HAWORTH

# Corporate Social Responsibility Report

2022

# Table of Contents

**On the Cover**
Cardigan Lounge is fully recyclable and is made with a digital knit from 100% post-consumer recycled plastic bottles. The seat material in Cardigan Lounge is a biomass-balance (BMB) foam, which requires no fossil fuels for production, and it was designed to be particularly lightweight, with optimized packaging to reduce the environmental impact of transportation. Available in 2023.

**Biophilic Design**
The Haworth Singapore showroom brings natural biophilic elements indoors to create healthy, inspiring, and productive interior work environments.

**Click on the content above to jump to that section.**

# About Us
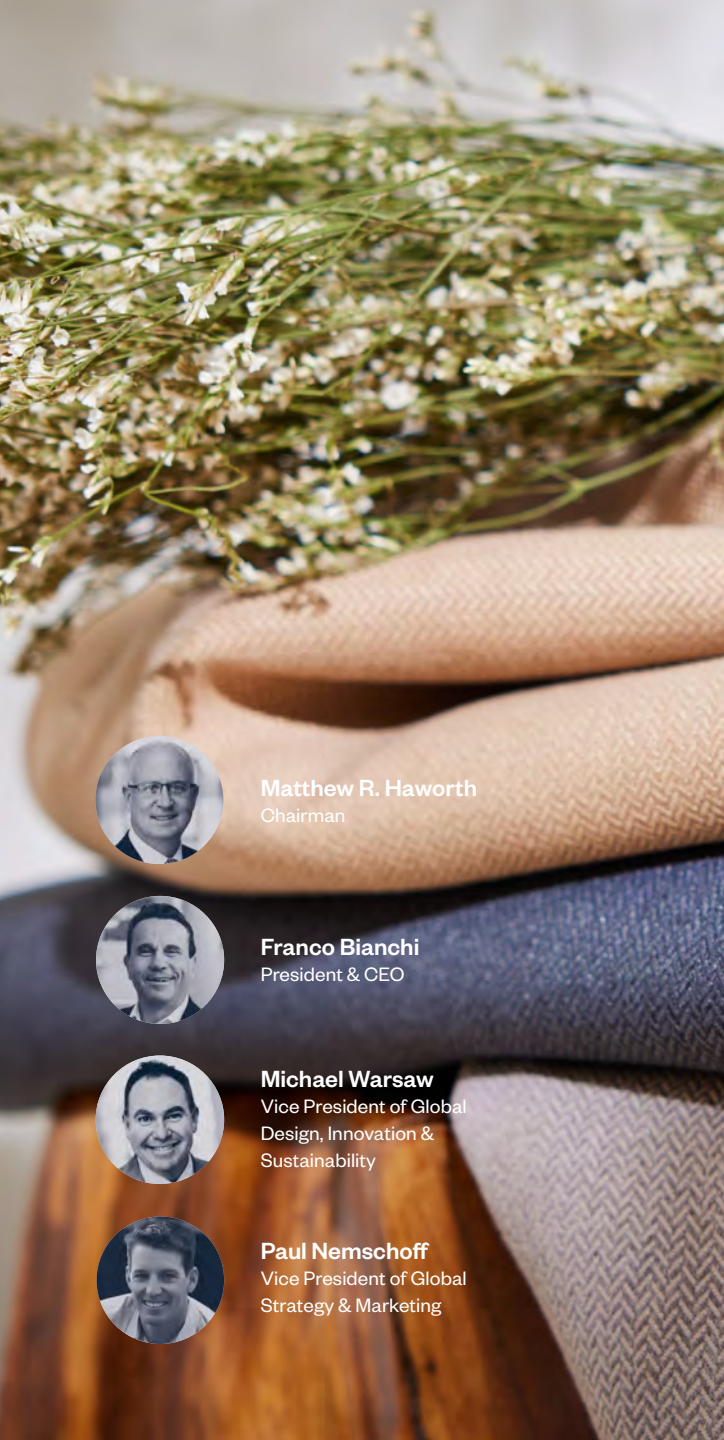
**Matthew R. Haworth**
Chairman

**Franco Bianchi**
President & CEO

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

**Paul Nemschoff**
Vice President of Global
Strategy & Marketing

# Pushing the Boundaries of What's Possible

The last three years brought a lot of surprises to everyone around the world. In 2022, we were excited to see the resilience of our Haworth members as we adapt to new ways of working and doing business. In addition to commemorating 75 years of design and innovation as a company, we celebrate a year of meeting a tremendous number of goals in the face of challenge.

Our 8,000+ members are located around the globe, representing the communities we live in and the customers we serve across six continents and three primary regions: The Americas, Europe, and Asia-Pacific. Our conversations about important topics that impact our members happen globally to include perspectives from all corners of the Earth.

When it comes to people, diversity, equity, inclusion, and belonging are ingrained in our values. Our company enjoys the richness that diversity brings to our workforce— it makes our company better and the communities we serve stronger. Diversity, equity, and inclusion are essential components in creating an environment where we all feel we belong. Our goal is to create a sense of belonging where everyone brings their full self to work.

Working to make the world better has always been one of our core values. In 2021, we committed to reducing our corporate carbon footprint in line with the Paris Climate Agreement. We globally committed toward carbon accountability through the Science Based Targets initiative (SBTi). This past year we invested in an in-depth analysis to understand how we can make the biggest impact in our contribution to

the goal. This data helped us establish our appropriate path to net zero emissions.

In the same vein, energy conservation and the war in Ukraine have affected many in our organization. We have taken efforts to support our members and those in our communities who have been negatively impacted. Energy consumption has been a top concern for many in Europe. Since 2021, we have seen an unprecedented price escalation in utility costs, which have been offset by a number of our manufacturing sites through energy efficiency measures and renewable sources.

These are some of the efforts highlighted in 2022 that will continue into 2023. Our entrepreneurial spirit is still going strong after 75 years. Combined with our expertise in design, it fuels our innovation. Through our design-forward approach, we bring the global perspectives of design partners into our solutions. The outcome balances performance and desire for all, shaping great spaces for people while honoring our communities and planet.

# Who We Are

As a leading global furniture maker, we are steeped in workplace expertise that fuels innovative designs for optimal performance. Haworth is a values-driven, family company with an entrepreneurial spirit and a design-forward approach. As a multicultural organization, we embrace the strength that comes from diversity of thought. At Haworth, we believe great spaces empower people to thrive.

Haworth is the largest workplace brand in the Haworth Group—a curated portfolio of the finest brands that furnish the most desirable environments in the world—from offices to home, from hotels to premium cars, from indoors to outdoors. Each brand brings a unique perspective and expertise to create extraordinary experiences. The diversity of offering is rich in design heritage and craftsmanship, continuing to push the boundaries of what's possible.
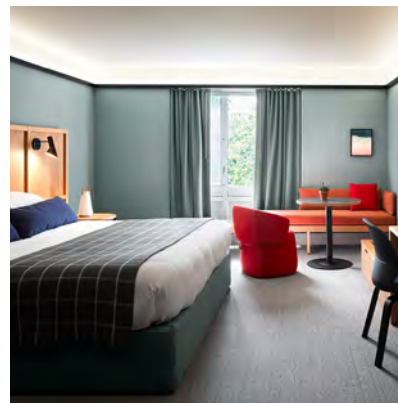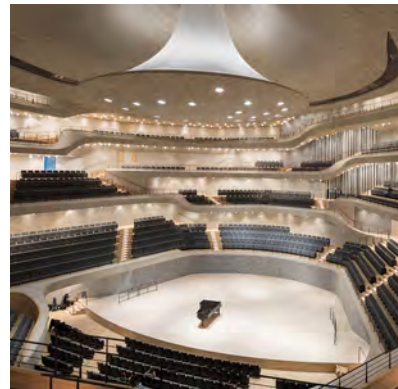
# Values-Driven Organization

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

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

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

# At-a-Glance

Haworth Group consists of three segments: Commercial Interiors (CI), Lifestyle Design (LD), and Performance Technology (PT); their stories and data are conveyed in this report.

$2.5 billion in global sales

8,000+ members worldwide

Operating in 150+ countries

450 dealers worldwide

Global for 35+ years

100+ global design & research partners

700+ patents

Zero waste to landfill since 2012 (CI)

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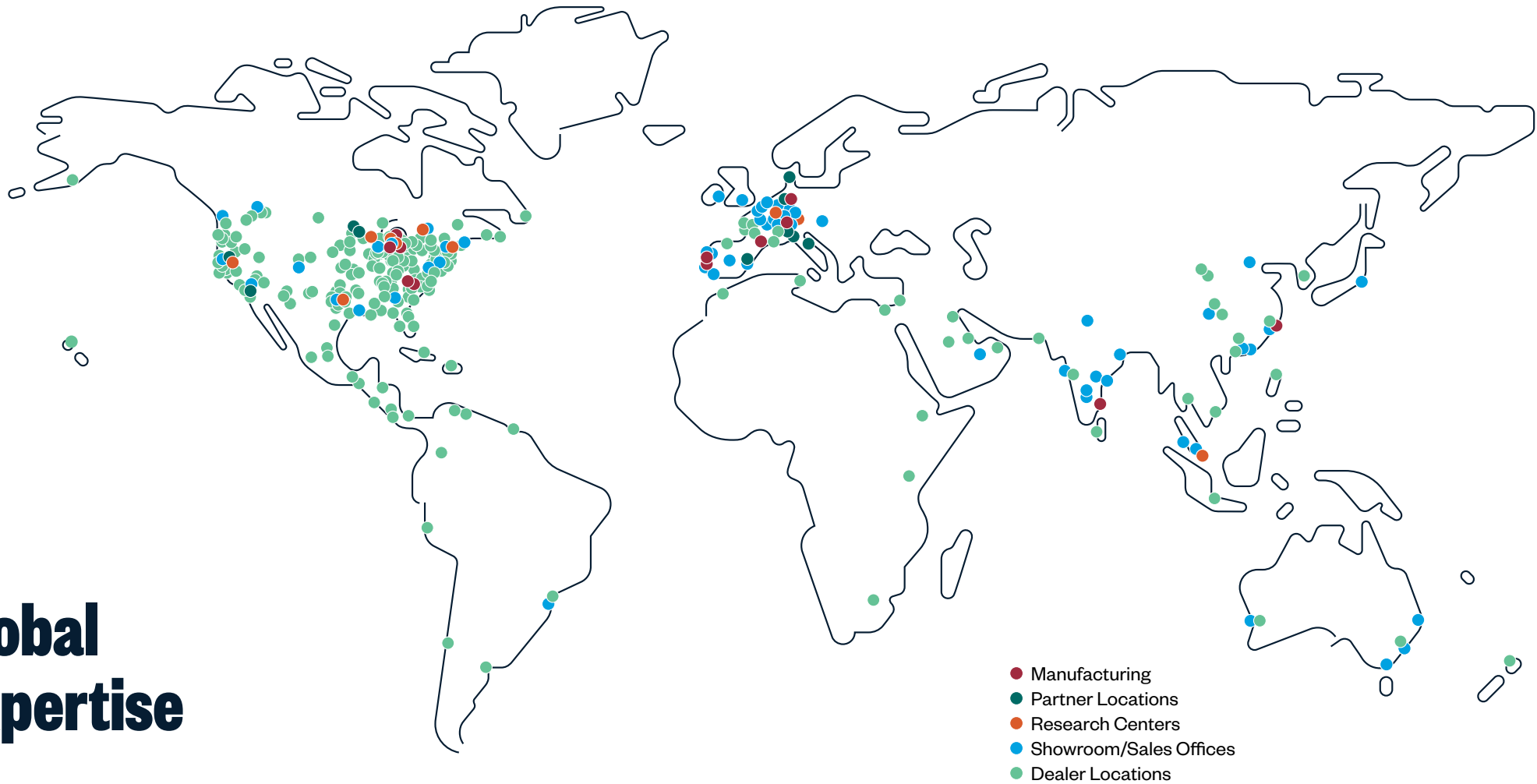
Our global teams service stakeholders in all regions: The Americas, EMEA (Europe, Middle East, and Africa), and Asia-Pacific.

**Legend:**
- Manufacturing
- Partner Locations
- Research Centers
- Showroom/Sales Offices
- Dealer Locations

# Global Partnerships

We value the engagement of our internal and external stakeholders. Creating value for our customers inspires 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 & Organizations**

Altagamma

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

International Living Future Institute (ILFI)

IAO Fraunhofer Office 21

Indian Green Building Council (IGBC)

Michigan Recycling Coalition (MRC)

Science-Based Targets initiative (SBTi)

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

West Michigan Environmental Action Council (WMEAC)

# Our Journey

**1992**
Opened 19,000 sq. ft. Recycling Center at HQ

**1998**
ISO 14001 certification

**2005**
Corporate Sustainability Report*

**2008**
HQ LEED NC Gold certified
Organic Workspace Strategy – sustainable spaces

**2009**
Landfill Free North America manufacturing + HQ*

**2012**
Landfill Free Global manufacturing + HQ*

**2013**
Beijing Showroom LEEDv4 Gold certified**
Launched Haworth's banned chemical commitment

**2016**
Shanghai Showroom certified to WELL Silver level

**2018**
New accredited European LEVEL
Launched Digital Knit technology* no cut/sew/scrap

**2019**
Established Long-Term, Global Sustainability Commitments

**2020**
Oceanic fabric introduced in North America

**2021**
Committed to Science Based Targets initiative
100% electricity from renewable sources in Europe manufacturing

**2022**
Zody II & Zody LX are Cradle to Cradle Certified® Bronze
EcoVadis Gold Rating 7th time in a row

\*      First in industry
\*\*      First in the world

Cardigan Digital Knit Lounge Chair

# 2022 Awards & Rankings

**Fast Company Innovation by Design**
Experience Design, Honorable Mention: Compose® Echo
Hospitality Design, Honorable Mention: Haworth Hotel

**Industrial Design Excellence Award (IDEA)**
Office and Accessories, Silver: Compose Echo

**Metropolis Likes Award**
Task Seating: Zody® II and Zody LX
Lounge Seating: Cardigan, a digital knit lounge chair

**Best of NeoCon**
Seating – Ergonomic and Task, Silver: Zody II and Zody LX
Textiles & Upholstery, Sustainability Award: Sustainable Textiles
(Novelty, Scapes, and Hobson)
Seating/Sofas & Lounge, Business Innovation Award: Cardigan,
a digital knit lounge chair
Acoustics & Privacy, Silver: HushHybrid

**Interior Design's HiP at NeoCon Award**
Workplace Lounge Seating : Cardigan, a digital knit lounge chair
Workplace Conference Seating, Honoree: Maari® with tablet and
Poppy™ with tablet
Workplace Lounge Seating, Honoree: Cappellini San Siro
Workplace Lounge Seating, Honoree: Lud'ina, a digital knit
lounge chair

**JANUS et Cie**
**Good Design Award**
Matisse Teak Modular Seating
Grande Arche Extendable Dining Tables
Serengeti Sofa 2 Seat with Canopy

**Archiproducts Design Awards**
Serengeti Sofa 2 Seat with Canopy

**Annual IIDA/HD Expo Product Design Award**
Kyoto Alu Sofa 2 Seat

**Metropolis Likes Award**
Kyoto Alu Armchair

**Poltrona Frau**
**EDIDA**
Volare Due bed by Roberto Lazzeroni

**NYC X Design & Archiproducts Design Awards**
Archibald Limited Edition by Felipe Pantone

**Wallpaper Design Award**
Sparkler by Kensaku Oshiro

**The Webby Awards**
Digital Innovation: Boundless Living Interactive website

**GEEA Bronze level**
Tolentino manufacturing plant

**Cassina**
**"100 Italian Circular Economy Stories" report**
Cassina has been included in the report produced by the Symbola
Foundation and Enel, in collaboration with the Sant'Anna Institute
of Pisa. This document includes the 100 most significant and
virtuous examples of circular economy in Italy.

# Sustainability Strategy & Commitments

# 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, Circular Economy, and Operational Performance. Within each area of our strategy we have identified priorities.

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

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

**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.

Sustainability 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

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

**Members**
Investing in member well-being, growth, and success

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

**Community**
Provide community engagement through education opportunities and volunteerism in communities where we operate

**2025 Commitments**

## Circular Economy

Optimize resource utilization and closed loop material flows

**Design for Sustainability**
Design that considers 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

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

As of December 31, 2022, Haworth employed more than 8,000 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.



**Rapid Entire Body Assessment**
At our Holland, Michigan LPP plant, the team uses an assessment tool called REBA (Rapid Entire Body Assessment) to determine risk factors for the type of motion a member takes at their work center. This is a common tool for all sites to evaluate movement/motion. In this case, the LPP team changed the load height to reduce the REBA risk factors and make it easier for members to lift parts by avoiding over-exertion/reach motion.



**Family Day at Bad Muender**
In Germany, 66 members came together for a joint volunteering activity. They split up in teams and either built "hotels" or housing for wild bees, or collected food and monetary donations for "Die Tafel," a non-profit aid organization that distributes food to people in need. More than 50% of German wild bee species are on the Red List of endangered species, and 7% are now lost and most likely extinct. Habitat loss and multiple pollutants are leading to ever further declines in populations. To raise awareness with our members and to promote biodiversity at our location in Bad Muender, half of our volunteers worked on building suitable homes and nesting opportunities as a partial substitute. The other half set out to collect in kind donations in front of supermarkets. Thanks to the generous community in the area, they were able to fill some donation cans as well as a small delivery van with various durable food. Among the recipients of the food were also refugees from Ukraine.



**Education ("Knowledge is Power") and Health ("Health is Wealth")**
In February, a medical center in Kiloy village near Chennai, India was inaugurated. This center was established with contributions from Haworth India and in partnership with Sevalaya, a renowned NGO. The building was provided by the local government in the same village where our Chennai plant is located. Our contributions helped refurbish the facility and also operate the medical center. A doctor and nurse will provide daily outpatient services to the people in four nearby villages who had no access to any medical facility until now. The nearest facility was 16 kilometers away.

With our previous contribution to education (also along with Sevalaya) toward building smart classrooms, plus this contribution towards healthcare, we are making a difference in these two very important areas in the community: education and health.

# Members

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

## 2022 Highlights

### Engagement

**Member Engagement**
We've been conducting member engagement surveys for 11 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 2022, we decided not to administer Haworth's global member engagement survey. In the future we will conduct the global member engagement survey in May to better enable us to put survey results and action planning into the same calendar year. In our 2023 member engagement survey, we will also expand engagement related to Diversity, Equity, Inclusion, and Belonging to better understand those dimensions and efforts within our organization.

**These are the results from our last member engagement survey for 2022 metrics. In 2021, members agreed that:**

**87%** I understand how my work contributes to the overall success of this organization.

**83%** The people I work with treat me with respect.

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

**82%** Expected "how" behaviors have been communicated to me.

**79%** I clearly understand what my supervisor expects of me.

**Member Resource Groups**

One way we engage our members is through Member Resource Groups. The purpose and mission of our Member Resource Groups is to listen to our members in helping to build an inclusive workplace and create a sense of belonging for all. We seek to leverage the diverse perspective offered by our members, especially those of traditionally underrepresented groups, to build awareness, respect, and inclusion within the workplace. We currently have five Member Resource Groups—and they are fully voluntary, member-initiated, and member-led groups: FUEGO (Friends United & Engaged to drive Growth & Opportunity on behalf of the Latin Community); FUEL (Female Uplift Empower Lead); PRISM (in support of our LGBTQAI+ members and allies); Veterans; and Young Professionals.

