies in our network were forced to halt corporate travel due to the pandemic, the ability for Corporate Angel Network (CAN) to arrange flights for cancer patients needing treatment was greatly limited. Despite this constraint, CAN corporations delivered more than 900 flights and 1,700 seats to cancer patients in need. It was in this environment that Haworth contributed to a flight for a patient who was treated at a top-ranked cancer center, giving him the best chance of beating the disease. Haworth was one of 67 companies that were able to contribute in this challenging year.

United Way Support
For 54 years, members in North America have had the opportunity to contribute to United Way, helping to provide programs and services to improve people's lives in four areas: basic needs, health, education, and financial stability. Many members across our US manufacturing sites stepped up during an incredibly challenging year to support our communities, including through Haworth's 2020-2021 United Way fundraising campaign. As a result of member pledges, fundraising events, and the Haworth company match program, we were able to gift the United Way with $230,790 to help strengthen our communities.

Europe

Member Appreciation and Support of Aktion Mensch
Haworth members in Germany received a special Christmas gift as a sign of appreciation: a lottery ticket for *Aktion Mensch,* a German social organization that is financed by those lottery incomes and, in turn, supports charitable organizations.

Fabrics and Furniture for Creative and Cozy Spaces
BuzziSpace contributed to the community by donating BuzziProduct samples to shelter homes and organizations located across the US and Europe that are dedicated to supporting those in need. Old and phased out fabrics are also donated to creative classes for a second life. More recently, during the pandemic, BuzziSpace donated items to a hospital in Antwerp so it could create a home away from home for their patients' families and healthcare personnel.

Rebuilding a School
Poltrona Frau created a fund for the community of Tolentino to support volunteers in helping to rebuild an important school following the earthquake of 2016.

Donate Blood, Take a Day Off
For members of Poltrona Frau, volunteering to donate blood means they are given a paid day off as compensation in accordance with Italian law.

Asia-Pacific

Charity Donation to Shanghai Red Cross
The Haworth team in Shanghai organized a charity sale of handbags for the fight against COVID-19. In total, about $1,500 in charity money was donated to Shanghai Red Cross.

Handmade Beauty Inspired by Social Change
Bandas Space, a collection of handmade rugs by GAN, a Haworth Collection brand, was born in conjunction with a social cause: The Rural Women Development Project. GAN creative director Mapi Millet began to envision the concept during one of her many visits to India, where all GAN rugs are handcrafted. After she shared her vision with designer Patricia Urquiola, they came up with the idea to make a line of embroidered rugs to take advantage of a skillset that almost all women in the region have. Consulting with the women, Mapi learned that 60 centimeters wide was the maximum size they could work with. Rather than see the size restriction as an obstacle, Mapi and Patricia saw the creative possibilities. The idea of Bandas—bands of carpet—was formed and has been a case showing how we can adapt a rug design to the skills of the artisans, supporting fair labor and entrepreneurial initiatives.

Trainees and Classroom Construction
In accordance with the India Companies Act, Haworth India spent $25,000 on stipends to trainees from government approved institutions, as well as $20,000 to a local NGO partner, Sevalaya, for their classroom construction project in a school for unprivileged children in rural Chennai.

"More than 80% of the people working for GAN are women, so it made sense to focus on women—particularly women in India, who lack financial stability and decision-making power. The way to best help these women is to give them continuous work and pay they can count on."

Mapi Millet
Creative Director at GAN

These photos were taken before the COVID-19 pandemic.

2025 Commitments

Commitment	Progress Report
Education & Training: Personal Sustainability Impact 100% participation in member development programs to advance individual and organizational sustainability goals.	We continued sustainability training for Sales, Customer Operations, etc., including on-the-job training. As a next step, Haworth Human Resources and Global Sustainability teams will work to establish function-specific sustainability curricula for Haworth members and partners to advance individual and organizational sustainability goals.
Diversity, Equity & Inclusion Foster and sustain diversity, equity, and inclusion of stakeholders (members, designers, and suppliers).	Haworth is committed to creating and sustaining a workforce that represents many backgrounds and cultures. In 2020, we redefined our strategy to increase the visibility of Diversity, Equity, and Inclusion as important pillars of our strategy. Along with this strategy, we relaunched a suite of required training modules for 2021 to equip our global members with knowledge to uphold Diversity, Equity, and Inclusion practices and understand legal compliance regulations. This global curriculum applies to all Haworth members and addresses the roles of leaders and employees regarding their organization's diversity and inclusion efforts. The course offers practical guidelines for creating an inclusive, respectful workplace, and comprises some of the biggest diversity and inclusion challenges, such as unconscious bias and micro-inequities. Haworth scholarship programs continue to support minority students enrolled in an undergraduate college/university.
Community Outreach: Volunteering 100,000 hours of community engagement through volunteerism and educational opportunities.	The number of volunteer hours was strongly affected by the pandemic. Communication about the subject and benefits of volunteering took place on a reduced scale in 2020. Steps for 2021 include increasing awareness and communicating benefits of volunteering to increase member engagement.

Circular Economy

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

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

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

A Model for Circular Materials
The Lud'o lounge chair by Cappellini has been designed for multiple use, is fully recyclable, and includes recycled materials.

Extending Usage Cycles
DZINE developed a program that allows real estate developers to rent furniture and DZINE to rotate stock and sell second-hand products.

Healthy Interiors
Aligned with the healthy interiors goal of Health Care Without Harm, Haworth is proud to offer our customers products and fabrics free of problematic chemicals.

Design for Sustainability

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

2020 Highlights

Circular Product Design Framework

In 2020, Haworth developed and incorporated our enhanced Circular Design Guide and supporting tools within our New Product Introduction Process. These tools are meant to complement our existing sustainability criteria. They educate Haworth's design and engineering teams on circular design principles and equip the teams to make informed decisions regarding sustainability and circularity early in the design process. Being a holistic framework, the Circular Design Guide includes an assessment of embodied energy, material, and water to help guide decisions.

10 Circle Certification

Haworth has successfully achieved the China Type I Environmental Label (widely called 10 Circle) certificate. This China-market based Environmental Labeling program, registered by the Ministry of Environmental Protection, represents national recognition to environmental performances of relevant products. Certified products set the benchmark for green government procurement by addressing the impacts of products on the environment—from product design to final disposal.

Textile Spotlight: Oceanic Fabric – Polyester with a Purpose

As a design-led company focused on working toward a circular economy, we are pleased to include Oceanic in our materials mix as we consider the environmental, social, and economic impact of our products. Oceanic is a fabric born of the SEAQUAL INITIATIVE, a unique collaborative community helping to fight marine plastic pollution. Through a partnership with textile manufacturer Camira, Oceanic is created entirely from post-consumer recycled plastic—collected from marine litter in the oceans and discarded water bottles destined for landfill. Almost identical in properties to virgin polyester, SEAQUAL® YARN can be used to weave fabrics for clothing and accessories, upholstery, and more.

Health Care Without Harm – Healthy Interiors

Aligned with the healthy interiors goal of Health Care Without Harm, Haworth is proud to meet the Health Care Without Harm - Healthy Interiors criteria. Products and fabrics that meet this criteria are easily accessible on Haworth's Surface Materials website.

Rich Heritage, Long Lifecycle

At Poltrona Frau, 70% of the heritage collection (Chester Line, 2019, and Vanity Fair XC) has been created through the same traditional upholstery technique for decades. Using high quality materials guarantees longevity. Even today, Poltrona Frau operates a reconditioning area for heritage products passed down from generation to generation.

Exploring Sustainable Materials

To make products more sustainable and circular, Cassina is following different approaches: improving existing materials, exploring alternative materials, and ensuring recyclability of materials. Respectively, the outdoor fabric collection includes recycled PET. Moreover, Cassina explores ways to offer alternatives such as apple leather, which is made from apple peels. And finally, glue used on lamps is reduced and modular components on tables were introduced.

100% Recycled Materials for Fabrics

BuzziFabric, most commonly used to upholster products, comprises 100% recycled materials: 70% recycled wool, 25% recycled polyacrylic, and 5% recycled rags.

Mindful Methods, Sustainable Materials

JANUS et Cie aims to provide beautiful, functional products with long lifecycles through mindful methods and sustainable materials. The company promotes renewable resources using premium natural rattan and plantation grown teak. Aluminum frames are made with approximately 10% recycled content; they are powder-coated to reduce natural off-gassing of VOCs. JANUS et Cie textiles are primarily produced from solution-dyed acrylics, which resist stains and fading.

A Model for Circular Materials

The Lud'o lounge chair by Cappellini has been designed for multiple use by replacing the padded seat cover. The entire chair may be recycled and includes recycled materials—giving renewed value to materials. The seat shell includes 100% recycled plastic; the seat cover is available in Oceanic upholstery, made from 100% recycled PET bottles; and the metal base is made from aluminum for a truly circular lifecycle. A unique natural material made from milkweed stems and pods provides one option for the cushion padding; the other is recycled acrylic fiber.

"The idea was to design a comfortable, enveloping, and extremely soft seat—one that could be transformed with ease. This is how a piece of furniture was born that can live more lives: It is a daily object that perfectly interprets our sustainability pact with the environment."

Patricia Urquiola
Designer of the Lud'o lounge chair

Product Certifications

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

With 120 certified products certified under the Business and Institutional Furniture Manufacturer's Association Product Sustainability Standard (BIFMA) LEVEL program, Haworth has a variety of options to meet customer requirements. We also added European LEVEL Certification to our product portfolio in 2018. Since then, a total of 26 products have been certified LEVEL 3.

North America

- BIFMA LEVEL 1
  34 products
- BIFMA LEVEL 2
  29 products
- BIFMA LEVEL 3
  31 products
- GREENGUARD
  87 products
- GREENGUARD Gold
  54 products

Europe

- EUROPEAN LEVEL 3
  26 products
- GREENGUARD
  14 products
- GREENGUARD Gold
  14 products
- SCS Indoor Advantage Gold
  26 products

Asia-Pacific

- BIFMA LEVEL 1
  26 products
- GREENGUARD
  32 products
- GREENGUARD Gold
  22 products
- GECA
  25 products
- China Type I Environmental Label Certificate by Category
  - Office Chairs
  - Meeting & Visitor Chairs
  - Conference Chairs
  - Office Desks (including Height-Adjustable Tables)
  - Conference Tables

North America BIFMA LEVEL 3 Workspace

European LEVEL 3 Workspace

Circular Services

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

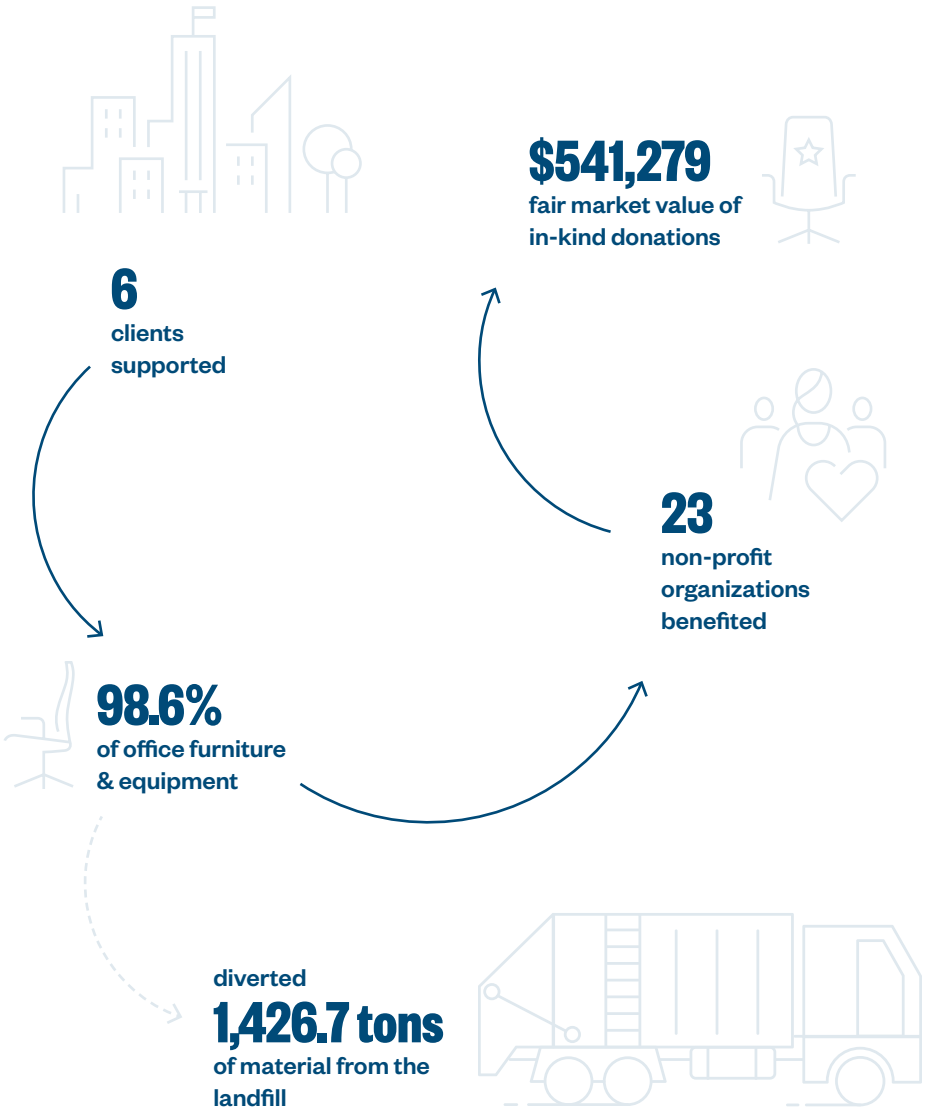
2020 Highlights

Diverting from Landfill in the US - Green Standards x Haworth – Making an Impact
One significant example of our circular services commitment involved key partners like Green Standards, which shares our mindset. Green Standards sustainably manages the resale, recycling, and donation of office furniture and equipment. Through our partnership, six clients were supported in 2020, diverting 1,426.7 tons (98.6%) of material from the landfill, reducing environmental impact, and positively contributing to the community. Twenty-three non-profit organizations benefited from the partnership, with a $541,279 fair market value of in-kind donations.

Task Chair Lottery for Members
Gently used task chairs from our Holland, Michigan headquarters were given away to 50 Haworth members via a free lottery—a win-win situation for members and the environment, since functioning, ergonomic chairs get put to a good use.

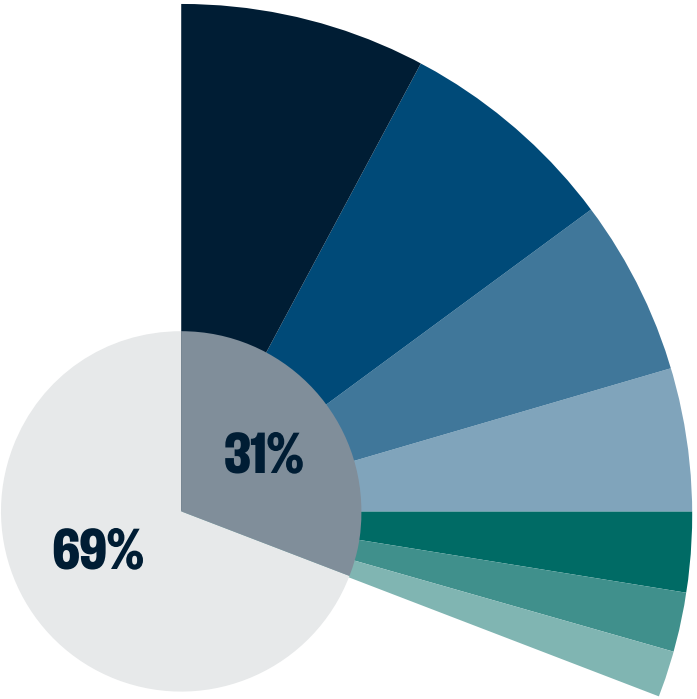
Re-Use of Mock-Up Components
Haworth's team in France initiated the process that mock-ups of desks, seating, and lounge products are brought back to the plant for sorting after presentation. Inventory is entered into a database to manage availability of "re-used" components for new mock-ups. In 2020, 60% of mock-ups came back. Of these, 70% of structures, 10% of tops, and 20% of cabinets could be reused.

Extended Lifecycle through Modularity - Let It Be
Poltrona Frau's Let It Be sofa has the highest level of modularity of the brand's sofa portfolio through its open aluminum platform, allowing a customer to easily change upholstered parts for re-use.



Repurposing Used Furniture for a Client Project

3,687 Items
Furniture removed and evaluated to be repurposed, resold, recycled, or donated



24% Miscellaneous

23% Tables

17% Chairs

15% Pedestals

9% Sofas

7% Lamps

5% Cabinets

Furniture removed by Haworth and stored for future fitouts

680
Items donated to 6 schools in Kenya

Repurposing Furniture, Conveying Our Values

Living up to its values of sustainability and its commitment to a circular economy, Haworth removed 11,816 furniture pieces from a client's building for a large-scale project in Europe and assessed them for reuse, resale, recycling or donation, as shown to the left. The client and Haworth, recognizing that the future from the communities depends on education, chose to donate the best furniture to six schools in Kisumu, Kenya, most of which have between 1,000 and 1,500 students. In partnership with the charity Klaartje Derks, Haworth funded and used its expertise to manage the logistics for the furniture donation.