The resource groups foster a greater sense of community and connectivity while increasing member engagement, inclusiveness, and representation. Member Resource Groups support and lead a variety of on-site and off-site events in our communities across the organization. These have included, but are not limited to, the following: veterans employment awareness conferences; book clubs; annual armed forces Thanksgiving event; member mentoring; Christmas toy drives; lunch-and-learns; on-site guest speakers; community engagement; youth education initiatives; cultural awareness education and celebrations. North American manufacturing and office members wanting to advance their professional growth and broaden their networks can initiate or join Member Resource Groups.









**DEIB Vision of Success Workshops to Embrace Understanding**

As part of the efforts to align as one global organization, we conducted several workshops throughout the year to share and communicate our corporate commitment and begin work on specific initiatives, by segment to promote the journey. These sessions allowed for leaders within our business segments to share their thoughts about DEIB; it refreshed their understanding about what diversity, equity, and inclusion are and—more importantly—how these are building blocks to fostering a culture of belonging. Different dimensions of diversity, benefits of embracing diversity, our current status, and future targets were also addressed. In total, 35 leaders from CI-International, 62 leaders from CI-North America, and 23 leaders from Lifestyle Design participated in separate sessions.

**Haworth Language Bridge**

The Haworth Language Bridge program was designed to help those with limited to no experience speaking English join our company, feel welcome, and thrive in their work. It's a conscious approach to creating a sense of belonging in our workplace, from the moment someone considers a job with us, to after they've long retired. Since Spanish is the second most spoken language in Holland, Michigan, where our headquarters is located, it was selected to be the first language supported by the program. Our HR team began by reviewing processes and policies, identifying each essential practice at Haworth needing translation or an interpreter. As a result, employment advertisements, applications, and interviews now offer options in Spanish.

As people join our company, paperwork for benefits and other resources have also been translated, allowing Haworth members who speak Spanish the opportunity to complete them independently. When help is needed, bilingual members in Human Resources are available to listen, translate, and explain health benefits, retirement programs, and other employment related information. Many Haworth team leaders and supervisors also speak fluent Spanish, promoting open communication among members and managers—something we believe is important when listening and supporting our teams. And, for anyone wanting to learn, we offer paid classes teaching English as a second language.





**Dick Haworth Values Award**

The Dick Haworth Values Award is named for our company chairman emeritus who in 1976 formally documented our organization's guiding principles. Dick later established the peer-nominated award to recognize members who embody the values that influence behaviors that drive our business culture and success. In 2022, 20 Haworth members received the Dick Haworth Values Award.

**Building Life Skills, Building Relationships**

In alignment with Haworth's values—creating value and working to make the world better—AIS aimed to build community relationships that enhance access and inclusion for all. So far, they have established ties with three Boston-area organizations: Lunenburg Public Schools ACE Program, The Valley Collaborative, and Leominster Public Schools Advanced Life Skills Program. These three programs support our community pillar and commitment to diversity, equity, and inclusion. Plus, each supports young disabled students with life skills programs and workplace training, in a real work setting. In an average week, as many as 23-25 job coaches worked onsite with 45+ interns. AIS provided the site for training to develops job skills while coaches participated in daily discussions on strengthening individual educational plans for program participants.

## Volunteering in the Community

Members all over the world engage with their communities to support local non-profit agencies. Activities include collecting donations to accomplishing tasks on-site, hosting events, and fundraising.

**Systems Engineering Does Drywall**
Driven by feedback from the engagement survey, the Work Systems Product Engineering team decided they needed more team building and wanted to do something that would help others. Eight volunteers helped install drywall at a Lakeshore Habitat for Humanity house in Holland, Michigan. According to team member Kevin Casey, "On the 80-degree day, we had the lovely task of hanging drywall in the upstairs of a powerless (read: no airflow) house. In our time there, we were able to put the finishing touches on one of their houses and start on one of their others. Overall, it was a great time and at the end of the day, all fingers and toes were still accounted for!"





**Taking Care of the Ocean**
Haworth Japanese members in Tokyo held a beach clean-up in cooperation with Mirai Sozo, which conducts volunteer activities and educational activities to protect the ocean in Atami City.



**Compassionate Heart Ministries**
A team of West Michigan Haworth members spent the afternoon at Compassionate Heart Ministries, an organization in Zeeland, Michigan, that provides a safe place for people ages 14-45 with mild to moderate disabilities to hang out and make friends. Volunteers supported their new friends by playing games, doing crafts, and even dancing.



**Helping People Help Kids**
Haworth's Dealer Development team volunteered at the Children's Advocacy Center in Holland, Michigan. The organization's mission is "to provide child centered prevention, advocacy, and team intervention in investigation, assessment, and treatment of child sexual abuse inclusive of all children and families." The team was very shocked to hear that one in 10 children in the US is sexually abused before their 18th birthday, including Ottawa County, Michigan. After learning about the center, the team got a tour of the facility and were able to receive more information about the programs and resources available. The team volunteered by helping assemble bags and binders for the organization. These will be used to distribute at events and to local schools and businesses for increased community awareness.

**Helping Animals, Helping Staff**
Erika Sensnovis of the NA Marketing team has been volunteering with the Anti-Cruelty Society in Chicago since 2010. From helping with events to mentoring others to fostering over 150 animals, she has been involved in a lot of support roles for the organization. Over the years her relationship with the organization has led to helping with input on their office space and assisting with replacing furniture in multiple spaces each year since 2019. "It was a wonderful crossover from my passion around animal rescue leading to profits for Haworth as they improved their space." Erika shared.

**Caring for the Lake Michigan Shore**
Haworth volunteers participate in the Ottawa County, Michigan, adopt-a-park program annually to remove invasive species from the dune and natural areas of Mt. Pisgah and Holland State Park. This year, a group of members from the Global Design, Innovation, and Sustainability teams removed honeysuckle.

**Giving Blood – Saving Lives**
Haworth has partnered with the American Red Cross since 2005 to host blood donations at our headquarters. In 2022, 119 appointments were scheduled and 104 units of blood were collected successfully. With each unit having the potential to save up to three lives, it's possible our members contributed to 312 lives saved—and countless others impacted when you think of all the people who didn't have to lose a loved one. Coincidentally since the start of the partnership, 2005 units have been collected at Haworth—that's 6,015 lives saved, thanks to Haworth members.

## Well-Being, Health, and Safety

We view the work environment as a tool to promote well-being, an enduring state that encompasses cognitive performance, psychological comfort, and physical wellness. We apply this same philosophy to our organization, supporting members in living their best life. As an extension of our commitment to well-being, the personal safety of Haworth members and contract employees is of utmost importance.

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 assessments are conducted on an ongoing basis to help keep members safe and reduce the overall incident rate. We maintained ISO 45001 certifications for plants in Germany, Switzerland, and China and extended it to France in 2022. Cassina and Poltrona Frau sites in Italy are also certified accordingly to ISO 45001. Throughout our global locations, our overall lost-time injury rate for our Commercial Interiors segment was 1.1 for calendar year 2022.

**Ergonomic & Safety Updates in Chennai**
Several innovative changes were made in our Chennai, India plant to help keep our members safe and healthy. These include ways to make loads lighter and safer, as well as higher visibility. For example, a new jib crane made of aluminum instead of steel now picks and holds worktop boards—a lighter solution for members to manage. In the dock and warehouse areas, heavy-duty rubber chocks with rope handles replaced wooden ones to hold truck wheels and prevent them from moving. Zebra marking in yellow and black was added to beams to reduce potential bump hazards. Standard solid wooden runners (with color code for exclusively storing raw boards) replaced damaged wood pallet pieces to reduce the safety risk. Packing activities were moved from the floor to a table so members no longer need to bend over, reducing safety and health hazards. Additionally, three modular fire extinguishers for the first-floor office area's switch gear room were installed to avoid human intervention and potential risks from a fire incident.

**Italian Welfare Program Benefits**
Cassina's welfare plan provides for a series of goods and services that can be used through an ad hoc platform that allows conversion of the performance bonus without any contribution and taxation. The gross amount of the bonus converted into flexible benefits coincides with the net amount that members can spend on the platform, increasing their purchase power for things like reimbursement of children's education expenses; assistance for parents; public transportation costs; health expenses; additional payments to the supplementary pension; shopping vouchers for groceries, petrol, or online purchases; gym memberships, wellness centers, or language courses. The plan also provided an additional bonus of 10%, given by Cassina to members who decided to convert 100% of the bonus.

**Better Equipment for Member Health & Safety**
To improve health and safety for members, our teams globally implemented initiatives on a continuous basis. They upgraded machine enclosures, renewed and extended markings of potential safety hazards and developed or adjusted processes to remove injury risks from our plants and improve ergonomics of tasks and processes. They maintained infrastructure like flooring to avoid trip hazards and checked and upgraded equipment and PPE to improve well-being and reduce safety risks.

**Keeping Backs & Eyes Safe**

In our Bruce, Mississippi plant, members identified a safety issue in the task chair plant: Members had to bend over to pick up parts from a box, causing muscle strain. Now the part boxes are placed on lift pallet jacks, so the box comes to a height that is comfortable for members to retrieve a part without straining their back. And, at our Holland, Michigan LPP plant, the team identified higher risk of eye injury when members cleaned at the end of the shift, so they implemented additional personal protective equipment (PPE). Instead of wearing just safety glasses, members are wearing Spoggles brand eye protection or goggles or a face shield to help protect eyes. Spoggles have foam pads that seal around the eyes to better protect them from debris. The team also removed fans to reduce debris in the air; they are also working on other dust collection enhancements.

**Digital Tracking & Tackling Occupational Hazards**

In our Shanghai plant, team members changed their method for tracking occupational health data and occupational hazards through a new digital platform. In the past, the team manually input members' occupational health records, which didn't allow for timely updates or for members to access the database. Now, the total number of point location and hazard factors for evaluation has expanded from 49 to 73, covering 70+ members' occupational health records (compared to 33 previously).

**Focus Week for Health & Well-Being**

Safety at work affects everyone as well as safety at home. Our team in Menziken, Switzerland organized a workshop for members to raise awareness on the topic of stress and non-occupational accidents.

**Masterclasses**

Members around the world get creative by offering masterclasses in their areas of expertise to support overall well-being. Member Masterclasses were launched in 2020. Since then, members have delivered 24 masterclasses. Topics include songwriting, watercolor painting and illustrating, fitness, yoga, eye care, running, and cultivating an attitude of gratitude—even decorating aprons by using vegetable- and fruit-based stamps. Member Masterclasses offer unique ways for members to demonstrate their talent and inspire others through sharing their skills—a unique member-to-member initiative that aims to engage and empower each other.

# 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.

**Member Development & Training**

Member engagement begins with onboarding new talent. In addition to in-person training, our online training offers more than 800 digital courses where members learn standards pertaining to safety, ethics, values, diversity and inclusion, Haworth Management System (continuous improvement), and environmental practices. In 2022, Haworth recorded more than 48,900 hours of training globally on orientation, professional development, business systems, product training and first aid and safety training. Still, these numbers do not reflect all courses offered yet or the countless hours of trainings provided on the job. All our members are offered a mid-year and annual performance and career development review. During these reviews, members and supervisors set individual development and career plans including required training.

Through our partnerships with ThinkWise and Skillshare, members can customize their development 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 & Haworth University**

Haworth Learning & Development Teams across the globe brought curated training content to our members and family of businesses. Each week they published new training articles, techniques, tips, and digital tools on an important topic.

**Compliance Training**

Each member is assigned required global compliance training modules. This curriculum applies to all members, across all business units, with the goal of equipping everyone with knowledge to ensure they uphold legal compliance regulations. Available in eight languages, over 6,200 members completed the training in 2021 (more than 29,100 hours) and all brand segments are compliant. All members globally will be prompted to do a mandatory refresher in 2023. For 2022, compliance trainings focused on new members joining. They spent more than 3,900 hours on required training in 2022.

## 48,900

**Hours of training provided to members globally**

## 3,900

**Hours spent on new member compliance training**

# Continuous Learning/Students

**Haworth Scholarships**

Since 1990, 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 US. It is one way we cultivate hope for our future, invest in our communities, and live out our values. Twenty-two children of Haworth members, along with six students from the community, were named to receive scholarships through Haworth's Scholarship Program in 2022. Awards totaled $55,000 and exemplify Haworth's commitment to our value of continuous learning, an integral part of our company's heritage.

Applicants to the program are evaluated on their grade point average and extramural activities, including volunteer work and part-time employment. Each student also writes and submits a personal essay. Scholarship winners are chosen by an independent panel of judges, respected leaders from various organizations throughout the community. Six students received Haworth's Diversity Scholarship and two students received Haworth's Skilled Trades Scholarship (supporting students pursuing a certification, associate degree, or skilled trade/vocational program).

**Creating a Brighter Future in Shanghai**

In 2022, Haworth sponsored nine students—three in high school and six in university—as part of the Shanghai Sunrise program, which creates access to education and mentorship through scholarships for underprivileged Shanghai youth. Haworth members pair up with the students to help them become a positive force in the community and realize fulfilling careers.



**2022 Scholarship Recipients**

**$55,000**
Awarded in scholarships

# Marketplace

We continue to engage and connect with all partner stakeholders, including suppliers, designers, customers, and dealers. The work we accomplished in 2022 was focused on organizing and structuring our approach around these areas.

## 2022 Highlights

**Recycled Textiles for High-Fashion Garments**
The Haworth sales team in Denver, Colorado and our dealer Pear partnered up with Elsy Studios for the IIDA Rocky Mountain Chapter Prêt-à-Porter—or, "where finish meets fashion." Prêt-à-Porter is Colorado's main stage event for the culmination of architecture, design, and inspiring haute couture. The Haworth and dealer team provided Elsy with materials to create custom haute couture. Out of roughly 15-20 garments that made their way down the runway, the team's entry won Most Wearable.

# 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.

## 2022 Highlights

**Native Grasses Restoration Project**
Haworth's global headquarters in Holland, Michigan features a prairie-like mix of wild grasses, field flowers, and other vegetation on its campus. These areas have been left to thrive in their natural state as part of the company's commitment to green building and sustainable site management. Over time, several invasive plants (thistle, teasel, and autumn olive) have been spreading.

Haworth coordinated with the Outdoor Discovery Conservation services on a multi-phase project to convert overgrown turfgrass into native prairie species. Our corporate ground crew has completed the first phase of activities, cutting back vegetation and administering herbicide. In August and September, rye and oats were seeded as a cover crop. In late Fall, native prairie grasses and wildflowers were seeded. All the treated areas will be reviewed in 2023.

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

**Haworth Helps: Donations for Ukraine**
In 2022, Haworth members all over the world have expressed their concern and compassion for the people in Ukraine who were forced to flee the country, leave their families, and spend days in bunkers with uncertainty about the future. Haworth offered all members the opportunity to support this humanitarian crisis with a gift or a donation that would be matched up to $500. A total of $13,417 in matching gifts was sent to various agencies in 2022 to provide relief to the Ukraine war victims from Haworth Helps.



Native grasses at Haworth's global headquarters

**$13,417**
In matching gifts to provide relief for Ukraine war victims

**Chairman Emeritus Dick Haworth Gifted with Forest of Trees**
As we continue our sustainability journey, we are proud to be among the organizations and businesses dedicated to reducing our corporate carbon footprint to help slow climate change for the benefit of humankind and nature.

Thinking beyond our business with a collective purpose to make the world a better place served as inspiration for gifting Chairman Emeritus Dick Haworth with an entire forest in honor of his 80th birthday and the company values he has instilled and in which our foundation is rooted.

To accomplish this, we partnered with Treedom, an online platform enabling anyone to plant trees in different countries of the world and follow their growth online. Pleased to coordinate with Haworth on this effort, Treedom offered to plant a tree on behalf of each Haworth global member to create a Haworth Forest.

Treedom finances agroforestry projects for sustainable ecosystems and aids local farmers, bringing environmental, social, and financial benefits to their communities. Each project consists of a combination of species created according to the specific characteristics and needs of the individual location and community.

Since Treedom's 2010 beginning in Florence, Italy, more than three million trees have been planted directly by local farmers across four continents.

**Stuff the Bus for Students' Futures**

Education is fundamental to a better life. The United Way across the US invited businesses and other organizations to collect classroom essentials to help kids prepare for the coming school year and brighter futures. Members at our global headquarters in Holland, Michigan, partnered with the Greater Ottawa County United Way to "Stuff the Bus" with backpacks and school supplies for elementary, middle, and high school students of low-income families.

**Sharing Knowledge & Expertise**

Poltrona Frau joined the Adopt-a-School initiative for the Altagamma Foundation, which includes high-end Italian cultural and creative companies that are recognized globally as authentic ambassadors of Italian style. The initiative helps preserve artisan expertise and pass it on to new generations, enhancing manual skills with new technologies—such as the digital machine that automatically scans leather and defines cutting templates, to work with more precision and minimize waste.

**Toys for Tots**

For 19 years, US Haworth members have supported the Marine Corps Reserve Lakeshore Toys for Tots organization, which services an area of approximately 5,500 square miles in West Michigan. Its mission is to distribute toys to children whose parents cannot afford to buy them gifts for Christmas. This year, Haworth members donated 460+ toys to the Lakeshore Toys for Tots group in Michigan. JANUS et Cie also supports Toys for Tots and did their own drive out of their locations to help support local families.

**United Way Support**

For 56 years, members in North America have had the opportunity to contribute to the United Way, which helps to provide programs and services that 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 their communities, including through Haworth's 2022-2023 United Way fundraising campaign. As a result of member pledges, fundraising events, and the Haworth company match program, the United Way was gifted with $209,000 to help strengthen our communities.

**Familia Day**

Poltrona Frau celebrated the "100+10" years since its foundation and it opened its doors in Tolentino for a day dedicated to all employees and their families. Poltrona Frau Familia Day was indeed a celebration for an important anniversary, but—above all—it was an opportunity to communicate the values of excellence that have made Poltrona Frau so well known around the world, sharing them with family members.

During the day, the Poltrona Frau Museum, where the Archibald Anniversary Limited Edition armchair is exhibited, was open to attendees, where they could discover best sellers and novelties inside the showroom and view how these timeless creations were born. Many activities were offered for children, including a circus, a hot air balloon, workshops, and treats.

**For the Holidays – Poltrona Frau + Cartiera**

Poltrona Frau provided excess leather to Cartiera, a social organization that produces small accessories from leather and fabric leftovers donated by numerous Italian companies. Cartiera supports economic integration of migrants and asylum seekers; rediscovery of qualified artisanship; recovery of primary materials otherwise destined for disposal; and production with minimal environmental impact. The partnership resulted in the production of merchandising products for gifts during the holiday season, such as 1,000 of these small handbags that were available in three colors.