Reducing Emissions through Refurbishment

Haworth is committed to optimizing services throughout the whole value cycle. Our team in Europe developed a concept for a long-term partner to repurpose old office desks through refurbishment. Through lifecycle assessment (LCA) comparisons about 72% of climate relevant emissions can be avoided in this case if the existing bases are reused and outfitted with a new top. Similar projects will be rolled out to other customers to support the sustainability efforts of clients.

Product Restoration for Continued Use

Poltrona Frau provides a team of restorers available in its manufacturing headquarters facility to service and restore products in order to extend lifecycle and usage. In the Italian market, the offering includes a door-to-door service.

Staging Leasing Program

DZINE's "staging" program allows real estate developers to furnish houses, apartments, and villas with products. Customers pay a rental fee for a defined period and have the option to buy the home fully furnished or not. If not, products are returned to DZINE for use in another apartment, allowing for stock-rotation and selling of second-hand products.

2025 Commitments

Commitment	Progress Report
Circular Design 100% of new products designed using circular design principles.	In 2020, Haworth Commercial Interiors teams expanded the integration of circular design criteria in our New Product Introduction Process. Our Circular Design Guide and supporting tools educate Haworth's design and engineering teams on circular design principles and equip the teams to make informed design decisions. As a holistic framework, the Circular Design Guide includes an assessment of the products' embodied energy, material, and water. These tools complement our existing sustainable product design guidelines, which are in place to ensure alignment with Haworth values and support of global accredited certifications and customer requirements. Early 2021, we kicked off the first new product development projects using these extended set of sustainability criteria.
End of Life Program Offer sustainable solutions for customers' used furniture, including repair, refurbish, reuse, recycle, and/or remanufacture.	In 2019 and 2020, Haworth Commercial Interiors conducted pilot projects together with customers to find the best solutions for used furniture. Learnings from these projects are helping to inform our product End of Life strategy.
Product as a Service Program(s) for Product as a Service in place including leasing and pay-per-use.	In 2019 and 2020, Haworth Commercial Interiors implemented first pilot projects in partnership with customers from the European sector. Collective knowledge and practices across all business units, such as Lifestyle Design's DZINE business model for rental furniture, will help to inform future PaaS business models.

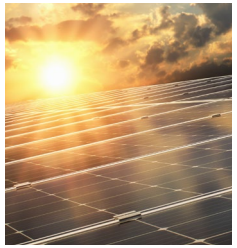
Operational Performance & Carbon Accounting

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

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

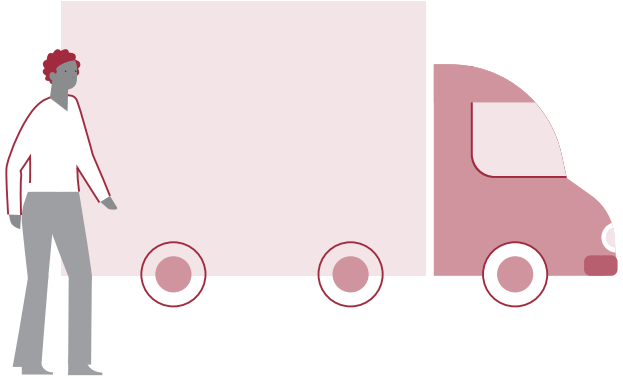
Progress in operational performance involves commitment and effort in partnership with our suppliers and within our own facilities. We focus on continuous improvement in the procurement, manufacturing, and logistics of all products and aim to operate efficient facilities that are designed with our long-term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

Product Packaging Reductions
BuzziSpace calculated the ideal way to package BuzziBracks in just two boxes, reducing packaging material and space used during transportation.



Solar Panel Roofs
Solar panels provide renewable and clean energy to Poltrona Frau and the Haworth Shanghai plant.

Energy Efficient Truck Fleet
The Haworth global headquarters modernized the truck fleet to improve safety, productivity, and our logistics carbon footprint.



Procurement, Manufacturing, & Logistics

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

2020 Highlights

Global Supplier Code of Conduct

With over 94% of suppliers (by spend) globally signing Haworth's Code of Conduct, we work together to help increase the transparency of sustainability standards and initiate improvement measures. In 2020, Haworth implemented a globally aligned supplier code of conduct.

Product Packaging Reductions

In 2020, Haworth's North American packaging engineers implemented improvements in packaging design for our X Series®, A Series®, Upside™, and Resonate™ products, resulting in a reduction of 69 tons of material used annually.

Plastic-Free Packaging for European Online Store

For the newly launched online store, the European Haworth team developed a plastic-free packaging solution for desks. Cardboard is made of FSC-certified material and recycled material.

Champions of Recycling

Haworth works continuously in reducing waste generation to the possible minimum. For materials that can't be used any further, our main priority is to ensure recycling. Our recycling center at our global headquarters in Holland, Michigan champions this initiative. In 2020, more than 97% of generated waste was recycled.

Saving Paper through Digitization

Haworth's Customer Service teams from Switzerland and the UK decided to fully digitize order dossiers. The digitization process has been accelerated by the increased use of home offices; now Customer Service works almost exclusively with digital job files.

Savings =

- **1,025 kg** of wood (68,600 sheets of paper)
- **17,867 liters** of water
- **3,670 kWh** of energy
- **0.3 tonnes** CO_2 emissions

Sourcing Sustainable Wood

In 2019 Poltrona Frau earned FSC® Chain of Custody System Certification. Eleven suppliers provide FSC-certified material, which accounts for 38% of forestry components suppliers. Specifically, MARTHA Collection and Times Lounge are FSC® certified. Project-specific FSC certification includes the Harvard and Yale auditorium projects.

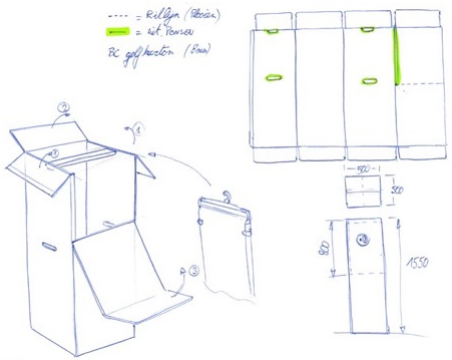
Globally, Haworth sources 93% of wood from certified sustainable sources.

Material Advances toward Sustainable Packaging

Cassina and Luminaire both increased use of paper pallets instead of wooden pallets, replaced polystyrene with polyethylene foam, and eliminated metal staples.

Ripple Effects of Sustainable Packaging Design

Packaging for BuzziBracks mostly consists of recyclable materials (such as carton and wood) with PEFC and FSC certification. As a further improvement, the team has calculated the ideal way to package BuzziBracks in two boxes. This reduces packaging material and space used during transportation.



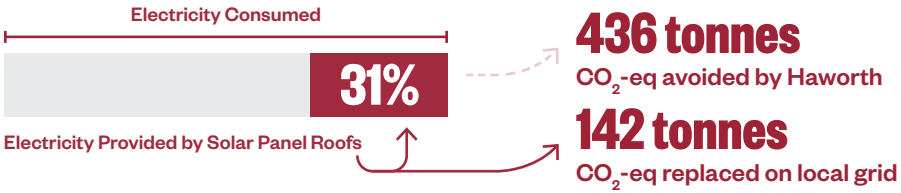
Energy Usage

Through ambitious energy programs and partnerships, we are advancing our strategy to improve our carbon footprint and align with science-based reduction targets for emissions. Since 2005, through our ISO 14001-certified Environmental Management System, Haworth has improved carbon accounting, increased energy efficiency and reduced greenhouse gas emissions. We report our progress annually within our Corporate Responsibility Reports and for the CDP.

2020 Highlights

Successful Commissioning of our Solar Panel Roofs

In 2019, Haworth installed 2,304 solar panels at our Shanghai plant. At the end of 2020, we could reconfirm that 31% of the electricity consumed was provided by our solar panel roofs. In 2020, this resulted in avoiding about 436 tonnes CO_2-eq. Moreover, the solar panel roofs fed renewable energy to the local energy grid and replaced energy from non-renewable sources, which would have resulted in emitting 142 tonnes CO_2-eq.