**Kids Food Basket Donations**

Kids Food Basket is a West Michigan-based organization with the mission to end childhood hunger and foster a lifetime of health and limitless potential. The Product Line Management team and friends in Holland, Michigan banded together to decorate paper bags for the Kids Food Basket to help them reach their goal of 200,000 decorated bags in one week. The Audit team donated their time by helping to pack sack suppers, and the Panels Plant team members raised $425 for the non-profit.

**$209,000**

Gifted to the United Way
by Haworth member donors

# People

## 2025 Commitments

| Commitment | Progress Report |
|---|---|
| **Education & Training:**<br>**Personal Sustainability Impact**<br>100% participation in member development programs to advance individual and organizational sustainability goals. | Haworth demonstrates our commitment to our customers, members, and continuous learning by investing in in-house professional learning and development of professional teams to grow and develop our members, supporting a culture of engagement—ultimately resulting in value and satisfaction for our customers. We continued sustainability trainings for members as refreshers and during onboarding.<br><br>Moreover, we provided trainings to key functions (e.g., Purchasing, Product Design, Sales, Customer Operations) to provide members with the knowledge on relevant sustainability aspects related to their work. Besides specific training sessions, information was continuously shared on the job as part of projects and during routine meetings with different functions.<br><br>As a next step, our Human Resources and Global Sustainability teams will work to establish sustainability curricula for Haworth members and partners to advance individual and organizational sustainability goals. In 2022, this collaboration resulted in five training modules for members of the International segment. Topics included our sustainability strategy, product sustainability, operational performance, people and community and circular services. |
| **Diversity, Equity, Inclusion, & Belonging**<br>Foster and sustain diversity, equity, inclusion, and belonging of stakeholders (members, suppliers, designers, and dealers). | Haworth is committed to creating and sustaining a workforce that represents many backgrounds and cultures. In 2021, we launched a new Diversity, Equity, Inclusion, and Belonging (DEIB) required training module to raise awareness and enhance understanding among our global members on principles necessary to uphold DEIB practices. This global learning effort applies to all Haworth members and addresses the roles of leaders and employees regarding their organization's inclusion and belonging efforts. The course offers practical guidelines for creating an inclusive, respectful workplace, and addresses some of the biggest diversity and inclusion challenges, such as unconscious bias and micro-inequities. In line with our inclusive efforts, in addition to English, the course is available in the following languages: Spanish, French, Italian, German, Portuguese, Simplified Chinese, Polish, and Dutch.<br><br>We have established a framework to measure the progress of our journey. We have established specific metrics around Diversity, Equity, Inclusion, and Belonging. We also realized there is much to learn in some areas and are working to identify other metrics as well.<br><br>Moreover, we refined our understanding of what DEIB encompasses in different areas of the globe and identified segment specific improvement opportunities. For example, the International segment set the goal to increase female share across all leadership levels. An additional goal addresses the fair representation of nationalities in our highest International leadership team, which proportionally represents the top five markets in International. Also, we further improved our comprehensive KPI reporting, e.g., for training provided, DEIB figures, and volunteering activities and status. We will continue this process during 2023. |
| **Community Outreach: Volunteering**<br>Promote community engagement through educational opportunities and volunteerism in the communities where we operate. | More than 300 Haworth members from 13 different countries engaged with their communities in 2022, as is depicted in this section of the report. To support this, we continued raising awareness for our commitment during training opportunities. In North America, our members participated in numerous volunteer events, such as supporting the United Way Day of Caring and Kids Food Basket. And Haworth International members contributed 1,000+ volunteer hours with organizations like Ronald McDonald Foundation, OzHarvest in Australia, and the YMCA of Hong Kong. Activities included bringing food to residents (e.g., in Malaysia), partnering with local chefs to learn and practice "zero waste" food preparation methods (Australia), beach clean-ups and education on protecting biodiversity (India). For 2023, we will continue offering volunteering events. |

# 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.

**Material Innovation – Making the Best of Challenging Circumstances**
Our Resonate™ lounge recycled content was increased to 91% based on a change initiated by the war in Ukraine. After the war started, the supply of Baltic birch became extremely tight, and the price increased by approximately 60%. In addition, Baltic birch was designated a conflict timber. Innovative Resin Technologies (IRT) was identified as a possible replacement. IRT is a process that utilizes a patented melting process and uses 100% polyolefin-based industrial waste, as well as #1 through #7 post-consumer plastic. The engineering team successfully replaced the plywood with the IRT recycled plastic, which increased the recycled content significantly—and made it even lighter in weight.



**Exploring Modularity in Contemporary Interior Design**
Modular Imagination, a collection of ottomans, benches, and coffee tables, was designed by the visionary of contemporary culture, Virgil Abloh. It is composed of two different-sized, matte-black building blocks that can be combined to create, adapt, and rebuild space while questioning and developing the design implications of modularity. Thanks to the work carried out by Cassina LAB, its components can be easily separated at the end of the product's life cycle. A dashed line, situated under its feet, indicates where the soft polyurethane upholstery, with a percentage of polyols deriving from biological sources, can be cut away from its recycled wooden core to facilitate the recovery and recycling of its elements at the end of the life cycle of the product.



**Joining the EVERGREEN Concept**
In 2022, Haworth supported Smart Village Munich with the creation of an agile workspace that consists of 100% recyclable products and is intended to be a German lighthouse project in terms of circularity in the meeting place. All products and materials of the EVERGREEN Concept are either reused, fully recyclable, remanufactured, or digital.

# Designing 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 continue to drive us to evaluate more sustainable solutions as alternatives become commercially available. We continue to offer products free of problematic chemicals such as 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.

## 2022 Highlights

**Cassina – A Model for Circular Economy**

Cassina has been selected for the "100 Italian Circular Economy Stories" report. Produced by the Symbola Foundation and Enel, in collaboration with the Sant'Anna Institute of Pisa, this document includes the 100 most significant and virtuous examples of circular economy in Italy. This marks an important achievement for Cassina, which, for several years, has been engaged in researching and developing projects characterized by circular innovation. Thanks to the work carried out by Cassina LAB, the collaboration between the Cassina Research and Development Centre and Poli.design at the Milan Polytechnic, Cassina has been committed to addressing the issue of sustainability through a conscious approach to design, always guaranteeing the quality and excellence that best distinguish the company. This challenge today has become an important promise for the future of design.

**Declare Labels**

Declare is like a nutrition label for building products. This transparency is conveyed through an easy-to-read label highlighting the material chemistry of the given product, allowing users to make informed decisions about the products they are specifying and installing in their building. A label answers three questions: (1) Where does the product come from? (2) What is it made of? (3) Where does it go at the end of its life? Declare labels also contribute to the Living Building Challenge green building standard. They are available on three of our architectural products: Enclose®, Pergola™, and Trivati®.

**Mex-Hi – Cassina LAB Innovation**
The sofa is made with a 100% recycled fiber, deriving from PET mainly recovered from the sea, introduced into the cushion padding. The frame is in tubular steel with elastic belts; the upholstery is removable. A freestanding side table and a pouf/table complete the collection.

## Healthy Materials

An important aspect of a circular economy is healthy materials to ensure human and ecosystem health. If we continue down the historically "traditional" path without evaluating the material chemistry of our products, future generations will be left with "legacy contaminants" in recycled materials. Back in 2013, Haworth specifically targeted 55 "banned chemicals" to either remove from our products or avoid as we source new materials. These chemicals (e.g., PVC, heavy metals, ozone depletors, halogenated flame retardants) are identified in our industry as having adverse impacts on human health and the environment.

## Advancing Our Journey

In 2022, Haworth successfully recertified 97% of North American sales to the new, more rigorous 2019 version of the ANSI/BIFMA e3 Furniture Sustainability Standard, via the LEVEL® evaluation and certification program. Efforts led to the addition or advancement of 14 product lines to the highest achievable LEVEL 3 certification. We jumped from 74% of North America sales certified to LEVEL 3 in 2021 to over 90% of North America sales certified as LEVEL 3 in 2022, demonstrating our strong commitment to advancing our sustainability journey. In addition, we improved the conformance level of all of Asia-Pacific products in scope of the certification to Level 2.

## 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 96 certified products certified under the ANSI/BIFMA e3 Furniture Sustainability Standard, LEVEL, and 35 products certified under the European LEVEL Certification, Haworth has a variety of options to meet customer requirements.

### North America
- BIFMA LEVEL 2
  *20 products*
- BIFMA LEVEL 3
  *48 products*
- GREENGUARD
  *9 products*
- GREENGUARD Gold
  *70 products*
- Declare
  *10 products*
- Cradle to Cradle Certified® Bronze
  *2 products*

### Asia-Pacific
- BIFMA LEVEL 2
  *30 products*
- GREENGUARD
  *37 products*
- GREENGUARD Gold
  *27 products*
- GECA
  *23 products*
- China Type I Environmental Label (Certificate by Category)
  *Steel & wood based desking*
  *Steel & plastic based chairs*
  *Upholstered chairs*

### Europe
- EUROPEAN LEVEL 3
  *35 products*
- GREENGUARD
  *16 products*
- GREENGUARD Gold
  *16 products*
- SCS Indoor Advantage Gold
  *32 products*

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

**Good for People & the Planet**
Zody II, launched in 2022, brings science-based well-being together with a dimensionally more accommodating design to provide enhanced ergonomic comfort for more people. With its innovative dual posture feature, Zody II provides ergonomic support for seated and perching postures. The patented back support system allows users to adjust support on each side of the back. In addition, Zody II is built with sustainability in mind. It meets the demands of a circular environment by incorporating recycled content, healthy materials, attributes, and programs that extend useful product life, as well as material recovery capabilities afterward.

**Celebrating History & Pushing Innovation**

As part of its 110th anniversary celebrations, Poltrona Frau invited artist Felipe Pantone to reinterpret Jean-Marie Massaud's Archibald chair, offering a fresh take on what has become a design icon in just over a decade. This limited edition (110 pieces) highlighted the company's important anniversary, demonstrating Poltrona Frau's ability to move from the traditional and project itself toward unexplored design horizons. But that was not the only innovation. The limited edition was upholstered with the new Pelle Frau© Impact Less leather, which is tanned with natural components and without the use of chromium, reducing environmental impact. In line with its sustainability strategy, Poltrona Frau is committed to replacing its Pelle Frau© ColorSphere© (SC) collection with this innovative leather.

**Expanding Our Offering of Sustainable Fabrics**

In North America we add three new textile collections with enhanced sustainability characteristics: Scapes, Hobson, and Novelty. All three collections are made from recycled sources and contribute to addressing different environmental impacts, such as the recycling of ocean bound plastic.

In fact, Haworth has been recognized as a REPREVE Champion of Sustainability for its continued commitment to environmental excellence in diverting 16 million plastic bottles from our lands and oceans. This equates to 151 homes powered for one year, 414 tonnes of $CO_2$ emissions avoided, or 360,000 gallons of water saved.



Scapes is a first-of-its kind fabric from the CLEAN IMPACT TEXTILES™ line, providing a new way to think about textiles for their entire life cycle. As the industry's first 100% post-consumer recycled biodegradable polyester, it offers a way to promote environmental sustainability by reusing existing waste and reduce landfill mass in the future. This proprietary surface material starts with chips made from water and soda bottles that are processed and extruded into yarn. Then, a proprietary biocatalyst is infused in the woven product. When the product is subjected to anaerobic landfill conditions, 91% of it breaks down into elements found in nature—in about 1,278 days.



Novelty is a proprietary, dual-purpose textile made from 54% post-consumer recycled polyester. Nearly half of its content comes from REPREVE® recycled fiber, which means 17 plastic bottles per yard are diverted from landfill.

Hobson is a proprietary, dual-purpose textile produced with 80% recycled polyester. In the recycled portion, yarns are made from 50% REPREVE® Our Ocean®, a premium collection of fiber and resin sourced from ocean bound plastic. Hobson diverts 33 plastic bottles from landfill per yard.

# 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.

## 2022 Highlights

**Diverting from Landfill – Green Standards x Haworth**
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 used office furniture and equipment. Through our partnership, 1.7 million sq. ft. were transformed in 2022, diverting 1,365 tons (96%) of material from the landfill, reducing environmental impact (e.g., 6,160 tonnes of $CO_2$eq emissions reduced based on reduction of energy required to create new furniture, plus the corresponding decrease in landfill emissions), and positively contributing to the community. A total of 157 nonprofit organizations benefited from the partnership, with a $267,500 fair market value of in-kind donations. The projects took place in 17 cities across US, UK, and Canada, and included all products—not just Haworth's—because we have a passion to help the industry solve the used furniture problem.

**Qualcomm Furniture Avoids Landfill**
Qualcomm, an American company that creates semiconductors, software, and services related to wireless technology, worked closely with Haworth and Green Standards to divert all furniture they no longer needed from landfill. In 2022, they decommissioned 298.5 tons of furniture. Of that, 20% was recycled, 74% resold, and the remaining donated or reused. Twenty-three local nonprofit organizations benefited from the office furniture. The carbon impact of the project was 1,376 tonnes of $CO_2$ eq emissions saved from recycling or reuse instead of landfill.

## 1,365 tons
Material diverted from landfill

## $267,500
Fair market value of in-kind donations

## >7,500 tonnes $CO_2$eq
Emmissions avoided

# Circular Economy

## 2025 Commitments

| Commitment | Progress Report |
|---|---|
| **Circular Design**<br>100% of new products designed using circular design principles. | In 2022, Haworth Commercial Interiors applied an extended set of sustainable product criteria, which include circular design principles. New product developments undergo multiple reviews along the design and development process to ensure these principles are incorporated. For the EMEA markets, we launched the Maari seat shell made from 100% post-industrial recycled plastic, which also has a positive impact on the product carbon footprint (e.g., 30% $CO_2$eq reduction for Maari with wood dowel base). And a new product development project, Cardigan Lounge, was acknowledged for its sustainable design features. In addition, we further increased the number of life cycle assessments (LCAs) available for products; for North America, we also generated environmental product declarations (EPDs) and Declare labels for select products. We successfully launched the first furniture products certified to the new Cradle to Cradle v4 certification—Zody II and Zody LX—and we recertified and improved conformance of products from North America and Asia-Pacific according to the more rigorous BIFMA e3-2019 level standard. |
| **End of Life Program**<br>Offer sustainable solutions for customers' used furniture, including repair, refurbish, reuse, recycle and/or remanufacture. | In 2022, Haworth Commercial Interiors continued expanding its network of partners for circular services and educating internal and external stakeholders. Haworth managed large-scale client projects in Europe together with new circular service partners like OpNieuw! in the Netherlands and Rype Office in the UK. Also, we extended our collaboration with Label Emmaüs in France, a cooperative for eco-responsible e-commerce. Beside partner networks, another strong suit is our in-house capabilities, which we leverage to refurbish used furniture.<br><br>To find the best solutions, our teams engage in client conversations and develop customized solutions for continued use and second-life options for our clients' used furniture products. Our Circular Services brief provides guidance on potential end-of-life options and how we can support our clients. |
| **Product as a Service**<br>Program(s) for Product as a Service in place including leasing and pay-per-use. | In the past few years, Haworth Commercial Interiors implemented some pilots with product rental and lease projects in partnership with customers. We also closed service agreements with clients as add-ons to traditional purchase contracts, which cover product continued use and end of life support.<br><br>Collective knowledge and best practice sharing across regions and business units feed into and support our service offering. Haworth's International Circular Services brief serves as a conversation starter around product and workplace as a service business models with clients. |

# Operational Performance

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, working conditions, animal welfare, 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.

**Reuse Rather Than Scrap**
Haworth Shanghai members avoided scrapping table accessories and discarding table tops through polishing and repainting the products.



**Clever Packaging**
Packaging for two of Cappellini's main products, Gong and Bong, has been redefined, replacing polystyrene with embossed paper and cardboard.



**Emissions Reduction**
Tips and training on energy reduction empowered International members to save energy and reduce emissions—at work and at home.

# 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.

## 2022 Highlights

### Fit for Purpose

Sustainable packaging is fit for purpose: resource efficient, made from low-impact materials, and reusable or recyclable at the end of its useful life. Our packaging teams are consistently working on creating more sustainable packaging with goals to reach 100% (by spend) renewable, reusable, easily recyclable, or compostable by 2025. In 2022, we accomplished more than 95% of packaging spend on sustainable characteristics in packaging globally.

### Single-Use Plastic Reduction

Reducing the use of single-use plastic from non-renewable and non-recycled sources is one of our priorities to make packaging more sustainable. To do so, we revisited existing packaging solution for our Drift screen produced in Europe. We found that we hadn't considered potential efficiency gains for packaging when shipped in larger quantities. Instead, each screen was packaged individually. We have made up for it and added a standard packaging solution for larger quantities, which reduces the bubble wrap used per screen by 80%.

### New Life for Repurposed Materials

Team members in our Holland, Michigan, manufacturing plant were able to repurpose 18 rolls of leftover insulation that had been sitting around for months. Rather than disposing of them, the team donated the rolls to the Lakeshore Habitat for Humanity ReStore, which sells new and gently-use home improvement items and building materials for the benefit of Habitat for Humanity homes.

## 95%
**Packaging spend on sustainable characteristics in packaging globally**

### Sustainable Wood Sourcing

Over 80% of JANUS et Cie teak products were sustainably sourced through Sistem Verifikasi Legalitas Kayu (SLVK) or Forest Stewardship Council (FSC). Teak wood from Indonesia was responsibly sourced in accordance with Indonesia's sustainable forest management system, SLVK. JANUS et Cie verifies with all its teak suppliers in Indonesia that they use this certification and have update-to-date certificates.

**Sustainable Paper Use**

Minimizing unnecessary paper use and waste is another small contribution to reduce our footprint and support sustainable forestry. In 2022, the Chennai plant switched its internal production ordering system from a hard-copy-based, manually maintained one to an online-based platform featuring stronger information trackability, auto-checking function, and a smooth approval process. This action was estimated to be capable of reducing paper use by 20 kg per year, which equals about 10% of paper used. Where paper is still being used, we apply sustainable sourcing criteria. For example, all commercial documentation produced for Cappellini in 2022 was made from recycled paper.

**Packaging Shortage Presents Redesign Opportunity**

During the summer of 2022, we experienced a shortage of expanded polystyrene (EPS) resin, which would only allow us to ship 75% of our normal parts. Our Packaging Engineering team in Holland, Michigan had just finished categorizing all EPS parts by weight, which allowed the team to use this shortage as an opportunity. The team reviewed all the parts and found they could solve the shortage issue and reduce the pounds of EPS going to landfill at the same time. The solution was a combination of maximizing the use of recycled EPS resin and redesigning the parts that required virgin EPS to reduce density and volume. This entire process resulted in 100% shipment of Haworth packaging parts and an elimination of 7.1 % of EPS weight, or 9,993 lbs. of EPS in 2022.