Reducing Our Corporate Carbon Footprint - Usage of Renewable Energy Sources (CI)

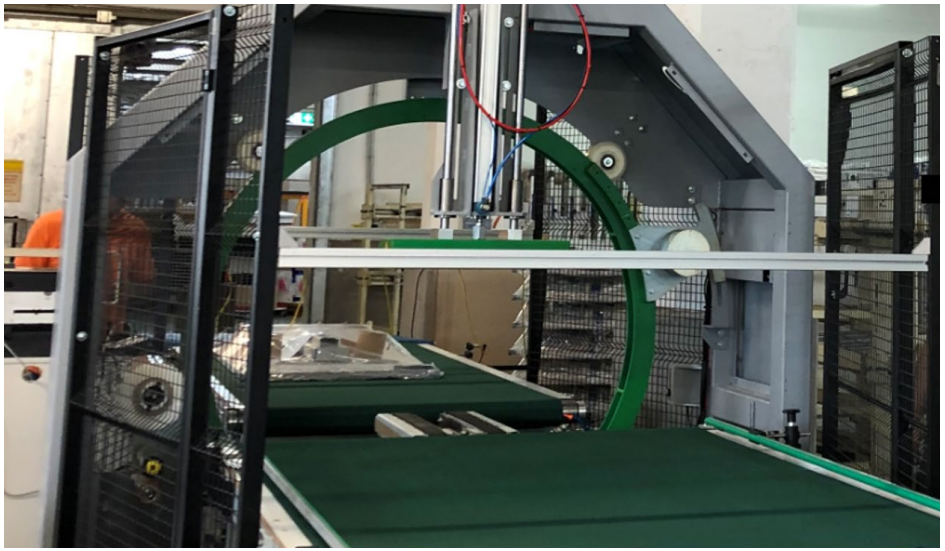
Through a reorganization of the cutting waste management, we have roughly replaced 89,239 kWh of fuel oil with energy generated from waste wood for heating at our plant in Menziken, Switzerland, avoiding emitting approximately 15 tonnes CO_2-eq. The plant will make further important strides toward decarbonizing production by sourcing 100% renewable energy for electricity from 2021 onwards with a goal to reduce emissions by approximately 7 tonnes CO_2-eq.

Reducing Carbon Intensity through Modernization of Infrastructure

Haworth North America continues to pursue improved energy efficiency through investment in operations infrastructure. Examples include a lighting and HVAC building management system at Big Rapids Components in Michigan, replacement of air handling units at Conover, North Carolina, and improved roof insulation at our global headquarters.

Energy and Packaging Savings through New Wrapping Machine (CI)

Old packaging equipment was replaced with a new wrapping machine at our plant in Bad Muender, Germany. The changed process reduces the thickness of the used film from 60 to 23 µ and saves about 66 MWh of electricity, equaling about 12.1 tonnes CO_2-eq annually.



Energy Efficiency of a Powder Chamber (CI)

At our plant in Queluz, Portugal, the team increased the energy efficiency of the powder chamber through improvements in the vacuum system.

Upgrading Office Areas for Energy Efficiency and Well-Being (CI)

At our Shanghai plant, a retrofit of 742 m^2 of office space was completed, including an upgrade to LED lighting and the addition of a fresh air system to increase daily ventilation, which was especially relevant during the global pandemic.

Reusing Waste Energy within Production (CI)

The team at our plant in St. Hilaire, France installed a heat recovery unit for air compressors to use the waste heat for a paint spraying booth. The unit is estimated to provide 20,000 kWh heat energy, which would replace approximately 4% of the natural gas consumption of the plant and avoid emitting about 38 tonnes CO_2-eq annually.

Energy Efficient Lighting

At Cassina's facilities, a total of 5,000 lamps in the lighting system were replaced with LED technology, resulting in an energy savings of 800,000 kWh/year. Likewise, the teams on site at JANUS et Cie and Poltrona Frau converted the lighting systems in various buildings to LED technology.

Solar Power

Poltrona Frau installed a 1.4 MW photovoltaic that covers 50% of the site's energy needs. BuzziSpace identified another opportunity to profit from solar power. They combined a 40% more efficient lighting system with daylight screens to replace artificial lighting with natural light. This smart use of daylight helped create an annual savings of 30.740 kWh at their Bladel production site in the Netherlands.

Energy Efficient Truck Fleet (CI)

As part of our company's ongoing investments toward continuous improvement, our North America team modernized the truck fleet at our global headquarters.

The new trucks improve drivers' experience and safety, productivity, and our logistics carbon footprint through efficiency gains of approximately 14%.

2025 Commitments

Commitment	Progress Report
Sustainable Wood Source 100% of wood from sustainable sources.	Of the wood sourced by Haworth Commercial Interiors in 2020, 93% (by spend) was third-party verified as sustainably sourced. We continue to engage our supply chain to achieve our goal of 100% wood verified from sustainable sources. We continue to maintain chain of custody certifications according to FSC and/or PEFC, depending on the market.
Responsible Sourcing 100% tier one suppliers are screened according to responsible sourcing criteria. 100% of tier one suppliers sign Haworth Code of Conduct.	In 2020, 94% of Haworth Commercial Interiors tier one suppliers (by spend) signed the Supplier Code of Conduct. We continue to engage our supply chain to achieve our goal of 100%. In Q4 of 2020, Haworth launched one globally aligned Supplier Code of Conduct for use across all sectors and business segments.
Sustainable Packaging 100% renewable, reusable, recyclable, or compostable packaging.	In 2020, our Haworth Commercial Interiors teams started mapping current packaging used in the different regions. The analysis showed that approximately 80% of current packaging materials (by spend) comprise sustainable characteristics, such as renewable material. Next steps include the implementation of a robust reporting structure to track progress and evaluate alternative solutions for packaging items, including higher recycled content materials, and the elimination of single use plastic packaging.
Renewable Energy Sourcing 100% renewable energy sourcing for electricity for manufacturing facilities.	In 2020, we used 22% of electricity from renewable or carbon neutral set sources for Haworth Commercial Interiors globally. Good improvements were especially achieved for plants in Asia Pacific (+24%) and Europe (+11%). In 2021, we will continue to evaluate possibilities for on-site sourcing of renewable energy for our manufacturing plants. Moreover, we will switch at least one plant to purchasing off-site generated renewable energy.
Zero Waste Zero Waste to Landfill for manufacturing sites and world headquarters. Maximize Material Efficiency to 90%. Ensure highest value use for remaining 10%. Reduce Global waste-to-energy to <1% annually.	We maintained the Zero Waste to Landfill status for Haworth plants in 2020. Waste to Energy share was 14% for Haworth Commercial Interiors globally in 2020. Amount of Waste to Energy varies between regions. For plants in the North American sector, the share was 2.4%. For remaining regions, disposal via incineration is more common, partially due to regulations on waste treatment. To advance our efforts, we will focus on identifying potential opportunities for waste reduction and increasing recycling rates. Furthermore, we will implement a robust reporting structure to track material efficiency.

Governance

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

Haworth supports the 10 principles of the UN Global Compact with respect to Human Rights, Labor Rights, Anti-Corruption, and Environmental Protection. As a private company, we take great pride in our corporate values that include valuing people and the world we live in. We continue our commitment to our business strategy, culture, and operating processes. We work with our supply chain to advance these principles beyond the walls of our facilities and into the communities in which we operate. Through the Haworth Management System, we ensure the principles of continuous improvement are applied.

Haworth CEO Joins Global Business Leaders for Renewed Global Cooperation

The United Nations Global Compact developed a "Statement from Business Leaders for Renewed Global Cooperation," reaffirming business support to international cooperation across borders, sectors, and generations to adapt to changing circumstances. In the face of the COVID-19 pandemic and converging crises—including climate change, economic uncertainty, social inequality, and rising disinformation—public and private institutions need to show they are accountable, ethical, inclusive, and transparent. This is the only way to strengthen public trust and achieve a more sustainable future for all. The Statement—including the full list of CEO supporters—was presented to the UN Secretary-General during the UN Private Sector Forum on Monday 21 September as part of the official commemorations for the UN's 75th anniversary.