**Compensating Impacts from Transportation**

For our outbound logistics, we can optimize fuel use through optimized packaging and knock-down solutions to reduce transportation volume. We also optimize route planning using tour planning software. Moreover, we monitor energy consumption of the trucks we own, and we partner with service providers that have implemented efficiency measures for their own fleets. However, for the time being, transportation is a substantial part of our supply chain emissions. Therefore, as an interim step to mitigate greenhouse gas emissions, Haworth Group companies are evaluating possible solutions of compensation and offsetting. For example, JANUS et Cie began participating in programs with logistic partners to offset carbon emissions of its inbound ocean freight and package delivery services. Received certificates from the carbon offset program totaled 603 tonnes of $CO_2$eq, which account for approximately 75% of our inbound ocean freight. Default selection for package delivery services was "carbon neutral."

# 9,993 lbs.
**EPS eliminated from packaging**

**Ripple Effects of Circular Economy Thinking**

According to circular economy frameworks, recycling should be the stage of last resort, because it usually captures less value of materials and products. Instead, materials and products need to be broken down and remade. Circular economy requires prioritizing waste avoidance, reusing, and refurbishing. At Haworth St. Hilaire in France, projects exploring our in-house capabilities to refurbish furniture had a ripple effect on awareness for material efficiency. Members revisited the material used for partitions and identified an opportunity to reuse cutoffs. With more than 1,000 partitions produced every month, they avoid about 35m³ wood waste and reduce the raw material use by more than 800m² each month.

# 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 Social Responsibility Reports and for the Carbon Disclosure Project (CDP). In 2021, Haworth committed to the Science Based Targets initiative with the collective goal of limiting global warming to 1.5°C and to achieve net zero by 2050. In 2022, we established our baseline through our first global corporate footprint assessment of the Haworth Group. We also identified focus areas to reduce energy intensity of our operations to decarbonize in line with our commitment.

## 2022 Highlights

### Progress on Sourcing Renewable Energy

Haworth Group continues making progress on sourcing renewable energy. In parallel to our global assessment of our carbon footprint and developing a strategy to source 100% renewable energy by 2025, major companies of our Lifestyle Design division changed their supply contracts in 2022. From 2023 onwards, the combination of on-site solar panels, sourcing renewable energy from the public grid and/or sourcing Energy Attribute Certificates (EACs) is projected to increase the share of carbon neutral electricity used to approximately 90% for the Lifestyle Design division.

### LED Lighting Implementation

In 2022, we continued our efforts to switch our current lighting fixtures to more energy efficient LEDs in our manufacturing sites. We replaced a total of seven high pressure sodium lights of a parking lot and 79 fluorescent fixtures in production areas with 65 LEDs. LED lights reduce long-term care and the safety issue of light level drop-offs. Previously, we had to re-lamp these areas every four years; now this timeframe is extended to every 10-15 years, which also reduces waste produced. Overall, this project saved about 69,000 kWh or 49 tonnes of $CO_2$eq avoided.

### New Corporate Jet

In 2022, we purchased a new Gulfstream G500 corporate jet, which is 18% more energy efficient than our previous G450. Based on 2022 consumption, this would equal a reduction of about 480 tonnes $CO_2$eq. This efficiency is achieved through more effective jet engines and other redesigned elements. Also, it results in the jet making less noise. The G500 can also fly higher, which in turn means greater fuel efficiency, for a maximum altitude of 51,000 ft. We are also focused on maximizing trip occupants, which includes efforts to combine trips whenever possible and adjust trip days and total plans to fill the jet with more people both ways. Our new jet also can use Sustainable Aviation Fuel (SAF), even in parallel to traditional jet fuel (kerosene). Currently, SAF is only available at a limited number of airports, so our team is developing a strategy for how to take advantage of this opportunity moving forward to reduce our impact.

### New Roofing Project

In 2022, we replaced the roof on one of our production plants in Holland, Michigan. The new roof assembly includes additional layers of new insulation covered with ethylene propylene diene terpolymer (EPDM), a rubber roofing material. This project encompassed 384,000 sq. ft. The total projected energy savings was more than 801,000 kWh or 560 tonnes of $CO_2$eq avoided. The team recycled the old ballast rocks off the roof for use in landscaping around campus.

### Upgrading Building Management System

In 2022, we upgraded the Building Management System (BMS) for one of our production plants in Holland, Michigan to the latest technology. This new system provides better optimization and visualization of heating, cooling, and lighting. The new BMS was implemented for the warehouse and attached offices for a total of 442,349 sq. ft. of affected area. The total projected energy savings for natural gas and electricity combined was 747,269 kWh or 530 tonnes of $CO_2$eq avoided.

## 69,000 kWh
Saved through LED lighting installation

## 801,000 kWh
Projected energy savings through roof replacement

## 747,269 kWh
Projected energy savings with upgraded Building Management System

# Operational Performance

## 2025 Commitments

| Commitment | Progress Report |
|---|---|
| **Sustainable Wood**<br>Source 100% of wood from sustainable sources. | Of the wood sourced by Haworth Commercial Interiors in 2022, 86% (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 and extend scope of existing certifications to put even more emphasis on our commitment to help work against deforestation and towards protecting biodiversity. |
| **Responsible Sourcing**<br>100% tier one suppliers are screened according to responsible sourcing criteria. 100% of tier one suppliers sign Haworth Code of Conduct. | In 2022, over 97% 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%. We also implemented an Animal Welfare Policy to ensure the humane treatment of animals for textiles like wool and leather. |
| **Sustainable Packaging**<br>100% renewable, reusable, recyclable, or compostable packaging. | In 2022, more than 95% of current packaging materials (by spend) comprise sustainable characteristics, such as renewable material. Next steps include evaluating alternative solutions for packaging items, including higher recycled content materials, and the elimination of single use plastic packaging from non-renewable sources and/or no recycled content. |
| **Renewable Energy Sourcing**<br>100% renewable energy sourcing for electricity for manufacturing facilities. | In 2022, we used 20% of electricity from renewable or carbon neutral set sources for Haworth Commercial Interiors manufacturing sites globally. Significant improvements were achieved for Haworth plants in Europe. All four manufacturing sites use 100% electricity from renewable sources. Also, the Lifestyle Design segment paved the way to move forward on our commitment in 2023 by extending on-site and off-site sourcing of renewable energy.<br><br>Moreover, we assessed our energy consumption and greenhouse gas emissions for all Haworth Group companies to define a baseline and targets for SBTi. The process included developing a global strategy to address emissions from electricity consumed. This analysis had several impacts and consequences. First, we have once again strengthened our commitment to source 100% electricity from renewable or carbon neutral sources within Haworth Group to take all stakeholders—existing and new—onto this journey. Second, we will extend our existing commitment to source renewable energy to all sites, globally. Third, we defined the current gap and developed a strategy to achieve our goal by 2025 for Haworth Group. The strategy combines opportunities for on-site sourcing of renewable energy with sourcing through green tariffs and rates from public grids. In addition, we will continue our efforts to reduce energy intensity. |
| **Zero Waste**<br>Zero Waste to Landfill for manufacturing sites and world headquarters. Maximize material efficiency and ensure highest value use for remaining material. Increase share of recycling for remaining waste. | We maintained the Zero Waste to Landfill status for Haworth plants in 2022. We also revisited our waste categorization to align with reporting guidelines provided by GRI. According to the adjusted guidelines, our recycling share was 47.8% for Haworth Commercial Interiors globally in 2022. The majority of waste not recycled was wood waste from production, which is mainly used to generate energy.<br><br>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. |
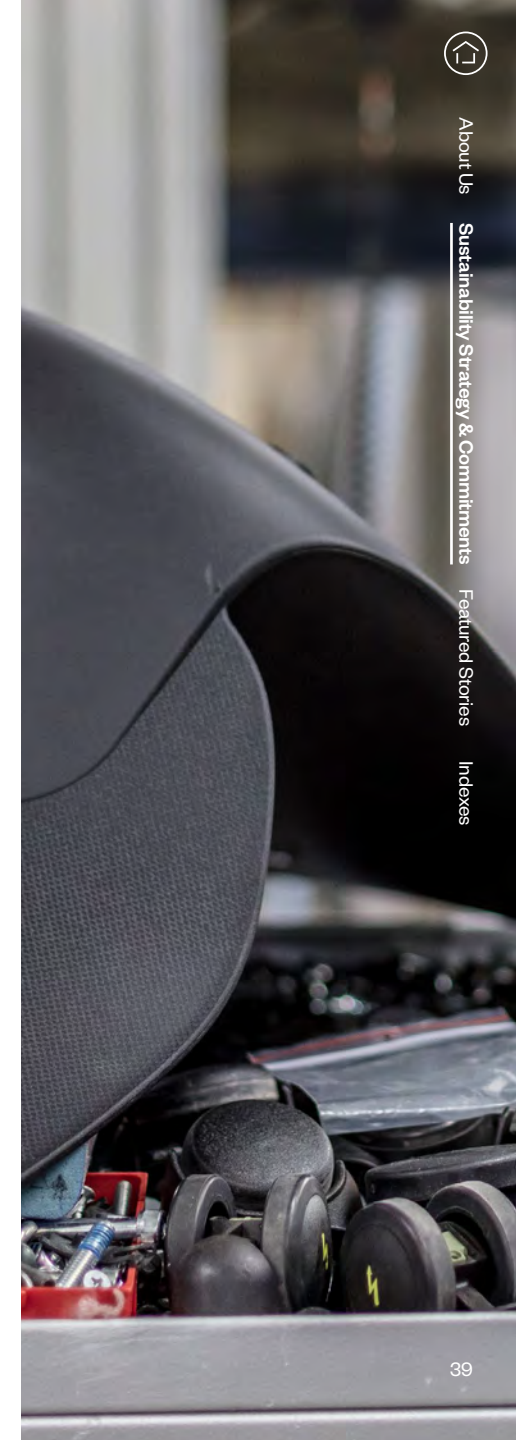
# Value Cycle

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**

**Supply Chain**

**Continued & After Use**

**People**

**Manufacturing & Logistics**

**Usage & Performance**
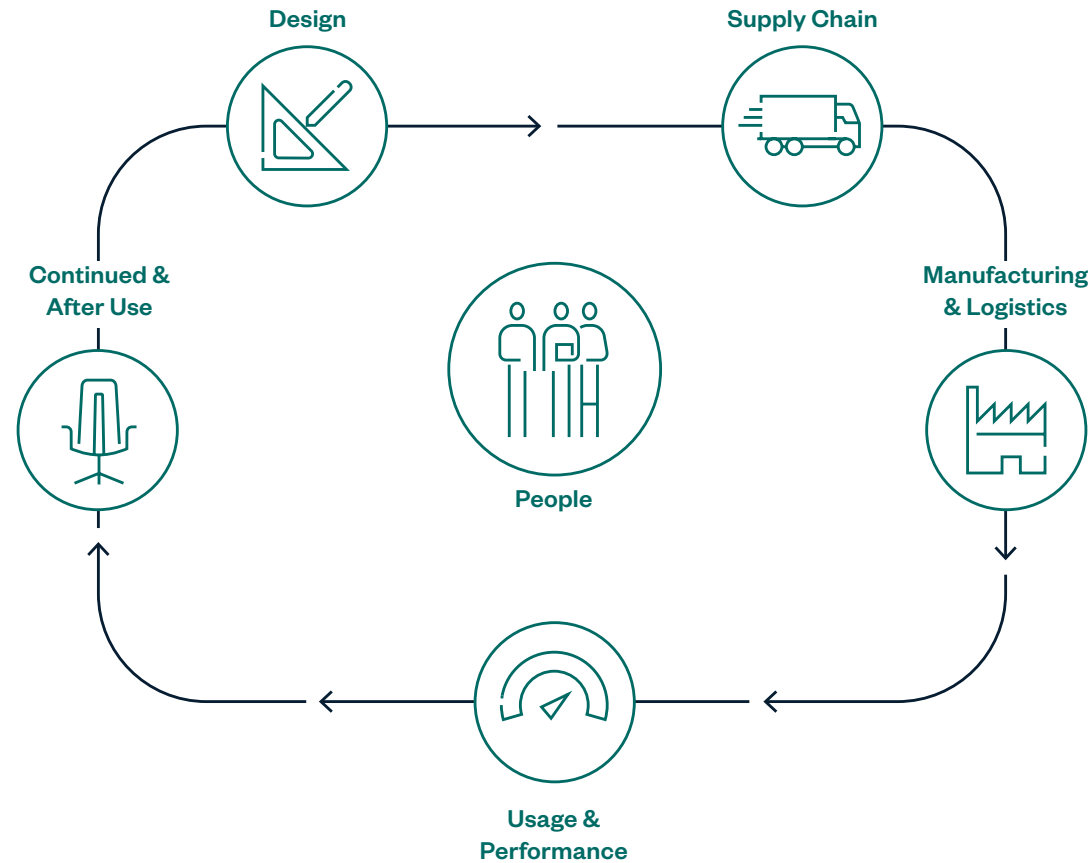
### Design
Designing with people and the environment in mind through sustainable material choices and the avoidance of harmful chemicals.

### Supply Chain
Engaging with supplier partners in continuous dialogue to ensure responsible sourcing and carbon reductions.

### Manufacturing & Logistics
Continue managing quality, environment, health and safety, and maintain ISO certifications. Optimizing global resource use, including energy, water, waste, and carbon reductions.

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

### Continued & After Use
Providing life cycle assessments and maximizing product life spans. Supporting customers by educating on landfill alternatives and offering tailored circular service solutions.

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

# Governance

Haworth is dedicated to reducing our corporate carbon footprint in line with the Paris Climate Agreement. Endorsed by our CEO, we committed to the business ambition for limiting global warming to 1.5°C of the Science Based Targets initiative (SBTi) in 2021. We are excited to be among this ambitious group of organizations and businesses committed to slowing climate change for the benefit of human society and nature. In 2022, Haworth Group embarked on this journey and did a first comprehensive assessment of our corporate carbon footprint, and our progress has been acknowledged. In the spirit of our values of continuous improvement we continued to focus on making progress, which was reflected in the upgrade of our CDP score as well as in obtaining Gold status with EcoVadis for our seventh year in a row.

Haworth also supports the Sustainable Development Goals (SDGs) and the 10 principles of the UN Global Compact with respect to Human Rights, Labor Rights, Anti-Corruption, and Environmental Protection. Further, Haworth's approach to human rights protections and social fairness are guided by the Eight Fundamental Conventions of the International Labor Organization and the United Nations Guiding Principles on Business

and Human Rights, and the International Bill of Human Rights. 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.

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 segment reviews. Region-specific functional leaders help direct local sustainability efforts. They represent and provide the conduit for regional efforts and priorities.

## 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, exemplified by the addition of new team members for 2022.

### Asia-Pacific

**Sruthi P**
India

**Reta Yang**
China

### Europe

**David Barrass**
England

**Jessica Karp**
Germany

**Susanne Schliehe-Diecks**
Germany

**Miguel Delgado**
Portugal

### North America

**Dominic Daunter**
US

**Katie Chapman**
US

**Shelby Haneline**
US

**Jim Kozminski**
US
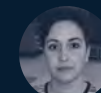
**Grace Manuel**
US

**Anne McManus**
US

### Lifestyle Designs

**Fabrizio Foglia**
Italy

**Marco Lazzaro**
Italy

# Sustainability Briefs

A number of sustainability topics are important to our customers. During engagements, in presentations, and in project bids, we share overviews that highlight our 2025 Commitments and points of view on carbon accountability, sustainable wood, material chemistry, diversity/equity/ inclusion, and other relevant issues.

**Click on the images to learn more about each topic.**



### Sustainability Policy & Strategy

Haworth strives to be a sustainable corporation. We believe operating a sustainable corporation will allow us to help people do... **Read More**



### Sustainable Building Contributions

The built environment accounts for a large share of global energy use and greenhouse gas (GHG) emissions, playing a major role... **Read More**



### Carbon Accountability

Climate change caused by human activities is among the defining issues of our time. If not limited to 1.5 Celsius, critical... **Read More**
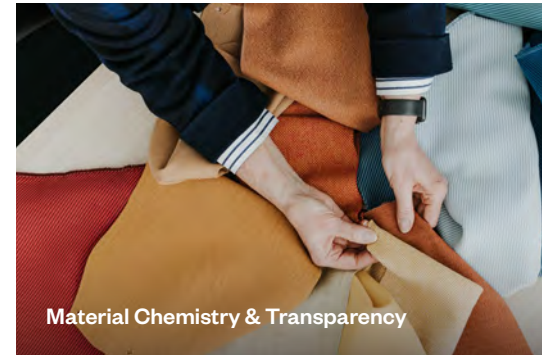


### Material Chemistry & Transparency

Haworth set out on an ambitious journey to become a sustainable corporation. Working toward a circular economy is one of... **Read More**



### Sustainable Wood

Wood is a valuable, renewable resource. As a design-led company, Haworth values its qualities and aesthetics. Wood is also... **Read More**
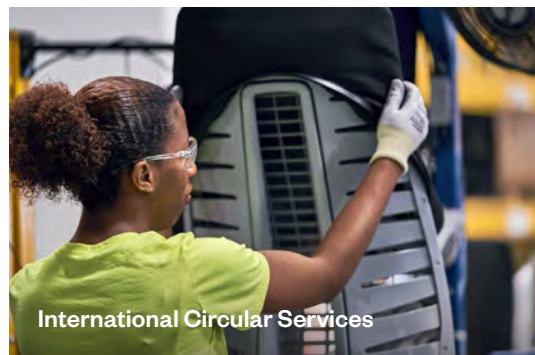


### International Circular Services

Sustainability and making the world better is one of Haworth's foundational, companywide values. Finding new ways to... **Read More**



### Diversity, Equity, & Inclusion

As our family continues to grow and evolve, so do the ways we understand, respect, embrace, and support all our... **Read More**

# Featured
# Stories

# A Second Life for Products

A circular economy requires that products are designed so that all materials flow in closed loops where materials are reused, repaired or recycled. But what happens if a product outlives its original purpose? How can our products adapt if user needs change? Or if the way offices are used changes? Here lie some of the challenges of designing circular products that allow for reuse and recycling. It's a challenge Haworth embraces by innovating with circular economy methodologies.

**Circular Economy Avoids Waste**
From the inception of a product, we're considering ways to both reuse and repurpose materials. Through our Sustainable Product Criteria, we analyze the product starting at the end of its planned life and identify ways to optimize its resources.

Haworth products are designed for long life starting with high-quality materials. Plus, our products are built to be easily dismantled so worn parts can be replaced and materials can be recycled. For example, can a chair be refurbished by replacing high wear components like wheels and arm caps? Is the used upholstery recyclable or biodegradable? Where can we use reversible bonding mechanisms to facilitate reuse and repair?

Questions like these—addressed before a product makes it to the assembly line—ensure that we maintain materials in closed loops at the highest quality. But to advance further on our journey toward a circular economy business model means reimagining Haworth products, processes, and services. This includes, for example, building appropriate structures for reverse logistics.

**Circularity and Our Global 2025 Commitments**
Our Core Commitments are ambitious targets that include a commitment to circular economy. In the shift from a traditional, linear economy (cradle to grave) to a more circular approach (cradle to cradle), we are dedicated to maintaining product value, keeping resources in use, designing waste and pollution out of the system.
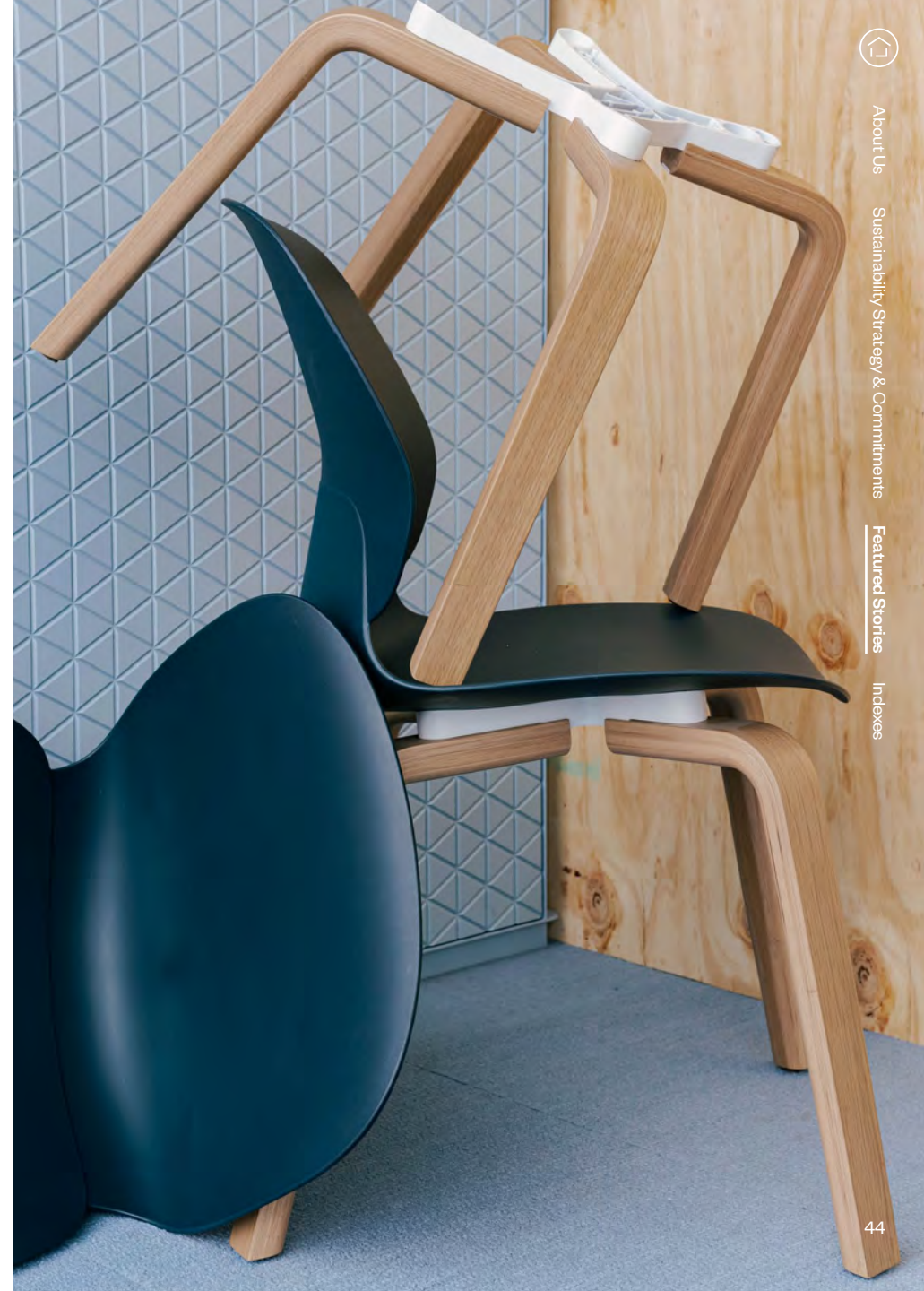
**Schneider Electric Partnership:**

# 144,000 pounds

of furniture diverted from landfill

# 1.1 million pounds

$CO_2$eq emissions avoided

# 300,000 pounds

raw materials conserved

We're developing and scaling up two key programs to help us advance our circular services.

First, the Haworth Take Back Program offers sustainable solutions for customers' used furniture, including reuse, repair, refurbish, recycle, and/or remanufacture.

Second, our Workspace as a Service Program allows customers to lease or pay-per-use. After use, the products are returned to us for refurbishment, then made available for another customer to use again.

### Three Circular Economy Success Stories

One circular service success story is how we worked with Schneider Electric to reuse existing furniture and help them progress toward their net zero ambitions. In 2022, they reused Haworth furniture in seven projects, which prevented 144,000 pounds of furniture from going to landfill, avoided the release of 1.1 million pounds of $CO_2$eq emissions, and conserved almost 300,000 pounds of raw materials.

Another circular service success story is our partnership with Label Emmaüs, a French cooperative that relies on e-commerce to give people a second chance for employment and to reuse products of all types. At their recently inaugurated warehouse, Label Plateforme 47, we provided workers with skills training so they can recondition used Haworth Zody chairs.

The results of our circular service partnership with Label Emmaüs? Each reconditioned Zody reduces embodied carbon emissions by up to 80% compared to a new chair. Fifty reconditioned Zody chairs means one ton of waste is avoided. And the quality of the refurbished chairs is so high, Label Emmaüs offers buyers a two-year warranty.

A third success story is the product of our collaboration with a large global client to provide comprehensive reuse and refurbishment services close to the client's locations to minimize environmental impacts and save on $CO_2$ emissions. To accomplish this, we worked with local circular service partners in the Netherlands and UK and did a large-scale carbon assessment. Our joint report provided carbon footprint data for all new furniture deliveries as well as impacts from cleaning and refurbishment efforts.

At the client's Scotland site, we looked at approximately 3,000 furniture products. From this group, 42% were identified as second life (with 17% cleaned and reused, and 25% refurbished). The remaining product share (58%) was new products provided by Haworth.

At their Netherlands location, with approximately 2,500 furniture products, 58% were candidates for second life (19% cleaned and reused, and 39% refurbished)— even more than in Scotland. The share of new products was 42%. In both cases, reuse supports a circular economy and the client realized significant carbon savings by buying fewer new products.

### Continuing Environmental Stewardship

Our environmental stewardship is a labor of love—for both people and the planet. As we pursue truly circular service from cradle to cradle, we will advance with quality products that are suitable for recycling or allow the recovery of materials to serve as components in new products. We won't be satisfied until we reach our circular economy goals.
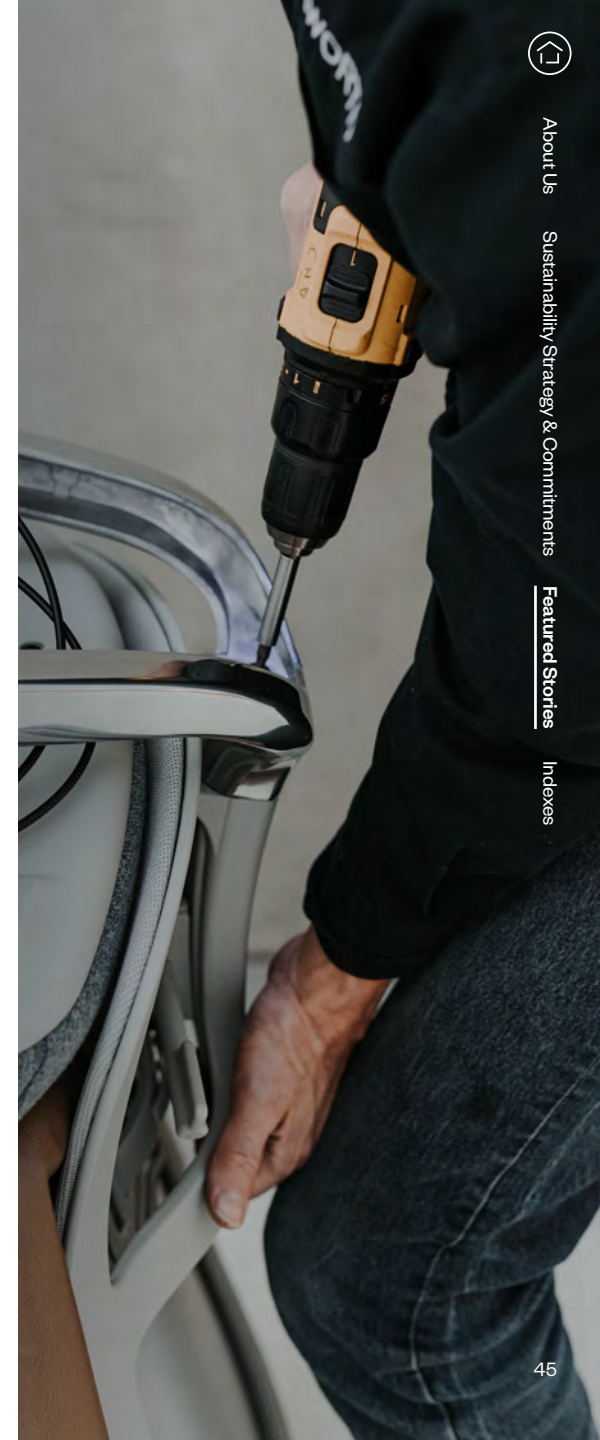
# Making Products with the Circular Economy in Mind

Circular design is a design process that focuses on understanding end users and the systems they operate within, and defining the challenges facing the designer. One major way to achieve this is through repetitive ideation and prototyping, working to eliminate potential sources of waste each step of the way. Ultimately, the Ellen MacArthur Foundation—one of the principal creators of the circular design process—says that following the methodology "creates loyalty in customers and deepens investment from stakeholders by telling a compelling story." The process is supposed to be somewhat open-ended. Although there is not one solution for all products,

at Haworth our new product development process adheres to a defined path with specific circular design criteria. It's about innovation and finding unique solutions for different products to make them and their parts more sustainable. We learn from our experience to guide us for future products.

For our most recent product development projects, Zody II and Zody LX task chairs and Cardigan Lounge, circular design principles were foundational for our design teams. They constantly question the status quo and evaluate opportunities to improve the development process and sustainability of used materials.

Well-designed, circular products begin with user-focused research so that the resulting product serves its purpose well and for the foreseeable future—rather than being discarded. Careful selection of sustainable materials—high-quality, long-lasting, and suitable for repeated cycling (reuse, repair, or recycling)—occurs for every part of our products to minimize waste.

For example, extensive research led to the development of Zody II and Zody LX, always anchored around the end user experience. We integrated recycled materials into the metal and plastic components, and labeled large plastic components with recycling symbols to facilitate recycling after use, which is a standard practice across all our product lines. Zody II and Zody LX are also the first furniture products certified to Cradle to Cradle Certified® Product Standard Version 4.0, one of the most ambitious and actionable global standard yet for developing products that are safe, circular, and responsibly made.

Cardigan Lounge is made with a digital knit from 100% post-consumer recycled plastic bottles and is fully recyclable itself, along with every other component of the chair—achieved through the avoidance of any non-reversible

chemical bonding. The seat material is a biomass-balance (BMB) foam, which is based on organic waste as feedstock and contributes to 100% of fossil resources savings. It's fully recyclable when a suitable recycling infrastructure is in place. We ensure our suppliers receive certification from independent third parties to guarantee the replacement of fossil fuels with biomass for production.

Another way to improve products' circularity is by dematerializing them. For example, Zody II and Zody LX were designed to be upholstered with a drawstring rather than staples to make it easier to replace with modern, sustainable parts. Cardigan Lounge was designed to be particularly lightweight, with optimized packaging to reduce the environmental impact of transportation.

In 2022, we introduced a version of our popular Maari® side chair for the European market that uses 100% pre-consumer recycled resin for the black seat shell, which significantly reduces the product's carbon footprint. These innovations further demonstrate our commitment to sustainable, circular design. For all products and parts, Haworth aims to work closely with suppliers who are aligned with our goals for advancing sustainability.

With our North American textile partners we developed three award-winning sustainable fabrics: Scapes, Novelty, and Hobson. Scapes is Haworth's first fully biodegradable fabric, designed to "leave no trace" in a manner that complements textile recycling. Novelty is a dual-purpose textile made from post-consumer recycled polyester. Each yard of Novelty diverts 17 plastic

"Change happens when the closest person to the change embraces it."

**Franco Bianchi**
President & CEO, Haworth

bottles from reaching landfills. Like Novelty, Hobson is a dual-purpose textile made from fiber and resin sourced from bottles at high risk of entering the ocean. The plastic that makes up Hobson is specifically taken from bottles sourced from within 50 km of waterways in developing countries, allowing us to contribute to solving the ocean plastic pollution problem. All three fabrics received the Best of NeoCon Sustainability award in 2022. Creating quality products that align with a circular economy requires dedication and sometimes the courage to try something new. Zody II and LX, Cardigan Lounge, Maari, and our proprietary textiles are just the most recent examples of our commitment to circular design—an essential part of our sustainability strategy and how we work to make the world better.

Haworth North America offers Scapes, part of the CLEAN IMPACT TEXTILES Biodegradable line— revolutionary biodegradable textiles that have been redesigned from thrown-away materials into a proprietary, "leave-no-trace" solution.*

*91% biodegradation in 1,278 days under ASTM D5511 conditions. No evidence of further degradation.

# Carbon Accountability on the Path to Net Zero

We know that our success is intrinsically linked to the health and vitality of the communities where we live and work. The latest Intergovernmental Panel on Climate Change (IPCC) report has reemphasized that urgent action is needed to avoid a climate catastrophe that will impact billions of people's livelihoods and threaten global biodiversity. In our quest to address the environmental and social impact of our business, we kicked off the development of a comprehensive decarbonization strategy in 2022 that will outline our roadmap toward net zero emissions.

## Setting a Baseline for Science-Based Targets

To hold ourselves accountable to our commitment to cut greenhouse gas emissions and achieve net zero emissions by 2050, we partnered with a consultant to establish Haworth's decarbonization strategy in line with the 1.5°C scenario of the Paris Climate Agreement.

Our first step was to establish a baseline using data from 2021 to calculate the carbon footprint for our organization. According to the Greenhouse Gas Protocol, emissions were assessed and grouped into these categories:

- Scope 1 and 2 emissions: from Haworth operations (10% combined)
- Scope 3 emissions: generated in our value chain (90%)
  - Major contributors: purchased goods & services, transportation & logistics, and end-of-life processing

The next step was to establish carbon accountability goals.

## Carbon Accountability Goals:

### Renewable Energy
Create a roadmap for sourcing and implementation

### Energy Efficiency
Identify and implement energy conservation measures

### Scope 3 Emissions
Two-pronged strategy:
1. Screen suppliers and identify hot spots for target impact
2. Execute inventory and plan engagement

**Our Decarbonization Commitment in Action**

The use of renewable energy to fuel our progress toward net zero emissions is one important focus of Haworth's Scope 1 and 2 Decarbonization Strategy.

Actions we are taking:
- Pursue onsite renewable electricity where feasible
- Procure offsite renewable electricity through energy attribute certificates (EACs) and green tariffs
- Pursue opportunities to electrify thermal and fuel consumption.

We will also reduce Scope 1 and 2 emissions through energy conservation measures with an emphasis on infrastructure, equipment, and logistics. In practice, this means we will analyze and optimize our heating, ventilation, and air conditioning (HVAC) systems, lighting, as well as our manufacturing related equipment like forklifts, wood dust collection, and compressed air systems.

For our Scope 3 Decarbonization Strategy, we will focus on four areas.

1. Work with suppliers to help them set their own science-based targets for their operations and value chain.

2. Systematically prioritize sourcing materials with a lower carbon footprint as an organization-wide priority.

3. Achieve low and zero carbon logistics. We will be working with logistics providers to ship more efficiently and to shift to new technologies like electric vehicles for transport.

4. Focus on supporting circular services for products.

In cooperation with customers, we're identifying solutions for extending product life through reuse, repair, and recycling to keep used products and materials out of landfills.

**Transparency in Reporting**

Part of our accountability in moving toward net zero emissions is to be transparent in our reporting. Progress toward achieving our targets is shared through this report.

We also report annually with CDP, the non-profit charity that runs

"None of us alone can do this. We are impacting not only the footprint of what we make, but also the services around us—like travel and supply chains."

**Franco Bianchi**
President & CEO, Haworth
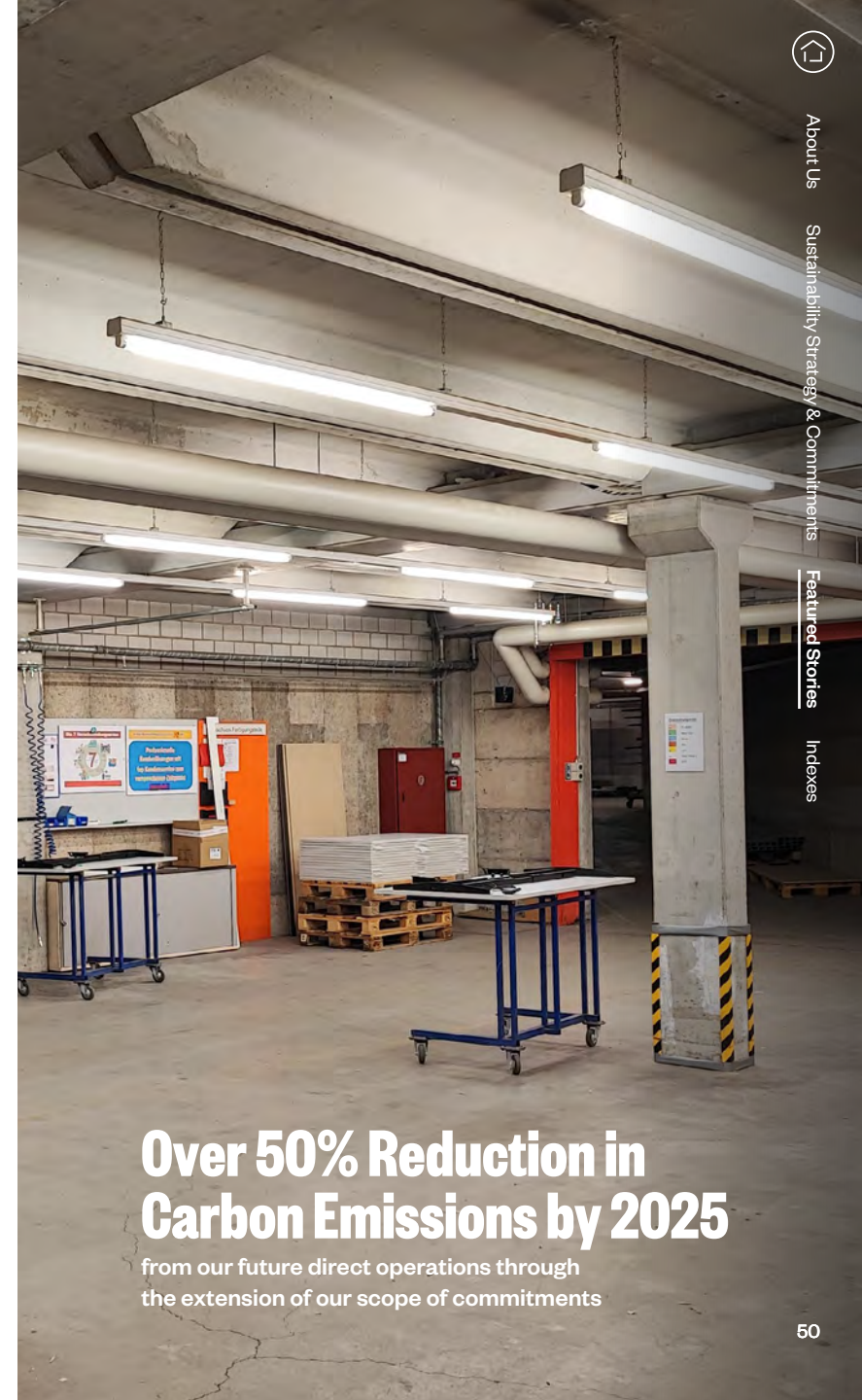
**Over 50% Reduction in Carbon Emissions by 2025**

from our future direct operations through the extension of our scope of commitments

### Why SBTi?

Together we can achieve more to slow climate change than we can alone. SBTi, a global multi-agency, multi-corporation coalition, is the ideal partner because it:

- Defines and promotes best practices in emissions reductions and net-zero targets in line with climate science

- Provides technical assistance and expert resources to companies who set science-based targets in line with the latest climate science

- Brings together a team of experts to provide companies with independent assessment and validation of targets

- Is the lead partner of the Business Ambition for 1.5°C campaign—an urgent call to action from a global coalition of UN agencies, businesses, and industry leaders, mobilizing companies to set their own emissions reductions targets

a global disclosure system for managing environmental impacts. Through CDP, we allocate our GHG emissions to specific customers on demand, so they can assess their Scope 3 emissions.