Sustainability Team

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

Asia-Pacific

Sridhar Harivanam
India

Alex Przybyla
China

Reta Yang
China

Europe

Bianca Doenicke
Germany

Jessica Karp
Germany

Susanne Schliehe-Diecks
Germany

North America

Dominic Daunter
US

Katie Chapman
US

Jim Kozminski
US

Anne McManus
US

Lifestyle Designs

Marco Lazzaro
Italy

Ervino Riccobon
Italy

Value Cycle

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

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

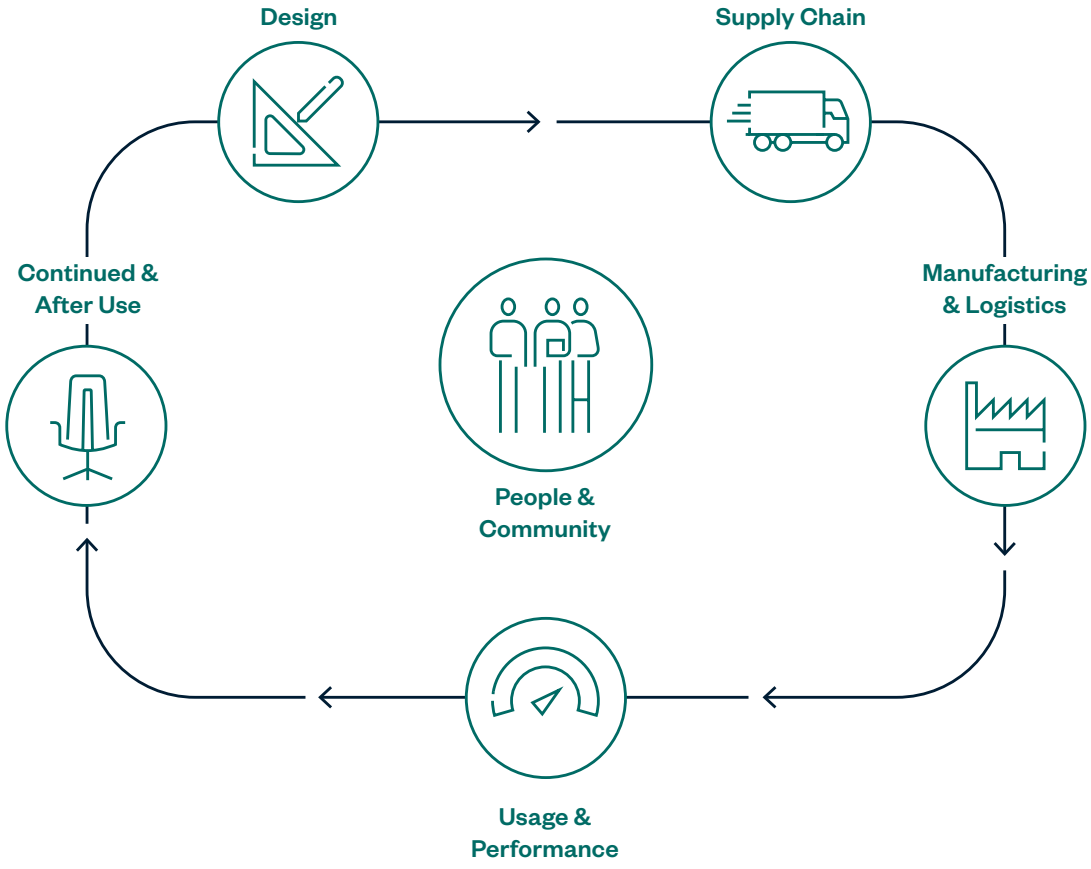
Supply Chain
Engaging with supplier partners in continuous dialog to ensure responsible sourcing.

Manufacturing & Logistics
Maintaining ISO certifications and Zero Production Waste to Landfill status globally.

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

Continued & After Use
Providing lifecycle assessments, and educating customers on landfill alternatives.

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



Global Reporting Initiative Index

General Disclosures

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

GRI	SDG	UNGC	GRI Standard Requirement	
102-1			Name of the organization	Haworth, Inc.
102-2			Activities, brands, products, and services	Haworth Products: North America Haworth Products: Europe Haworth Products: Asia-Pacific
102-3			Location of headquarters	Haworth, Inc. One Haworth Center Holland, Michigan 49423 USA
102-4			Location of operations	Haworth Overview - The Americas, Haworth Overview - EMEA and Asia Pacific
102-5			Ownership and legal form	Haworth, Inc. is a privately held corporation.
102-6			Markets served	Haworth Overview - The Americas, Haworth Overview - EMEA and Asia Pacific
102-7			Scale of organization	Haworth Overview - The Americas, Haworth Overview - EMEA and Asia Pacific
102-8	8, 10	Labor	Information on employees and other workers	

Gender (self-reported)	North America	Europe	Asia-Pacific	Total
Female	38.7%	32.2%	30.1%	36.0%
Male	61.3%	67.8%	69.9%	64.0%
Age				
Baby Boomer (1946-1964)	29.2%	18.3%	5.1%	22.9%
Gen X (1965 – 1979)	37.1%	39.4%	27.3%	36.0%
Millennial (1980-2000)	33.5%	32.6%	59.0%	37.5%
Gen Z (Since 2001)	0.2%	9.7%	7.0%	3.6%
Hires				
Turnover Rate	26.0%	12.6%	14.41%	21.3%
New Hires	17.2%	3.6%	4.2%	12.2%
Number of Interns	28	9	1	38

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

GRI	SDG	UNGC	GRI Standard Requirement	
102-9		Human Rights Labor Environment Anti-Corruption	Supply Chain	Haworth takes a holistic approach to evaluating the impact we make on our global economy throughout every aspect of our business, including our supply chain. We engage in continuous dialogue and education with our global network of suppliers. We share best practices to ensure socially and ecologically responsible sourcing. Nurturing these relationships maintains integrity and transparency throughout our supply chain. With over 94% of suppliers (by spend) globally signing this Code of Conduct, we work together to help increase the transparency of sustainability standards and initiate improvement measures. In 2020, Haworth's global sustainability team collaborated with our North America and International procurement stakeholders to implement a globally aligned supplier Code of Conduct. We also conduct audits on quality, health, and safety for current suppliers. Each audit is followed by action plans and a close follow-up process—all designed to support our supplier partnerships.
102-10			Significant changes to the organization and its supply chain	There have been no significant changes to the organization or its supply chain.
102-11		Human Rights, Labor, Environment, Anti-Corruption	Precautionary principle of approach	The precautionary principle is integrated into our Haworth Management System (HMS). All manufacturing sites maintain certifications according to ISO 9001 and ISO 14001. Additionally, our manufacturing sites in China, Switzerland and Germany are certified according to the ISO 45001. We will advance our journey to become a more sustainable corporation through Our Strategy & 2025 Commitments.
102-12		Human Rights, Labor, Environment, Anti-Corruption	External initiatives	Haworth is a signatory of the UN Global Compact. Moreover, we report annually with the CDP.
102-13			Membership of associations	Sustainability Memberships and Organizations
102-14			Executive statement on sustainability	A Message from Our Executives
102-15			A description of key impacts, risks, and opportunities	Haworth takes a holistic approach to evaluating the impact we make on our global economy throughout every aspect of our business. Using our Value Cycle as a framework, we consider the economic, environmental, and social impacts along with associated challenges and opportunities when we developed Our Strategy & 2025 Commitments.
102-16	16	Anti-Corruption	Values, principles, standards, and norms of behavior	Haworth Overview - The Americas, Haworth Overview - EMEA and Asia Pacific
102-17	16	Anti-Corruption	Description of internal and external mechanisms for advice, ethics trainings	Ethics training is a mandatory element of Haworth's onboarding process, and ongoing member refresher training. Standard operating procedures are in place to maintain ethical and business conduct. Reporting procedures and anti-retaliation policies are in place, along with confidential helplines to support members.
102-18			Governance structure	Haworth Overview - The Americas, Haworth Overview - EMEA and Asia Pacific Governance
102-19			Delegating authority	Haworth executive leadership has delegation oversight for Haworth's sustainability strategy. The Vice President of Global Design, Innovation & Sustainability and the Sustainability team work with functional leaders across the company to determine strategies, policies, and goals related to corporate responsibility.

GRI	SDG	UNGC	GRI Standard Requirement	
102-20			Executive responsibility for economic, environmental and social topics	The Vice President of Global Design, Innovation & Sustainability oversees corporate responsibility across Haworth. Governance
102-21	16	Anti-Corruption	Process for consulting stakeholders on economic, environmental, social topics with leadership	Haworth has ongoing relationships with global business leaders, government agencies, and sustainability organizations that help us understand the most pressing challenges facing our world.
102-22	5, 16		Composition of the highest governance body and its committee	Governance
102-23	16		Chair of the highest governance body: our leadership	Governance
102-26			Role of highest governance body in setting purpose, values, and strategy	Haworth's corporate sustainability strategy is a company-wide commitment informed by and integrated into our business strategy. Haworth executive leadership retains oversight responsibility. Governance
102-27			Collective knowledge of highest governance body	Haworth's corporate sustainability strategy is an element of annual business strategy planning amongst our leadership. Governance
102-28			Evaluating the highest governance body's performance	Haworth's Board of Directors and executive leadership team conduct annual performance evaluation in accordance with Haworth's performance review system, involving both self-evaluation as well as peer and leadership evaluation. Governance
102-29	16		Identifying and managing economic, environmental, and social impacts	Governance
102-30			Effectiveness of risk management process	Governance
102-31			Frequency of the review of economic, environmental, and social	Governance
102-32			Highest governance body's role in sustainability reporting	Corporate responsibility is a company-wide commitment informed by and integrated into our business strategy. Governance is led by the Haworth Board of Directors and Executive Leadership team. Haworth's Vice President of Global Innovation, Design & Sustainability is responsible for monitoring and managing the company's sustainability strategy, providing final review of the Corporate Responsibility Report with the support of executive leadership. Governance
102-33			Process for communicating critical concerns	A Message from Our Executives Please contact haworth.sustainability@haworth.com.
102-40			List of stakeholder groups	Stakeholders are: Haworth members Haworth customers and dealer partners Haworth suppliers and operations contract partners Haworth shareholders Business leaders and industry influencers Government agencies Non-profit organizations This list is not exhaustive but encompasses stakeholder groups we monitor and consult closely.

GRI	SDG	UNGC	GRI Standard Requirement	
102-41	8	Labor	Percentage of total employees covered by collective bargaining	Haworth employs members globally. Each country carries with it local employment laws and norms. Due to data privacy legislation in many countries, exact percentage of members who are represented by trade unions is not available.
102-42			Basis for identifying and selecting stakeholders	Management and executive leadership identify stakeholders, and provide recommendations and guidance for both formal and informal engagements.
102-43			Approach to stakeholder engagement	Engaging with stakeholders and listening to their ideas and concerns is vital to the success of our company. Stakeholder engagement involves a variety of methods that create forums for communication with each group. In addition, we periodically seek third-party insight to complete confidential interviews with key stakeholders to learn feedback regarding Haworth's brand and strategic efforts.
102-44			Key topics and concerns raised through stakeholder engagement	Our stakeholders not only help us identify improvement opportunities, but also help us understand the most pressing issues facing our communities and our world. Stakeholder input influences the evolution of our Sustainability Strategy. Global member engagement surveys are conducted on an annual basis.
102-45			Entities included in the consolidated financial statements	Data within the Haworth 2020 Corporate Responsibility Report is derived for Haworth Commercial Interiors (CI) business units from calendar year January 1, 2020 to December 31, 2020 for our global regions: EMEA (Europe, Middle East, and Africa), Asia-Pacific, and the Americas.
102-46			Defining report content and topic boundaries	Haworth utilizes a holistic approach to evaluate the impact we have on our global economy throughout every aspect of our business. Our strategy is focused on three key areas that form a road map for continuous improvement: People & Community, Circular Economy, and Operational Performance. In our ambitious goals to become a sustainable corporation, our three segments work together, using our values as our guide to achieve ambitious targets that drive our mission forward. Our work is informed by our commitment to the United Nations Sustainable Development Goals (UN SDG) and the actions needed to address challenges facing our world. We're eager to continue this journey by promoting sustainability and delivering value to the people, communities, and planet that we serve.
102-47			List of material topics	Our Strategy & 2025 Commitments
102-49			Changes in reporting	No significant reporting changes from 2019 to 2020 concerning the list of material topics. Included in this report is data from Haworth, within our Commercial Interiors (CI) segment (not including AIS, BuzziSpace, or Tuohy). Data from other CI brands, plus Lifestyle Design (LD) brands and Performance Technology (PT), will start being incorporated in 2021.
102-50			Reporting period	2020 Calendar Year: January 1, 2020 – December 31, 2020
102-51			Date of most recent report	Haworth 2019 Corporate Responsibility Report
102-52			Reporting cycle	Annual
102-53			Contact point for questions regarding the report	Please contact haworth.sustainability@haworth.com.
102-54			Claims of reporting in accordance with GRI Standards	The report has been prepared in accordance with the GRI Standards: Core Option. We report on several additional disclosures related to Haworth strategy and analysis and our priority material topics.
102-55			GRI content index	This GRI Index table.

Management Approach

GRI	SDG	UNGC	GRI Standard Requirement	
103-1		Human Rights, Labor, Environment, Anti-Corruption	Explanation of the material topic and its boundary	Governance
103-2		Human Rights, Labor, Environment, Anti-Corruption	The management approach and its components	Governance
103-3		Human Rights, Labor, Environment, Anti-Corruption	Evaluation of the management approach	Governance

Economic Performance

201-1	8-9		Direct economic value generated and distributed	Haworth's 2020 global sales were $1.8 billion.

Indirect Economic Impact

203-1	5, 9, 11		Infrastructure investments and services supported	Please refer to the People and Community focus of our sustainability strategy.
203-2	1, 3, 8		Significant indirect economic impacts	We rely on and support our members to impact the performance of our customers. This cascades to the relationships and deep connection to communities as well as our suppliers and stakeholders. We contribute to community prosperity through our philanthropic and volunteer efforts. And we partner with our dealers and customers to live our values and continue to seek opportunities to make the world better.

Anti-Corruption

205-2	16	Anti-Corruption	Communication and training about anti-corruption policies and procedures	Ethics training is a mandatory element of Haworth's onboarding process. We have standard operating procedures in place to maintain ethics and proper business conduct. Reporting procedures and anti-retaliation policies are in place, along with confidential helplines to support members.

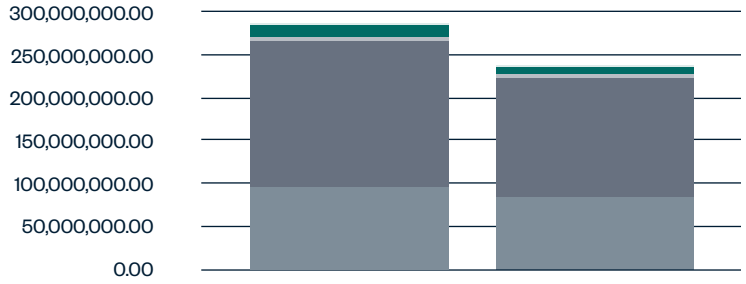
Materials

GRI	SDG	UNGC	GRI Standard Requirement	
301-2	8, 12	Environment	Recycled input materials used	We remain dedicated to maintaining the highest environmental standards in the market and will continue to be transparent in our efforts and progress. We report on our material transparency efforts in our product environmental data sheets (PEDS). We include the percentage of recycled input material used for each product. Material recycled content data is based on supplier material declarations or industry average recycled content data. PEDS are available on Haworth's website.
301-3	8, 12	Environment	Reclaimed products and their packaging materials	Haworth offers a program to assist our customers with the repurposing of used furniture assets when purchasing new Haworth products. Aligned with our zero waste to landfill philosophy, we partner with several companies that will find a second life for products—often through remanufacturing or charitable donations—with recycling considered as a last resort. So far, Haworth has offered to take back products after use for an agreed price/cost to handle the recycling or reuse of materials or ensure a second life of the products. Learn more from this 2020 customer project.

Energy

302-1 | 7–8, 12–13 | Environment | Energy consumption within the organization

Energy Consumption in kWh



	2019 total	2020 total
Diesel	637,004.88	630,807.09
Propane Hi-Lo's	264,808.39	285,704.45
Fuels	14,203,169.37	7,601,312.92
Fuel Oil	414,490.45	243,033.91
Biomass	3,428,320.00	3,920,713.33
Natural Gas	169,585,225.81	138,668,301.84
Electricity	96,734,084.47	84,527,974.61

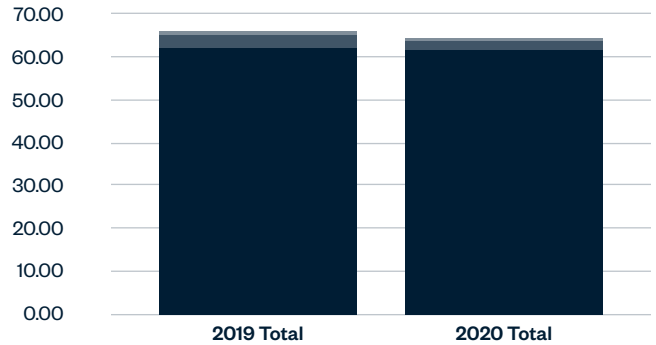
Scope: Haworth Commercial Interiors headquarters and manufacturing sites (full operational control of facilities)

Global share of energy from renewable and carbon neutral set sources of our electricity consumption constituted approximately 22% in 2020.

GRI	SDG	UNGC	GRI Standard Requirement	
302-4	7–8, 12–13	Environment	Reduction of energy consumption	To learn more about initiatives to reduce energy consumption please see Energy Usage.
302-5	7–8, 12–13	Environment	Reduction of energy requirement of products & services	Low standby consumption of products, such as height-adjustable tables, are considered during the New Product Introduction process.

Water

GRI	SDG	UNGC	GRI Standard Requirement	
303-1	6, 12		Interactions with water as shared resource	Water is used for sanitary purposes and for industrial uses (e.g., powder-coating). It is mainly provided by public supply networks, only a small amount is taken from wells. For our manufacturing facilities, water management (reduction of withdrawal as well as proper discharge) is included in the environmental management system, which is certified according to the ISO 14001.
303-3	6		Water withdrawal by source	**Water Consumption in Mil Gallons**

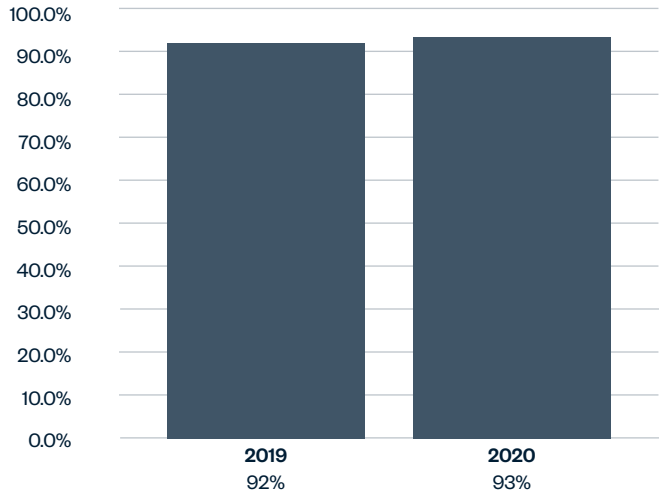


	2019 Total	2020 Total
Asia, All Plants	1.16	0.87
Europe, All Plants	2.62	2.14
North America, All Plants	62.23	61.51

Well water constituted 12% of the water used in 2020 (included in total).