Reports on our website and through CDP are designed to quantify our efforts and hold ourselves accountable–to our customers, suppliers, and employees, as well as the global and local communities.

### Officially Committed to Global Effort to Slow Climate Change

As a signatory to the SBTi (Science-Based Targets initiative) Business Ambition for 1.5°C, Haworth's submitted decarbonization targets, both near-term (2030) and long-term (2050), are drafted to be in line with climate science and use SBTi climate models.

We will communicate these targets once each is validated by the SBTi, to ensure alignment with what the latest climate science deems necessary to limit global warming to 1.5°C above pre-industrial levels.

### Extending Our 2025 Commitment on Renewable Energy

Our current target is to source our operations' electricity from 100% renewable options, including on-site solar where feasible and energy attribute certificates or multi-year renewable power purchase agreements as needed. Plus, we've extended the scope of our commitments from manufacturing to all our operations, including warehouses and showrooms. This effort will reduce carbon emissions from our direct operations (Scope 1 and 2 emissions) by more than 50% until 2025.

This commitment has also been integrated in our drafted SBTi goals, to outline our decarbonization steps for the near-term target achievement by 2030.

# Our DEIB Journey

At Haworth, we value the richness that diversity brings to our workforce—it makes our company better and the communities we serve stronger. Our goal is to create a sense of belonging where everyone brings their authentic self to work. Diversity, Equity, and Inclusion are the building blocks we use to create an environment where we all feel we belong. Here's an overview of our Diversity, Equity, Inclusion, and Belonging (DEIB) progress in 2022, as well as what's in store for 2023 and beyond.

**A Segment-by-Segment Focus**
Our DEIB efforts are reflective of the segments we work in and with. Rather than a one-size-fits-all approach (that fits none well), we adjust our priorities according to the needs of communities we serve. For example, for 2023, we are focusing on a few dimensions that apply globally, such as enhancing Female Representation in leadership within all levels of the organization, and Cultural Diversity. Additionally, we enable each sector (CI Int'l, CI NA, and LD) to identify additional dimensions, such as Age and Nationality. At the same time, our CI North America segment is concentrating on Race/Ethnicity and Age.

**A Country-by-Country Focus**
We continue to strengthen our DEIB program by working to understand the legalities unique to each country where we operate. While there is much overlap from country to country, DEIB requires us to seek out the nuances and local context for making our initiatives effective.

Our global DEIB efforts will incorporate input of our members in their respective countries and sites. DEIB programming, training, and other awareness efforts will fully consider local laws, cultures, traditions, and other norms to ensure alignment with regional and national considerations. It is our intent to ensure an equitable, inclusive, and customized approach in the design and delivery of member, market, and community DEIB engagement strategies.

All people. Everywhere.

"Together we grow our capabilities to satisfy our customers as we encourage all people to be successful, self-actualized people of character."

**Dick Haworth**
Chairman Emeritus

52

**Global Member Engagement**

Efforts of the three segments are aligned through our DEIB Global Council. This body is comprised of:

- a minimum of two member representatives per segment
- at least one member of a non-HR function per segment
- members who are interested in advancing DEIB within the organization

At the Global Council's quarterly meetings, members serve as the primary voice for their respective segments. They also collaborate with Haworth Sustainability teams to support reporting requirements within their segments. Additionally, each segment has its own DEIB council.

The effectiveness of our council system is rooted in openness— the way members talk freely and share best practices.

All councils seek to listen and engage with individuals who offer unique perspectives. Through varied thoughts and ideas, Haworth is better positioned to deliver more value to our customers. For example, our DEIB councils help inform what training we need for growth and development programs.

**Measuring Progress**

In 2022, we established a DEIB baseline. Moving forward, we've begun to identify metrics for measuring progress. For example, within our population of members, we will measure diversity by representation, equity by promoting from within, inclusion by member engagement, and belonging by retention.

Work is in progress to develop meaningful metrics for our marketplace (which includes dealers, designers, and suppliers), and the world community. Specifically, we are establishing metrics for each of the DEIB elements.

Currently, we are driving Female Representation to be 40% at three levels of leadership (Officer, Director/VP, and Manager/ Supervisor) by 2030. Also, we have goals that vary by country to achieve cultural representation within our member groups that reflects the composition of communities where we operate.

**Looking to 2023 and Beyond**

What's in store for 2023 and beyond? "One thing that is exciting is the engagement and excitement from the organization to continue to support the journey!" said

**Haworth's DEIB Metrics:**

# Diversity
**Measured by representation (female leadership and cultural background)**

# Equity
**Measured by opportunities for advancement (promotions, hires, development opportunities)**

# Inclusion
**Measured by member engagement and DEIB index**

# Belonging
**Measured by retention**

Frances Hogsten, VP, Global Diversity, Equity, and Inclusion & North American Talent Attraction. "There are a lot of people raising their hands to be involved. [We also have] the commitment from Chairman Matthew Haworth, CEO Franco Bianchi, and our global Executive Leadership Team to continue to hold ourselves accountable."

Indeed, we have an organization-wide commitment for transparency and holding ourselves accountable for creating belonging for all through DEIB initiatives.

To ensure we continue to move toward our DEIB goals leaders now have metrics. For example, measurement of promotions from within will show us how well we are breaking down silos. In addition to creating an ecosystem that is diverse and inclusive, promoting from within leverages the strength of our organization and identifies how we can grow and improve our organization.

In 2023 we will also provide member training on a global scale to promote all aspects of DEIB.

**Our Biggest Challenge: Change**
The biggest challenge we face in creating belonging is change— fast-paced change that affects everything from external influences like the economy, geopolitics, and social movements, to internal influences like hybrid work. People's needs and expectations are changing. And so is the way we respond.

We are on a journey where some changes may not be immediate. The diversity we value means we work with many points of view and differing priorities. The challenge is balancing expectations of wanting to see immediate change in everything at once. We are making measurable DEIB advances, but progress isn't always readily evident to all.

"We're at a juncture as an organization where we need to be more outward, or verbal, in celebrating and sharing our wins," said Frances.

Culture is not a destination—it's a reflection of how we behave and demonstrate our company values. Organizations can convey their culture best when their people have a sense of belonging.

**Reaching Out**
As an example of efforts to drive diversity representative in our communities, we have successfully launched the Haworth Language Bridge, a program that recruits and supports employees who speak languages other than English. After a solid start with 28 Spanish-speaking members hired as assemblers, we're expanding the program with ongoing career support and by including more roles.

"We're seeking more opportunities to build even more awareness and participation in our DEIB initiatives, metrics, and successes"

**Frances Hogsten**
VP, Global Diversity, Equity, and Inclusion & North American Talent Attraction

# Indexes

# Our Contribution to the Sustainable Development Goals

The Sustainable Development Goals (SDGs) are a universal call to action to end poverty, protect the planet, and improve the lives and prospects of everyone, everywhere. The 17 goals were adopted by all UN Member States in 2015, as part of the 2030 Agenda for Sustainable Development. Haworth strategies and processes for sustainability align with the SDGs.

## 1 NO POVERTY

**Targets**
| | |
|---|---|
| 1.1 | Eradicate extreme poverty for all people everywhere |
| 1.2 | Reduce poverty in all its dimensions according to national definitions |
| 1.4 | Equal rights to economic resources |

**GRI Link**
| | |
|---|---|
| 202-1 | Living wages |
| 203-2 | Indirect economic impacts |
| 413-2 | Impacts on local communities |

**Highlight Stories & Examples**
A Second Life for Products
Volunteering in the Community
Community

## 2 ZERO HUNGER

**Targets**
| | |
|---|---|
| 2.1 | End hunger and ensure access to food |

**GRI Link**
| | |
|---|---|
| 413-2 | Impacts on local communities |

**Highlight Stories & Examples**
Volunteering in the Community

## 3 GOOD HEALTH AND WELL-BEING

**Targets**
| | |
|---|---|
| 3.8 | Achieve universal health coverage |
| 3.9 | Reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination |

**GRI Link**
| | |
|---|---|
| 203-2 | Indirect economic impacts |
| 305-7 | Significant air emissions |
| 306-1 | Waste related impacts |
| 306-2 | Management of waste |
| 306-3 | Waste generated |
| 306-5 | Waste directed to disposal |
| 403-6 | Promotion of worker health |
| 403-9 | Work-related injuries |
| 403-1 | Health and safety management system |

**Highlight Stories & Examples**
People
Designing for Sustainability
Circular Services
Procurement, Manufacturing & Logistics
Energy Usage

## 4 QUALITY EDUCATION

**Targets**
| | |
|---|---|
| 4.1 | Access to education |
| 4.3 | Equal access to higher education |
| 4.4 | Increase the number of youth and adults who have relevant skills for employment, decent jobs and entrepreneurship |
| 4.5 | Ensure equal access to all levels of education |
| 4.7 | Ensure that all learners acquire the knowledge and skills needed to promote sustainable development |

**GRI Link**
| | |
|---|---|
| 404-1 | Hours of training |

**Highlight Stories & Examples**
Our DEIB Journey
Development & Training
Engagement
Continuous Learning/Students

## 5 GENDER EQUALITY

**Targets**
| | |
|---|---|
| 5-1 | End all forms of discrimination |
| 5.2 | Eliminate all forms of violence against all women and girls |
| 5.5 | Ensure women's full and effective participation and equal opportunities for leadership |

**GRI Link**
| | |
|---|---|
| 2-9 | Governance structure |
| 2-10 | Nomination of the highest governance body |
| 202-1 | Living wages |
| 401-3 | Parental leave |
| 405-1 | Diversity of employees |
| 405-2 | Ratio of basic salary |
| 406-1 | Incidents of discrimination |
| 408-1 | Incidents of child labor |
| 409-1 | Incidents of forced labor |
| 414-1 | Suppliers screened using social criteria |

**Highlight Stories & Examples**
Our DEIB Journey
People
Engagement

## 6 CLEAN WATER AND SANITATION

**Targets**

6.2    Access to adequate and equitable sanitation and hygiene for all
6.3    Improve water quality by reducing pollution
6.4    Increase water-use efficiency across all sectors
6.5    Implement integrated water resources management at all levels
6.6    Protect and restore water-related ecosystems

**GRI Link**

303-1    Interactions with water
303-2    Water discharge-related impacts
303-3    Water withdrawal
303-4    Water discharge
303-5    Water consumption
304-1    Operations in areas of high biodiversity
304-2    Impacts on biodiversity
304-3    Habitats protected or restored
304-4    IUCN Red List species
306-1    Waste related impacts
306-2    Management of waste
306-3    Waste generated
306-5    Waste directed to disposal

**Highlight Stories & Examples**

People
Operational Performance
Procurement, Manufacturing & Logistics
Energy Usage

## 7 AFFORDABLE AND CLEAN ENERGY

**Targets**

7.2    Increase substantially the share of renewable energy
7.3    Double the global rate of improvement in energy efficiency

**GRI Link**

302-1    Energy consumption within the organization
302-4    Reduction of energy consumption
302-5    Energy requirement of products and services

**Highlight Stories & Examples**

Carbon Accountability on the Path to Net Zero
Energy Usage

## 8 DECENT WORK AND ECONOMIC GROWTH

**Targets**

8.4    Improve progressively global resource efficiency in consumption and production
8.5    Achieve full and productive employment and decent work for all
8.7    Take immediate and effective measures to eradicate forced labor, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labor
8.8    Protect labor rights and promote safe and secure working environments for all workers

**GRI Link**

2-7    Employees
2-30    Collective bargaining agreements
202-1    Living wages
203-2    Indirect economic impacts
301-1    Materials used
301-2    Recycled input
301-3    Reclaimed products
302-1    Energy consumption within the organization
302-4    Reduction of energy consumption
302-5    Energy requirement of products and services
306-2    Management of waste
401-1    Employee hires
401-3    Parental leave
402-1    Minimum notice periods
403-1    Health and safety management system
403-2    Risk assessment, and incident investigation
403-3    Occupational health services
403-4    Worker participation
403-5    Training on occupational health and safety
403-7    Health and safety impacts directly linked by business relationships

**Highlight Stories & Examples**

Our DEIB Journey
People
Community
Operational Performance
Procurement, Manufacturing & Logistics
Energy Usage

403-8   Workers covered by a health and safety management system
403-9   Work-related injuries
403-1   Health and safety management system
404-1   Hours of training
404-2   Employee skills
404-3   Performance and career development reviews
405-1   Diversity of Employees
405-2   Ratio of basic salary
408-1   Incidents of child labor
409-1   Incidents of forced labor
406-1   Incidents of discrimination
407-1   Freedom of Association and Collective Bargaining
414-1   Suppliers screened using social criteria

**Targets**
9.1   Develop quality, reliable, sustainable and resilient infrastructure
9.2   Promote inclusive and sustainable industrialization
9.3   Increase the access of small-scale industrial and other enterprises
9.4   Upgrade infrastructure and retrofit industries to make them sustainable
9.5   Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries

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

**Highlight Stories & Examples**
Making Products with the Circular Economy in Mind
A Second Life for Products
Our DEIB Journey
People
Volunteering in the Community
Community
Designing for Sustainability
Circular Services

**Targets**
10.3   Ensure equal opportunity and reduce inequalities of outcome
10.4   Adopt fiscal, wage and social protection policies, and progressively achieve greater equality

**GRI Link**
2-7   Employees
401-1   Employee hires
404-3   Performance and career development reviews
405-2   Ratio of basic salary

**Highlight Stories & Examples**
Our DEIB Journey
People
Volunteering in the Community
Development & Training
Continuous Learning/Students
Community

**Targets**
11.6   Reduce the adverse per capita environmental impact of cities

**GRI Link**
306-1   Waste related impacts
306-2   Management of waste
306-4   Waste diverted from disposal
306-5   Waste directed to disposal
417-1   Products and services information

**Highlight Stories & Examples**
Making Products with the Circular Economy in Mind
A Second Life for Products
Designing for Sustainability
Circular Services
Procurement, Manufacturing & Logistics
Energy Usage

**12 RESPONSIBLE CONSUMPTION AND PRODUCTION**

**Targets**

| | |
|---|---|
| 12.2 | Achieve the sustainable management and efficient use of natural resources |
| 12.4 | Achieve the environmentally sound management of chemicals and all wastes throughout their life cycle |
| 12.5 | Reduce waste generation through prevention, reduction, recycling and reuse |
| 12.6 | Adopt sustainable practices and integrate sustainability information into the reporting cycle |
| 12.7 | Promote public procurement practices that are sustainable |
| 12.8 | Ensure that people everywhere have the relevant information and awareness for sustainable development |

**GRI Link**

| | |
|---|---|
| 301-1 | Materials used |
| 301-2 | Recycled input |
| 301-3 | Reclaimed products |
| 302-1 | Energy consumption within the organization |
| 302-4 | Reduction of energy consumption |
| 302-5 | Energy requirement of products & services |
| 303-1 | Interactions with water |
| 305-1 | Scope 1 GHG emissions |
| 305-2 | Scope 2 GHG emissions |
| 305-3 | Scope 3 GHG emissions |
| 305-6 | Ozone-depleting substances |
| 305-7 | Significant air emissions |
| 306-1 | Waste related impacts |
| 306-2 | Management of waste |
| 306-3 | Waste generated |
| 306-4 | Waste diverted from disposal |
| 306-5 | Waste directed to disposal |
| 417-1 | Products and services information |

**Highlight Stories & Examples**

Making Products with the Circular Economy in Mind
A Second Life for Products
Designing for Sustainability
Circular Services
Procurement, Manufacturing & Logistics
Energy Usage

---

**13 CLIMATE ACTION**

**Targets**

| | |
|---|---|
| 13.1 | Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters |
| 13.2 | Integrate climate change measures into national policies, strategies and planning |
| 13.3 | Improve education, awareness-raising on climate change |

**GRI Link**

| | |
|---|---|
| 201-2 | Risks and opportunities due to climate change |
| 302-1 | Energy consumption within the organization |
| 302-4 | Reduction of energy consumption |
| 302-5 | Energy requirement of products & services |
| 305-1 | Scope 1 GHG emissions |
| 305-2 | Scope 2 GHG emissions |
| 305-3 | Scope 3 GHG emissions |
| 305-4 | GHG emissions intensity |
| 305-5 | Reduction of GHG emissions |

**Highlight Stories & Examples**

Making Products with the Circular Economy in Mind
A Second Life for Products
Carbon Accountability on the Path to Net Zero
Energy Usage

---

**14 LIFE BELOW WATER**

**Targets**

| | |
|---|---|
| 14.1 | Prevent and significantly reduce marine pollution of all kinds |
| 14.2 | Sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts |

**GRI Link**

None

**Highlight Stories & Examples**

Making Products with the Circular Economy in Mind
A Second Life for Products
People
Designing for Sustainability
Circular Services
Operational Performance