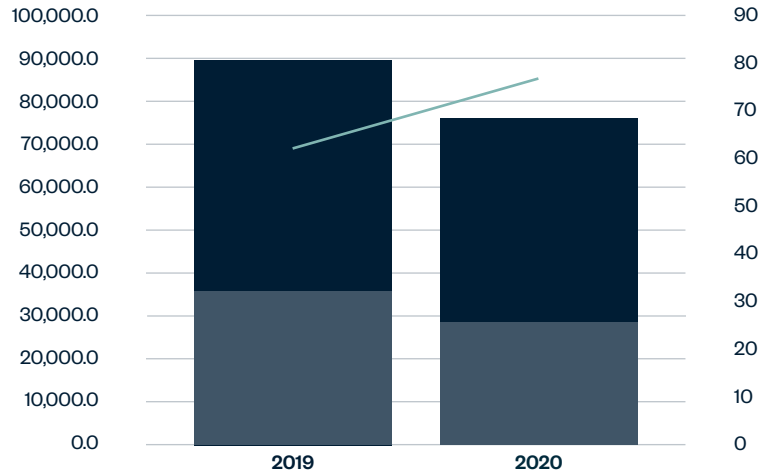
Scope: Haworth Commercial Interiors headquarters and manufacturing sites (full operational control of facilities)

Biodiversity

GRI	SDG	UNGC	GRI Standard Requirement	
304-2	6, 14, 15	Environment	Significant impacts of activities, products, and services on biodiversity	Indirect impacts on biodiversity from Haworth's activities are linked to the supply chain through using resources such as wood. Efforts to mitigate impacts include the sourcing of wood from certified sustainably managed sources. We are determined to achieve our commitment of sourcing 100% sustainable certified wood. In 2020, 93% of the wood (by spend) was sustainable certified. We partner with our suppliers to achieve this goal. **Sustainable Certified Wood (%)**  Scope: Haworth Commercial Interiors headquarters and manufacturing sites (full operational control of facilities)

Emissions

GRI	SDG	UNGC	GRI Standard Requirement	
305-1	3, 12–15	Environment	Direct (Scope 1) GHG emissions	**Global Greenhouse Gas Emissions (in Tonnes)**



	2019	2020
Scope 2	53,562.2	47,056.6
Scope 1	35,824.9	28,746.0
Tonnes CO_2-eq/$1M Sales	62.5	76.6

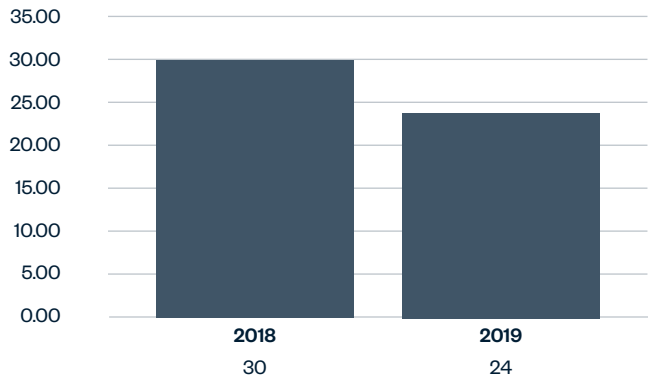
Scope: Haworth Commercial Interiors headquarters and manufacturing sites (full operational control of facilities)

Emission factors from publicly available sources (e.g., EPA GHG Protocol Year 2020, GEMIS 5, IPCC) were used for calculations. Greenhouse gases included in the calculation were CO_2, CH_4, N_2O, HFCs, and PFCs. There were no known sources for SF_6 or NF_3.

305-2	3, 12–15	Environment	Energy indirect (Scope 2) GHG emissions	Please see 305-1.
305-4	13–15	Environment	GHG emissions intensity	Please see 305-1.
305-5	13–15	Environment	Reduction of GHG emissions	Initiatives to reduce greenhouse gas emissions included energy efficiency measures and movement away from fossil energy sources. Please see Energy Usage.

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

Global VOC Emissions in Tonnes



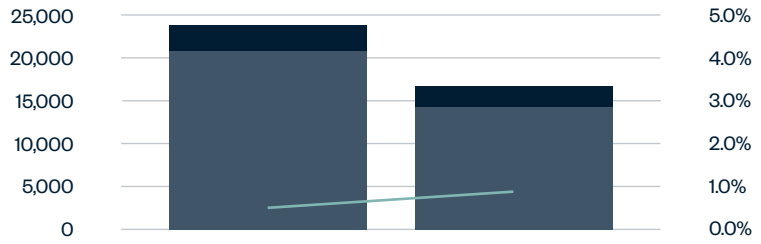
Scope: Haworth Commercial Interiors headquarters and manufacturing sites (full operational control of facilities)

Calculations are based on site-specific data. From 2019 to 2020, VOC emissions from operations reduced by 24%. Reductions in 2020 are partially related to the global pandemic.

Haworth continues to push our supply chain toward the elimination of toxic substances and encourages the use of safer metal surface treatments. Many Haworth products include low emitting finishes such as powder-coated metal and water-based wood finishes. Our strategy with adhesives is to avoid them altogether. If this is not feasible, we insist on the use of solvent-free (e.g., water-based) options. Due to the diligent efforts of our teams and our suppliers, we keep making progress reducing VOC emissions.

Effluents & Waste

GRI	SDG	UNGC	GRI Standard Requirement	
306-1	3, 5–6, 12, 14	Environment	Waste generation and significant waste-related impacts	We optimize resource use and minimize the impact of buildings, packaging, manufacturing, and transportation. Through the Haworth Management System (HMS), we ensure the principles of continuous improvement are applied to drive results and eliminate waste, advancing our strategy to create sustainable value for customers, members, and the communities we serve. Disposal methods for waste generated by Haworth facilities include recycling, energy recovery, and composting. We work continuously together with our members and suppliers to reduce waste and improve reuse and recycling while adhering to federal and state legislations of the countries in which we do business. Our main waste fraction at manufacturing sites is wood waste from production. Other fractions are metals, plastics, powder-coat, corrugated, and paper, which can be readily recycled if separated properly. If recycling is not an option, one method to capture value from this material is to use it for thermal energy, including at several of our manufacturing sites. Monitoring and proper handling of hazardous waste from production is part of our certified environmental management system according to ISO 14001 and regulatory compliance programs. Please see also Procurement, Manufacturing, & Logistics.
306-2	3, 6, 12	Environment	Management of significant waste-related impacts	In addition to actions described under disclosure 306-1, prevention of waste generation is part of our commitment to make the best use of the Earth's resource. We are focused on two priority areas: Design for Sustainability and Circular Services. A circular economy is one of the biggest opportunities to design a sustainable future and is an essential part of our strategy. Please see also Circular Economy.
306-3		Environment	Waste generated	**Waste Generated in Tonnes**

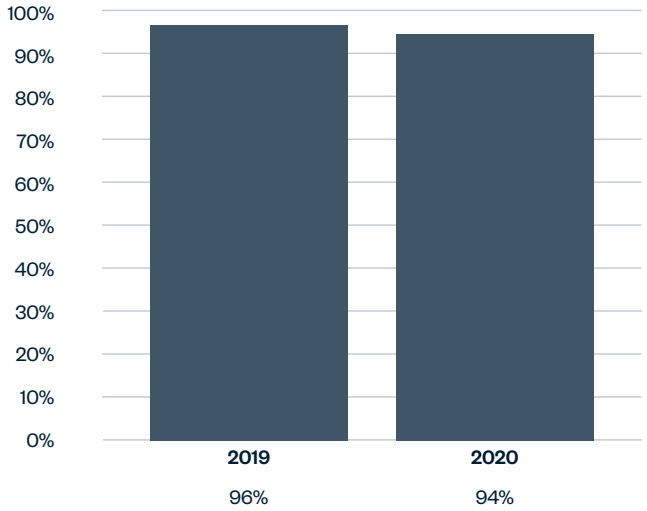


	2019	2020
Waste to Energy	3,229.3	2,342.4
Recycled Waste	20,563.6	14,374.1
Landfill Waste	0.0	0.0
Share Hazardous Waste	0.5%	0.9%

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

306-4		Environment	Waste diverted from disposal	Please see 306-3.
306-5		Environment	Waste directed to disposal	Please see 306-3.

Supplier Environmental Assessment

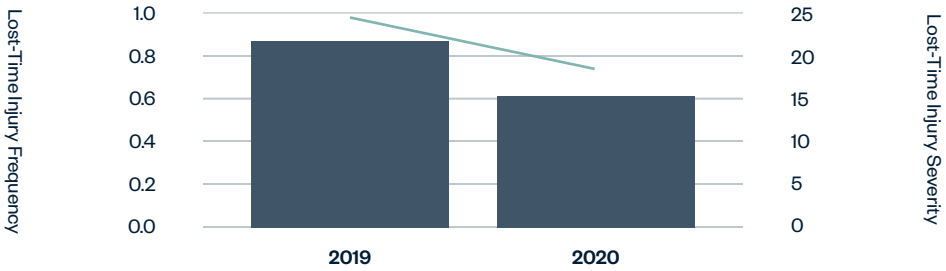
GRI	SDG	UNGC	GRI Standard Requirement	
308-1		Environment	New suppliers that were screened using environmental criteria	All our suppliers are encouraged to sign and adhere to the Haworth Supplier Code of Conduct, an agreement that addresses worker safety, labor compensation, anti-child labor, anti-discrimination, anti-corruption, worker respect, and environmental compliance. With over 94% of suppliers (by spend) globally signing this Code of Conduct, we work together to help increase the transparency of sustainability standards and initiate improvement measures. In 2020, Haworth's global sustainability team collaborated with our North America and International procurement stakeholders to implement a globally aligned supplier Code of Conduct. **Signed Code of Conduct Agreement**  Scope: Haworth Commercial Interiors global sectors: the Americas, EMEA, and Asia Pacific.
308-2		Environment	Negative environmental impacts in the supply chain and actions taken	Please see 308-1.

Employment

GRI	SDG	UNGC	GRI Standard Requirement	
401-1	5, 8, 10	Labor	New employee hires and employee turnover by age group, gender, and region	Please see GRI 102-8.
401-3	5, 8	Labor	Parental leave	Haworth parental leave policy aligns with laws of each country in which we do business. We consider the needs of our members and move beyond local requirements if we see opportunities. For example, for members in the United States, a two-week paid leave is available for non-birthing parents.

Occupational Health & Safety

403-1	8		Occupational health and safety management system	Through our Haworth Management System (HMS), we ensure the principles of continuous improvement are applied to both manufacturing operations and office processes. To continuously improve, local teams develop goals and define metrics for health and safety at all Haworth global facilities. We regularly track occupational health and safety performance, initiate improvement measures, and provide training. Additionally, our manufacturing sites in China, Switzerland and Germany are certified according to the ISO 45001. Transparency in health and safety is deeply embedded in our philosophy and culture. The risk assessment process is evaluated on an ongoing basis. Participation and consultation of members is valued as a vital source to improve our performance, helping keep members safe and reducing the overall incident rate. We offer a wide variety of programs nurturing member well-being. Services such as mammograms, flu vaccines, wellness fairs, and smoking cessation programs, as well as fitness benefits, including a state-of-the-art fitness center at our global headquarters. Mental health is also a key part of well-being. Through our member assistance program, we offer access to short-term counseling and assistance for a range of challenges including daily stresses, marital conflict, financial or legal pressures, or professional services.
403-2	8		Hazard identification, risk assessment, and incident investigation	Please see 403-1.
403-3	8		Occupational health services	Please see 403-1.
403-4	8		Worker participation, consultation, and communication on occupational health and safety	Please see 403-1.
403-5	3		Worker training on occupational health and safety	Please see 403-1.
403-6	3, 8, 16		Promotion of worker health	Please see 403-1.

GRI	SDG	UNGC	GRI Standard Requirement	
403-9	3, 8, 16		Work-related injuries	Work-related injuries are tracked as lost-time cases (LTIF) and lost time injury severity (LTIS). Lost-time cases are defined as the absolute number of lost time on-site work injuries that require a person to stay away from work for a minimum of one day/shift (or more); commuting accidents are excluded, as per internal records. Lost-time injury severity (LTIS) is the number of days lost due to on-site work injuries divided by the number of worked hours in the same time, and multiplied by 200,000; calculation of worked hours as per time recording (actual working time) or regular working hours. **Lost-Time Injury Frequency & Severity**  ■ LTIF = Lost-Time Injury Frequency (LTI x 200,000/worked hours) — LTIS = Lost-Time Injury Severity (lost days x 200,000/worked hours) Scope: Haworth Commercial Interiors headquarters and manufacturing sites (including temporary workers)
403-10	8		Work-related ill health	Please see GRI 403-9.

Training & Education

404-1	4–5, 8, 10	Labor	Average hours of training per year, per employee	Haworth invests in member learning to provide knowledge, tools, and resources for current roles as well as career development. Haworth tracks training efforts as absolute numbers of courses and hours offered to all members. Investment in member training was $475,000 in 2020.
404-2	8	Labor	Programs for upgrading employee skills and transition assistance programs	Please see GRI 404-1.
404-3	5, 8, 10	Labor	Percentage of employees receiving regular performance and career development reviews	Please see GRI 404-1

Diversity & Equal Opportunity

GRI	SDG	UNGC	GRI Standard Requirement	
405-1	1, 6	Labor	Diversity of governance bodies and employees: generations, gender ratio per region, interns	Please see GRI 102-8. Please refer also to the People & Community section.

Human Rights Assessment

412-1		Human Rights	Operating with human rights reviews, impact assessments, human rights as part of SCOC, and percentage covered	Haworth respects the rights of all members who help create value for our customers. Our values and code of conduct guide hiring policies, discrimination, and other universally recognized labor and human rights. Haworth suppliers are encouraged to sign and adhere to the Haworth Supplier Code of Conduct, an agreement that addresses worker safety, labor compensation, anti-child labor, anti-discrimination, anticorruption, worker respect, and environmental compliance. With over 94% of suppliers (by spend) globally signing this Code of Conduct, we work together to help increase the transparency of sustainability standards and initiate improvement measures. In 2020, Haworth's global sustainability team collaborated with our North America and International procurement stakeholders to implement a globally aligned supplier code of conduct.

Local Communities

413-1		Human Rights	Operations with local community engagement, impact assessments, and development programs	Haworth embraces the communities where we operate and where our members live and work. Supporting people and community is one of three focus areas of our sustainability strategy. Learn more in the People & Community section of this report.

Supplier Social Assessment

414-1	5, 8, 16	Human Rights	New suppliers that were screened using social criteria	Haworth suppliers are encouraged to sign and adhere to the Haworth Supplier Code of Conduct, an agreement that addresses worker safety, labor compensation, anti-child labor, anti-discrimination, anticorruption, worker respect, and environmental compliance. With over 94% of suppliers (by spend) globally this Code of Conduct, we work together to help increase the transparency of sustainability standards and initiate improvement measures.

Customer Health & Safety

GRI	SDG	UNGC	GRI Standard Requirement	
416-1			Assessment of the health and safety impacts of product and service categories	At Haworth, we're continually improving our ability to affect sustainable building practices and to promote spaces that benefit the well-being of its users. We pursue external verification through product certifications such as GREENGUARD, BIFMA LEVEL or European LEVEL. Through these certifications, we demonstrate how Haworth products contribute towards sustainable building standards like LEED and the WELL Building Standard. We are committed to providing customers with products that support safe and healthy environments. Considerations for the use of safer materials drive us to evaluate more sustainable solutions as alternatives become commercially available. Due to the diligent efforts of our teams and suppliers, we offer our customers products free of problematic chemicals such as non-stick additives derived from per- and poly-fluorinated compounds, antimicrobials, PVC and associated phthalates, flame retardants, and heavy metals. Many Haworth products also include low emitting finishes such as powder-coat and water-based surface finishes. Our strategy with adhesives is to avoid them altogether. If this is not feasible, we insist on the use of water-based options. Haworth is committed to providing our customers with products that support safe and healthy environments, and to a policy of material chemistry transparency. Complying with applicable legal requirements on chemicals, such as California Resources Board (CARB) or REACH, is a minimum standard for all our operations. We are working diligently toward reducing potentially hazardous chemicals beyond regulatory restrictions associated with parts and materials we source. We report on our material transparency efforts in our product environmental data sheets (PEDS) for most product lines. Please see also Circular Economy.

Marketing & Labeling

417-1	12	Environment	Requirements for products and services information and labeling	We report material transparency efforts in product environmental data sheets (PEDS). These are made available on the product page of the Haworth website.

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