**15 LIFE ON LAND**

**Targets**

15.1 Ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services

15.2 Promote the implementation of sustainable management of all types of forests

15.5 Take urgent and significant action to reduce the degradation of natural habitats

15.7 Take urgent action to end poaching and trafficking of protected species of flora and fauna

**GRI Link**

| 304-1 | Operations in areas of high biodiversity |
| 304-2 | Impacts on biodiversity |
| 304-3 | Habitats protected or restored |
| 304-4 | IUCN Red List species |
| 306-3 | Waste generated |
| 306-5 | Waste directed to disposal |
| 305-1 | Scope 1 GHG emissions |
| 305-2 | Scope 2 GHG emissions |
| 305-3 | Scope 3 GHG emissions |
| 305-4 | GHG emissions intensity |
| 305-5 | Reduction of GHG emissions |
| 305-7 | Significant air emissions |

**Highlight Stories & Examples**

People

Volunteering in the Community

Procurement, Manufacturing & Logistics

**16 PEACE, JUSTICE AND STRONG INSTITUTIONS**

**Targets**

16.2 End abuse, exploitation, trafficking and all forms of violence against and torture of children

16.3 Promote the rule of law at the national and international levels and ensure equal access to justice for all

16.5 Reduce corruption and bribery in all their forms

16.6 Develop effective, accountable and transparent institutions at all levels

16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels

16.10 Ensure public access to information and protect fundamental freedoms

**GRI Link**

| 2-9 | Governance structure |
| 2-10 | Nomination of the highest governance body |
| 2-11 | Highest governance body |
| 2-15 | Conflicts of interest |
| 2-23 | Policy commitments |
| 2-25 | Processes to remediate negative impacts |
| 2-26 | Mechanisms for seeking advice and raising concerns |
| 2-29 | Stakeholder engagement |
| 307-1 | Compliance with environmental laws and regulations |
| 205-2 | Anti-corruption policies and procedures |
| 205-3 | Incidents of corruption and actions taken |
| 403-4 | Worker participation |
| 408-1 | Incidents of child labor |
| 418-1 | Customer privacy |

**Highlight Stories & Examples**

Global Partnerships

Our DEIB Journey

People

Engagement

Procurement, Manufacturing & Logistics

**17 PARTNERSHIPS FOR THE GOALS**

**Targets**

17.1 Strengthen domestic resource mobilization

17.9 Enhance international support for implementing effective and targeted capacity-building

17.16 Enhance the global partnership for sustainable development

17.17 Encourage and promote effective public, public-private and civil society partnerships

**GRI Link**

None

**Highlight Stories & Examples**

Values-Driven Organization

Global Partnerships

Making Products with the Circular Economy in Mind

A Second Life for Products

Carbon Accountability on the Path to Net Zero

Our DEIB Journey

# Global Reporting Initiative

## GRI 2: General Disclosures

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

| GRI | UNGC | SDG | GRI Standard Requirement | |
|---|---|---|---|---|
| 2-1 | | | Organizational details | • Legal name: Haworth, Inc.<br>• Nature of ownership and legal form; Haworth, Inc. is a privately held corporation.<br>• Location of our headquarters: One Haworth Center, Holland, Michigan 49423, USA<br>• Countries of operation: Global Expertise |
| 2-2 | | | Entities included in the organization's sustainability reporting | Data within the Haworth 2022 Corporate Social Responsibility Report is derived for the Haworth Commercial Interiors segment from calendar year January 1, 2022 to December 31, 2022 for our global sectors: EMEA (Europe, Middle East, and Africa), Asia-Pacific, and the Americas. Other CI brands, plus Lifestyle Design brands and Performance Technology (Bluescape) have started reporting data in separate reports in 2022. We work towards consolidating information and aligning reporting to provide a comprehensive overview for our stakeholders. However, stories have been included from several brands within both the Commercial Interiors and Lifestyle Design segment. |
| 2-3 | | | Reporting period, frequency and contact point | • Reporting period and frequency: 2022 Calendar Year: January 1, 2022 – December 31, 2022, annual reporting<br>• Publication date of the report: see final page of this report<br>• Contact point: haworth.sustainability@haworth.com |
| 2-4 | | | Restatements of information | Not applicable |
| 2-5 | | | External assurance | Not applicable |
| 2-6 | | | Activities, value chain and other business relationships | Founded in 1948, Haworth, Inc. is a global manufacturer of Organic Workspaces and interior architectural systems, including movable walls, systems furniture, wood and metal casegoods, files, and seating products. The corporate headquarters is located in Holland, Michigan.<br><br>Based on the product's weight, the following three material groups are the most relevant in Haworth products: metals (mainly steel and aluminum), plastics, and wood-based materials (mainly particleboard). Haworth takes a holistic approach to evaluating the impact we make on our global economy throughout every aspect of our business, including our supply chain. We engage in continuous dialogue and education with our global network of suppliers. We share best practices to ensure socially and ecologically responsible sourcing. Nurturing these relationships maintains integrity and transparency throughout our supply chain. With over 97% of global suppliers (by spend) signing this Code of Conduct (see GRI 308-1), we work together to help increase the transparency of sustainability standards and initiate improvement measures. We conduct audits of strategically important suppliers to monitor adherence to our Supplier Code of Conduct. Together with our suppliers, we identify potential for improvement and timeframes for adjustment if necessary.<br><br>Our Strategy and 2025 Commitments<br>Value Cycle<br>Sustainability Briefs |

| GRI | UNGC | SDG | GRI Standard Requirement | | | | | |
|---|---|---|---|---|---|---|---|---|
| 2-7 | Labor | 8, 10 | Employees | **Gender** (self-reported) | North America | Europe | Asia-Pacific | Total |
| | | | | Female | 38.2% | 37.8% | 30.2% | 36.7% |
| | | | | Male | 61.8% | 62.2% | 69.8% | 63.3% |
| | | | | **Age** | | | | |
| | | | | Baby Boomer (1946-1964) | 23.4% | 14.7% | 3.6% | 16.4% |
| | | | | Gen X (1965 – 1979) | 40.8% | 40.3% | 27.1% | 35.2% |
| | | | | Millennial (1980-2000) | 45.3% | 35.1% | 56.4% | 41.6% |
| | | | | Gen Z (Since 2001) | 4.5% | 9.9% | 13% | 6.7% |
| | | | | **Hires** | | | | |
| | | | | Turnover Rate | 26.0% | 19.8% | 13% | 6.4% |
| | | | | New Hires | 45.4% | 13.7% | 20.7% | 12.1% |
| | | | | Number of Interns | 44 | 16 | 1 | 61 |
| | | | | **Contract** | | | | |
| | | | | Full-time | 98% | 95.1% | 76.2% | 93.6% |
| | | | | Part-time | 1.8% | 1.7% | 0.1% | 1.5% |
| | | | | Temporary/contractor | 0.2% | 3.2% | 23.7% | 4.9% |
| 2-8 | Labor | 8, 10 | Workers who are not employees | Contract and temporary workers constituted 4.9% of our workforce in 2022. They usually help us  buffer work peaks. Haworth partners with reliable temporary employment agency who offer to their employees proper hiring conditions. | | | | |
| 2-9 | | 5, 16 | Governance structure and composition | Governance | | | | |
| 2-10 | | | Nomination and selection of the highest governance body | Haworth is a private, family-owned, values-driven company. Our values define our business behavior and inform our decisions, guiding today's activities and tomorrow's growth—in the global markets we serve and the communities where we live. Based on values and policies, we apply the same criteria for diversity, equity, and inclusion as for regular members, when choosing and assigning members to our highest governance body. | | | | |
| 2-11 | | 16 | Chair of the highest governance body | Governance | | | | |
| 2-12 | | | Role of the highest governance body in overseeing the management of impacts | Corporate social responsibility is a company-wide commitment informed by and integrated into our business strategy. Governance is led by the Haworth Board of Directors and Executive Leadership team. | | | | |

Our CEO provides formal sustainability oversight through corporate sector reviews and holds ultimate responsibility for sustainability within our organization. He reviews and guides strategy, major plans of action, annual budgets and business plans, and oversees progress against goals and targets for addressing climate-related issues. And he provides strategic guidelines for the executive team, for example by defining the higher priority of carbon reduction and energy substitution activities over carbon offsetting.

Our Officer & Vice President of Design, Innovation & Sustainability is responsible for the direction and pace of our sustainability plan. He receives regular updates of the Global Sustainability team, which in turn drives improvements initiatives and metrics. The Officer & Vice President of Design, Innovation & Sustainability reports directly to the CEO on progress against goals and targets for addressing climate-related issues.

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.

Region-specific functional leaders help direct local sustainability efforts like the of renewable energy (on-site as well as off-site) or measures to increase energy efficiency. They represent and provide the conduit for regional efforts and priorities.

Oversight of our sustainability performance is ensured through regular performance reviews. We have established KPIs and dashboards to track our progress and identify if we need to intensify our efforts to achieve our goals and reduce our impacts.

Governance

| GRI | UNGC | SDG | GRI Standard Requirement | |
|-----|------|-----|--------------------------|-|
| 2-13 | | | Delegation of responsibility for managing impacts | Haworth executive leadership has delegation oversight for Haworth's sustainability strategy. The Vice President of Global Design, Innovation & Sustainability and the Sustainability team work with functional leaders across the company to determine strategies, policies, and goals related to corporate social responsibility.<br><br>Governance |
| 2-14 | | | Role of the highest governance body in sustainability reporting | Haworth's CEO, our Vice President of Global Design, Innovation & Sustainability, and our Vice President of Global Strategy and Marketing review and approve the Corporate Social Responsibility Report.<br><br>Pushing the Boundaries of What's Possible<br>Governance |
| 2-15 | | | Conflicts of interest | Conflicts of interest arise wherever business interests are at stake given the human capital in any global organization. Haworth strives to avoid such conflicts, both as an organization and at the employee level. Haworth does so first proactively by providing training on conflicts of interests and including provisions in its employee handbook and code of conduct. Haworth also proactively manages conflicts of interest by performing routine audits and having an anonymous whistleblowing platform as well as internal reporting process. |
| 2-16 | | | Communication of critical concerns | Please see GRI 2-12. |
| 2-17 | | | Collective knowledge of the highest governance body | Please see GRI 2-12 and GRI 2-13. |
| 2-18 | | | Evaluation of the performance of the highest governance body | Haworth's Board of Directors and Executive Leadership Team conduct annual performance evaluations in accordance with Haworth's performance review system, involving both self-evaluation as well as peer and leadership evaluation.<br><br>Governance |
| 2-19 | Labor | | Remuneration policies | Haworth is committed to paying members fair and appropriate compensation in the form of wages and salaries and other benefits. Remuneration for members consists of basic salaries in line with market conditions and collective bargaining agreements (where applicable) and secure at least living wages. Depending on the function, variable performance related payments can apply to offer attractive benefits and acknowledge performance. This is regulated by additional individual agreements. |
| 2-20 | Labor | | Process to determine remuneration | With support of an independent third-party company for benchmark, Haworth conducts surveys of compensation and benefits and uses them to benchmark salary level for global guidance and agreement. Collective bargaining agreements can also factor into the process to define local remuneration. Salaries are reviewed against benchmarks every year. Members with salaries below benchmarks are brought up to maintain equal pay according to local benchmark. |
| 2-21 | Labor | | Annual total compensation ratio | Please see GRI 2-19 and GRI 2-20. |
| 2-22 | | | Statement on sustainable development strategy | Pushing the Boundaries of What's Possible |
| 2-23 | Labor, Human Rights, Anti-Corruption, Environment | 16 | Policy commitments | Haworth acts in accordance with clearly defined values and standards of conduct that, at a minimum, comply with or go beyond laws and regulations, and take internationally recognized principles into account. Among others, Haworth respects and applies:<br><br>• The Ten Principles of the United Nations Global Compact<br>• The Sustainable Development Goals of the United Nations<br>• Principles set by the International Labor Organization<br>• Haworth Company Policy and Values<br>• Haworth Standard of Legal and Ethical Conduct<br>• Haworth Supplier Code of Conduct<br><br>Based on our values, we have created a Member Code of Conduct. It describes guidelines for how all members should act as they conduct business and represent Haworth's interests around the world. Addressed topics include for example business ethics and environmental and product safety guidelines. Members are expected to follow these guidelines regardless of differences in laws, cultures, customs and generally accepted business practices or norms of personal conduct in the countries and other jurisdictions in which we operate. The member code of conduct also lays out our commitment to fair and respectful working environment, safe and healthy working conditions , fair remuneration policies and our general information policy concerning business matters that affect members.<br><br>The strategic planning, implementation, performance monitoring and risk assessment is set by Haworth's integrated management system according to ISO 9001, ISO 14001, and ISO 45001. With the revisions of ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018 comes along an increased responsibility for risk assessments and for evaluation, selection, monitoring performance and re-evaluation of external providers. The effectiveness and efficiency of conducting our business in a responsible |

| GRI | UNGC | SDG | GRI Standard Requirement | |
|-----|------|-----|--------------------------|---|
| | | | | manner is regularly assessed and evaluated through management reviews, internal and external audit procedures, and continuous improvement activities. Moreover, our global operations are a covered by our sustainability strategy including a close monitoring and transparent reporting in our annual reports. |
| | | | | Haworth's globally aligned and managed sustainability commitments cover—besides our own operations—also the upstream supply chain. This includes a commitment on responsible sourcing that focuses on engaging our supply chain to ensure comprehensive social and environmental standards are met. In addition, Haworth is externally reviewed through sustainable product certification audits and corporate social responsibility assessments by partners who are engaged by our clients. Being regularly assessed by third parties supports that Haworth facilities follow local labor requirements and adherence to values including preventing any involvement by the company in labor and human rights violations. In our external communications, we always aim for high levels of transparency and reliability. Hence, our annual Global Corporate Social Responsibility Report follows the GRI reporting standards and the UN Global Compact principles. It also addresses the UN Sustainable Development Goals. |
| | | | | We work diligently with our supply chain to increase transparency on our suppliers' sustainability standards and initiate improvement measures. We are dedicated to further advance in this area, including integration of sustainability requirements in contract frameworks, in-depth supplier screening and auditing tools to foster transparency and evaluate compliance. While especially focusing on potential "hot spots" in our supply chain, this approach is characterized by a partnership mindset, intended to overcome any challenges together with our suppliers. We engage in continuous dialogue, education, and share best practices to ensure their codes of conduct prevent any modern slavery and human trafficking within their business and include socially and ecologically responsible sourcing overall. |
| | | | | Sustainability Briefs |
| 2-24 | | | Embedding policy commitments | To incentivize functional and regional leaders, Haworth integrates relevant aspects of our 2025 Commitments into personal goals. This approach runs through the various management levels, moving from high level goals to site or function specific initiatives and goals. |
| | | | | Other ways of incentivizing members include, for example, the Dick Haworth Values Award. Company Chairman Emeritus Dick Haworth established the peer-nominated award in 2001 to recognize members who daily integrate into their activities: listening to our customers, empowering and engaging members, honoring integrity, leading with design through creative thinking, driving continuous improvement, and striving to make the world better by embracing diversity, caring about the environment, and creating economic value. Honored members receive a monetary or travel award depending on which region the member works within. Moreover, Haworth provides member discount programs to purchase furniture. |
| 2-25 | Labor, Human Rights, Anti-Corruption, Environment | 16 | Processes to remediate negative impacts | Haworth takes a holistic approach to evaluating the impact we make on our global economy throughout every aspect of our business. Using our Value Cycle as a framework, we consider the economic, environmental, and social impacts along with associated challenges and opportunities. The precautionary principle is integrated into our Haworth Management System (HMS). All manufacturing sites maintain certifications according to ISO 9001 and ISO 14001. Additionally, our manufacturing sites in China, Switzerland and France and logistic and sales site in Germany are certified according to the ISO 45001. Also, we are working on extending our certification to include our manufacturing site in France in 2022. We will advance our journey to become a more sustainable corporation through our 2025 Commitments. |
| | | | | Governance |
| 2-26 | Labor, Human Rights, Anti-Corruption, Environment | 16 | Mechanisms for seeking advice and raising concerns | At Haworth, we strive to always act ethically, lawfully, and with integrity. As a United Nations Global Compact signatory, Haworth supports the Ten Principles of the UN Global Compact with respect to human rights, labor rights, environmental protection, and anti-corruption. Not only does this garner the respect of our members, customers, suppliers and their employees, and the communities we serve, but it also drives our business growth and success. |
| | | | | Ethics training and training on information and cyber security are mandatory elements of Haworth's onboarding process and ongoing member refresher training. In 2021, we launched of a new suite of Required Global Compliance Training modules. This curriculum applies to all members, across all business units, with the goal of equipping everyone with knowledge to ensure they uphold legal compliance regulations and information security (participation rate 2021, Haworth Commercial interiors >99,9%). All members globally will be prompted to do a mandatory refresher every two years, and new members are required to the trainings during onboarding. |
| | | | | Whistleblowing reporting procedures can be accomplished via several different avenues, including but not limited to, utilizing Haworth's anonymous reporting tool (both by phone and electronically) with EthicsPoint through Navex, reporting through the standard chain of command, or directly reporting to Haworth's Ethics and Compliance department. |
| | | | | Our Member Code of Conduct, member handbook guidance documents, and supplier manual also provide information on specific standard operating procedures for reporting practices and procedures for filing a complaint regarding violations of Haworth's ethics and compliance guidelines. Anti-retaliation policies are in place. |

| GRI | UNGC | SDG | GRI Standard Requirement | |
|---|---|---|---|---|
| 2-27 | Labor,<br>Human Rights,<br>Anti-Corruption,<br>Environment | | Compliance with laws and regulations | Haworth acts in accordance with clearly defined values and standards of conduct that, at a minimum, comply with or go beyond laws and regulations and take internationally recognized principles into account (see also GRI 2-26).<br><br>We cooperate with authorities, institutions, and consult experts to understand and implement legal requirements.<br><br>In addition to internal controls, assessments, and audits, we and our suppliers are subject to various external audits that also cover compliance with legal requirements. These audits address, for example, finance, information security, customs, quality, environment, and health and safety. They can be part of certifications such as ISO 9001, ISO 14001, and ISO 45001. Our plant in Shanghai has held an AEO certification since 2018.<br><br>Please see also GRI 307-1. |
| 2-28 | | | Memberships of associations | Haworth is a signatory of the UN Global Compact and a supporter of the Sustainable Development Goals (SDGs). In 2021, we committed to the Science-Based Target initiative. Moreover, we report annually with CDP.<br><br>Sustainability Memberships and Organizations |
| 2-29 | | 16 | Approach to stakeholder engagement | Management and executive leadership identify stakeholders and provide recommendations and guidance for both formal and informal engagements. This list is not exhaustive but encompasses stakeholder groups we monitor and consult with closely:<br>• Haworth members<br>• Haworth customers and dealer partners<br>• Haworth suppliers and operations contract partners<br>• Haworth shareholders<br>• Business leaders and industry influencers<br>• Government agencies<br>• Non-profit organizations<br><br>Engaging with stakeholders and listening to their ideas and concerns is vital to the success of our company. Their engagement involves a variety of methods that create forums for communication with each group. Haworth has ongoing relationships with global business leaders, government agencies, and sustainability organizations that help us understand the most pressing challenges facing our world. Global member engagement surveys are usually conducted on an annual basis (Members). In 2022, we decided not to administer Haworth's global member engagement survey. In the future we will conduct the global member engagement survey in May to better enable us to put survey results and action planning into the same calendar year. |
| 2-30 | Labor | 8 | Collective bargaining agreements | Collective bargaining agreements can apply to members located in EMEA and Asia-Pacific. We cooperate with employee representatives (e.g., works council) to negotiate collective bargaining agreements and improve working conditions. See also GRI 2-19 to GRI 2-21 and GRI 403-1.<br><br>Internal agreements and standards on employees' health and safety, working conditions, training and career management, and anti-discrimination and anti-harassment are part of Our Values and Policies (see GRI 2-23). |

## GRI 3: Material Topics

| | | | | |
|---|---|---|---|---|
| 3-1 | | | Process to determine material topics | Enterprise risk management (ERM) is the high-level process of identifying and methodically addressing the potential events that represent risks to the achievement of strategic objectives, opportunities, or to gain competitive advantage. Each functional unit must also identify general risks to Haworth overall, including competitive threats, market disruptors, regulations, technology, environmental and climate change, supply chain disruption, and skill and talent gaps. Company leadership then identifies the top three risks in each business unit.<br><br>For direct operations, the assessment of material topics, risks, and opportunities is included in our integrated QEHS management system. EHS managers and teams on site perform an annual analysis of stakeholder requirements and the likelihood and scale of impact of potential events and changes. Outputs of these assessments are then provided to region-specific functional leaders and subsequently to our executive team for further consideration in strategic planning.<br><br>Key topics are also brought to our attention by stakeholders through various channels. |

| GRI | UNGC | SDG | GRI Standard Requirement | |
|---|---|---|---|---|
| | | | | The results from this multi-level process are addressed during annual strategy meetings and board of directors meetings, and during quarterly strategy reviews within the executive team. Our global sustainability team informs strategic direction and policy. This way, the team ensures that the company and its leadership are kept abreast of current and upcoming concerns, and shares industry best practices across all regions. The team reports half-yearly directly to the CEO and quarterly to our Officer & Vice President Design, Innovation & Sustainability (in case of urgent matters also on demand). In addition, the global sustainability team organizes executive workshops that focus on advancing our sustainability strategy.<br><br>Our Strategy and 2025 Commitments<br>Value Cycle<br>Governance |
| 3-2 | | | List of material topics | Our Strategy and 2025 Commitments |
| 3-3 | | | Management of material topics | Please see also GRI 2-23. |

## GRI 201: Economic Performance

| 201-1 | | 5, 8, 9 | Direct economic value generated and distributed | Haworth's 2022 global sales were $2.5 billion. |
|---|---|---|---|---|
| 201-2 | Environment | 13 | Financial implications and other risks and opportunities due to climate change | Transitioning toward decarbonization is one of our key priorities, and accordingly we are establishing low carbon products and services, training staff on climate related risks, and seeking to reduce our own operational footprint. Each of our business areas needs to understand the risks and opportunities relevant to their customers—including those related to climate change. Our business strategy includes systematically addressing physical and transition risks and leveraging opportunities, e.g., by investing in renewable energy and energy efficiency, by providing low carbon products, and to support low-carbon business models that include the reuse of used furniture.<br><br>Climate-related risks are addressed as part of an overarching multi-disciplinary process on different levels. Enterprise risk management (ERM) is the high-level process of identifying and methodically addressing the potential events that represent risks to the achievement of strategic objectives, opportunities, or to gain competitive advantage.<br><br>For direct operations, we also include the risk and opportunity assessment in our integrated QEHS management system. EHS managers and teams on site perform an annual analysis of the likelihood and impact of potential events and changes. The defined processes manage, for example, the acute and chronic risks from extreme weather and changing climate as well as transition risks from current and emerging regulations<br><br>To manage upstream risks of climate change, our carbon reduction strategy builds on the exchange and engagement with service providers, suppliers, and employees: service providers and suppliers to manage supply chain risks and seize opportunities; employees to enable them to act in favor of our sustainability goals. We require suppliers to meet the standards of our Supplier Code of Conduct (see GRI 308-1). Furthermore, we include environmental criteria in purchases, e.g., sustainability attributes for commodities and packaging.<br><br>Downstream risks and opportunities are strongly linked to our customers. We identify and manage risks through a close dialogue with our customers. We engage our partners with sustainable solutions and provide information and support. Insights from these dialogues and market signals feed back into strategic considerations on the operational and upstream level. Our customers have their own goals to reduce carbon footprint, and we want to help address those. Our products are durable and can be repaired or refurbished to extend the service life for multiple uses. We also are embarking on the journey to design low-carbon products to help meet customers' goals and reduce the overall carbon footprint of our products downstream. |

## GRI 202: Market Presence

| 202-1 | Labor | 1, 8 | Ratios of standard entry level wage by gender compared to local minimum wage | Haworth provides equal pay based on responsibilities and regardless of gender. See also GRI 2-19 to GRI 2-21. |
|---|---|---|---|---|

## GRI 203: Indirect Economic Impacts

| GRI | UNGC | SDG | GRI Standard Requirement | |
|-----|------|-----|--------------------------|---|
| 203-1 | | 9, 11 | Infrastructure investments and services supported | Please refer to the People focus of our sustainability strategy. |
| 203-2 | | 1, 3, 8 | Significant indirect economic impacts | 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.<br><br>People<br>Sustainability Briefs<br>Sustainable Development Goals |

## GRI 205: Anti-Corruption

| GRI | UNGC | SDG | GRI Standard Requirement | |
|-----|------|-----|--------------------------|---|
| 205-2 | Anti-Corruption | 16 | Communication and training about anti-corruption policies and procedures | We have standard operating procedures and our Member Code of Conducts in place to maintain ethics and proper business conduct (see also GRI 2-23). The Member Code of Conduct provides guidelines for expected behavior surrounding conflict of interest, anti-bribery, and anti-corruption. Moreover, ethics training is a mandatory element of Haworth's onboarding process. In 2021, >99.9% of Haworth Commercial Interiors members completed the training. All members globally will be prompted to do a mandatory refresher every two years, and new members are required to the trainings during onboarding.<br><br>Whistleblower procedures follow the description for disclosure GRI 2-26. Ongoing audits of financial activity also provide an avenue to proactively uncover incidents of financial impropriety, which are then elevated to the ethics and compliance department. Approximately 80% of all operational sites underwent an internal audit/risk assessment concerning business ethics issues. |
| 205-3 | Anti-Corruption | 16 | Confirmed incidents of corruption and actions taken | In 2022, we received one whistleblower complaint related to a conflict of interest. The issue was investigated and determined to be unfounded. |

## GRI 301: Materials

| GRI | UNGC | SDG | GRI Standard Requirement | |
|-----|------|-----|--------------------------|---|
| 301-1 | Environment | 8, 12 | Materials used by weight or volume | The list of key materials includes steel, aluminum, other metals, plastics, foam, fabrics, wood, plywood, and particleboard.<br><br>Please refer to our Sustainability Briefs. Product specific overviews are given on product pages on Haworth's website. |
| 301-2 | Environment | 8, 12 | 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.<br><br>Please refer to our Material Chemistry and Transparency Brief.<br>Product specific overviews are given in our product environmental data sheets (PEDS) on Haworth's website. |
| 301-3 | Environment | 8, 12 | Reclaimed products and packaging materials | Haworth offers 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.<br><br>Please refer to our feature story A Second Life for Products, our International Circular Services Brief, and these customer examples from 2022. |

# GRI 302: Energy

| GRI | UNGC | SDG | GRI Standard Requirement | |
|---|---|---|---|---|
| 302-1 | Environment | 7, 8, 12, 13 | Energy consumption within the organization | **Energy Consumption in kWh** |



| | 2021 | 2022 |
|---|---|---|
| Kerosene | 11,094,342.69 | 10,473,341.47 |
| Propane | 212,191.44 | 313,874.06 |
| Biomass | 3,247,840.00 | 2,308,106.67 |
| Fuel oil | 357,110.79 | 169,395.60 |
| Gasoline | 163,118.60 | 263,616.70 |
| Diesel | 3,292,310.55 | 4,101,449.35 |
| District heat & cooling | - | 45,735.33 |
| Natural gas | 57,305,586.43 | 85,749,019.48 |
| Electricity | 82,379,601.73 | 84,393,426.61 |
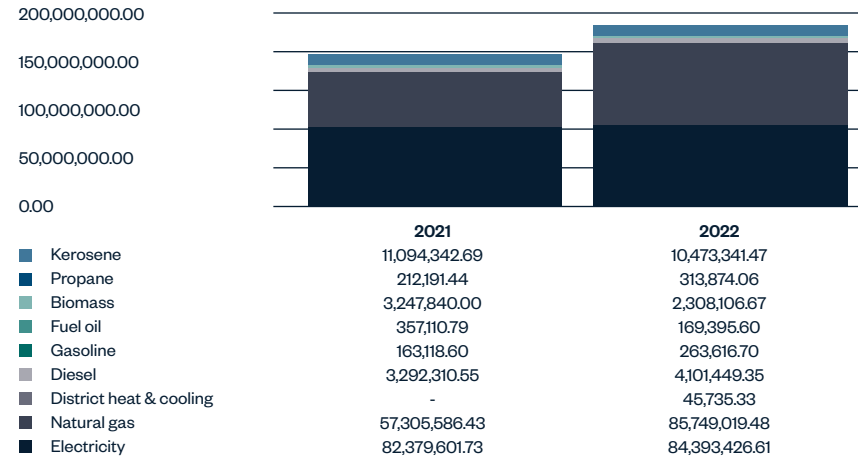
Scope: Haworth Commercial Interiors
Absolute increases are linked to increase of sales activities from 2021 to 2022.
For manufacturing sites, global share of energy from renewable and carbon neutral set sources of our electricity consumption constituted approximately 20% in 2022.

| GRI | UNGC | SDG | GRI Standard Requirement | |
|---|---|---|---|---|
| 302-4 | Environment | 7, 8, 12, 13 | Reduction of energy consumption | Haworth is dedicated to reducing our corporate carbon footprint in line with the Paris Climate Agreement. Endorsed by our CEO, we have globally committed to the business ambition for limiting global warming to 1.5°C of the Science-Based Targets initiative (SBTi). |

In line with this commitment, our Haworth 2025 Commitments, and our Values, we aim to reduce energy consumption. A comprehensive strategy to reduce energy intensity as developed in 2022 (see also 305-5). This includes the use of energy in our own operations and processes, but also engagement of partners (e.g., logistics providers) to reduce their energy consumption and GHG emissions. For exemplary initiatives to reduce energy consumption in our operations, please see Energy Usage.

For outsourced logistics, we prefer partners with strong programs to reduce energy consumption and emissions (e.g., through modern vehicles, training of conductors). Together with them, we optimize routes and capacity utilization to limit energy use and emissions.

Another important element is engagement of members. We have implemented employee awareness/training programs on energy conservation, and we use special events such as Earth Day for communicating environmental topics to generate further awareness and impact. Also, we provide opportunities for volunteering.

| GRI | UNGC | SDG | GRI Standard Requirement | |
|---|---|---|---|---|
| 302-5 | Environment | 7, 8, 12, 13 | Reduction of energy requirement of products and services | Our goal for products and services is to maximize product and resource value and to minimize environmental impacts. We focus our assessment on embodied carbon, but this entails the reduction of energy consumed. We evaluate and steer the development of new products according to defined sustainable and circular design principles. This includes, for example, low standby consumption of products, such as height-adjustable tables. |

Design influences sustainability in the supply chain, in manufacturing, and in the usage phase. It ultimately enables the ease of product reuse, refurbishment, remanufacture, or recycling. Moreover, the use of recycled materials can have a profound impact on product carbon footprint. We use Life Cycle Assessments (LCA) to understand our product embodied carbon and to inform our design strategies. We communicate our products' life cycle impacts, including embodied carbon, via our product environmental data sheets (PEDS).

# GRI 303: Water

| GRI | UNGC | SDG | GRI Standard Requirement | |
|---|---|---|---|---|
| 303-1 | Environment | 6, 12 | Interactions with water as a shared resource | Water is used as drinking water, for sanitary purposes, and for industrial uses (e.g., powder-coating, cleaning of equipment). It is mainly provided by public supply networks; only a small amount is taken from wells |
| | | | | We assess and audit relevant local impacts related to water through our environmental management system. Our teams on site pursue the general goal of keeping water consumption as low as possible. To this end, they maintain the infrastructure and analyze our processes to identify opportunities for improvement. For example, water used in pre-treatment for powder coating is circulated to reduce consumption. Process water discharges are monitored in accordance with applicable regulations and permits. |
| | | | | Water is further used for the extraction and processing of purchased materials (e.g., metals, plastic, wood, fabrics). Haworth suppliers are encouraged to sign and adhere to the Haworth Supplier Code of Conduct (see GRI 308-1), an agreement that also addresses environmental compliance and protection efforts. Moreover, suppliers need to disclose whether they have implemented an environmental management system. |
| 303-2 | Environment | 6 | Management of water discharge-related impacts | For our manufacturing facilities, water management (reduction of withdrawal as well as proper discharge) is included in the environmental management systems, which are certified according to ISO 14001. As part of these systems, we have established processes for the proper handling of chemicals, wastes, and wastewater. We train our members and implement the necessary technical equipment as preventive measures against contamination of the ground and local waterbodies. We also conduct audits of our processes on a regular basis to monitor the proper implementation and identify potential for improvements. |
| | | | | Standards for the quality of discharged water are based on local regulations. Most wastewater is discharged of via public sewage networks for treatment. Wastewater from industrial uses, which is not suited for public sewage treatment plants, is collected by authorized companies for treatment. We limit the load of contaminants in wastewater from our industrial processes, e.g., through defining accepted surface treatments. No incidents of ground or water contaminations through spills were recorded in 2022. |
| | | | | Moreover, we engage and train our members on the importance of water efficiency, and our plants share their best practices on reducing water consumption. We also monitor the chemical parameters of our pretreatment units of powder painting lines to reduce the number of changes of the water bath to a necessary minimum. |
| 303-3 | Environment | 6 | Water withdrawal by source | For 2022 CSR report, we expanded reporting to include data for showrooms, offices, and warehouses. When data on water consumption was not available, we estimated volumes based on leased spaces or number of members per site (approximately 3% of water consumption volume is based on estimates). |
| | | | | Well water constituted 5 % of the water used in 2022. 4.5 % percent of water was withdrawn from areas with on-average high-water stress; 92.1% from areas with on-average medium to high water stress; and 2.7 % from areas with on-average low to medium water stress areas. Water consumption from extremely high water stress areas constituted less than 0.2% and from low water stress areas less than 0.6%. |
| | | | | Absolute increases are linked to increase of sales activities from 2021 to 2022. This was partially counterbalanced by increased data accuracy lowering water consumption for showrooms because conservative consumption estimates were replaced with activity data from sites for 2022. |

**Water Consumption in Tonnes**



| | 2021 | 2022 |
|---|---|---|
| Asia-Pacific | 16,224.4 | 17,103.0 |
| Europe | 11,927.6 | 13,493.6 |
| North America | 192,329.1 | 194,183.2 |
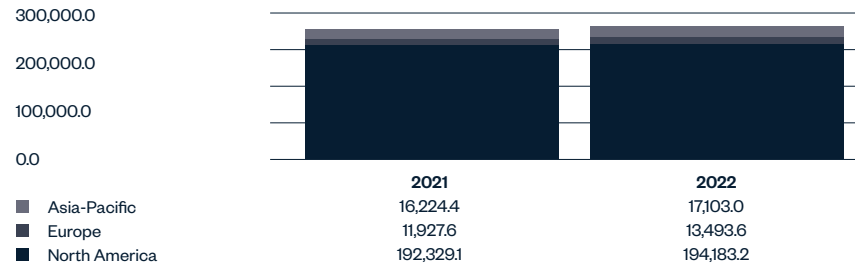
Scope: Haworth Commercial Interiors

| GRI | UNGC | SDG | GRI Standard Requirement | |
|-----|------|-----|--------------------------|---|
| 303-4 | Environment | 6 | Water discharge | See GRI 303-2. |
| 303-5 | Environment | 6 | Water consumption | See GRI 303-3. |

## GRI 304: Biodiversity

| GRI | UNGC | SDG | GRI Standard Requirement | |
|-----|------|-----|--------------------------|---|
| 304-1 | Environment | 6, 14, 15 | Operational sites owned, leased, managed in, or adjacent to protected areas and areas of high biodiversity value outside protected areas | Haworth's manufacturing sites are not situated in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas. Showrooms are situated in urban areas. |
| 304-2 | Environment | 6, 14, 15 | Significant impacts of activities, products, and services on biodiversity | To take over responsibility for sustainable supply chains, we are continually looking to improve our sustainable sourcing efforts. The protection of biodiversity follows our general policies for sustainable sourcing and uses the approach described in GRI 2-13, GRI 2-23, and GRI 308-1. |

As a manufacturer of furniture, Haworth has strong ties to timber. To mitigate impacts, sourcing strategies for wood focus on two major elements: responsibly managed sources and screening our supply chain according to responsible sourcing criteria. Haworth is committed to achieve 100% sourcing of wood raw materials for Haworth products from certified sustainable sources until 2025. To do so, we align with established best practices and engage our supply chain and partners to source wood that has been assessed by a third-party chain of custody certification system (CoC). Also, several of our manufacturing sites in North America, Europe, and Asia-Pacific hold chain of custody certifications according to FSC or PEFC. We continue to proactively engage our supply chain and partner with them to become certified according to widely accepted certification schemes from non-profit organizations (e.g., FSC, PEFC, or SFI) and/or expand their sustainable wood offering. In 2022, 86% of the wood we purchased was sustainably certified (based on spend). The remained stable in comparison to the previous year because planned activities to switch materials to certified sources were delayed. However, we will intensify our efforts once again in the coming years to achieve our goal. We report our progress quarterly to management levels and annually in internal reviews and as part of our CSR report. Also, we will continue to train sourcing members on relevant sustainability topics.

Other indirect impacts on biodiversity from Haworth's activities are linked to the extraction and processing of materials from virgin stocks in upstream processes. Here, we can conserve natural resources and habitats through the increased use of recycled materials. For example, our collections Novelty & Hobson are made of 54% and 40% post-consumer recycled content destined for landfill. In addition, Hobson is made of 40% ocean bound plastic, which is plastic that is close enough to shore that it is in danger of becoming marine plastic.  And our fabric collection Oceanic is made from 100% post-consumer recycled plastic, containing 10% recycled plastic from marine litter and 90% discarded PET water bottles destined for landfill. In pursuit of our circular design and carbon accountability strategy, Haworth targets high-recycled content for its metals parts (mainly steel and aluminum), which result in lower embodied carbon and lower impacts on natural habitats. We aim to avoid the use of any Conflict Minerals, such as gold, tin, tantalum, tungsten, and their derivatives, which are mined or traded in conditions of armed conflict.

**Sustainable Certified Wood (%)**
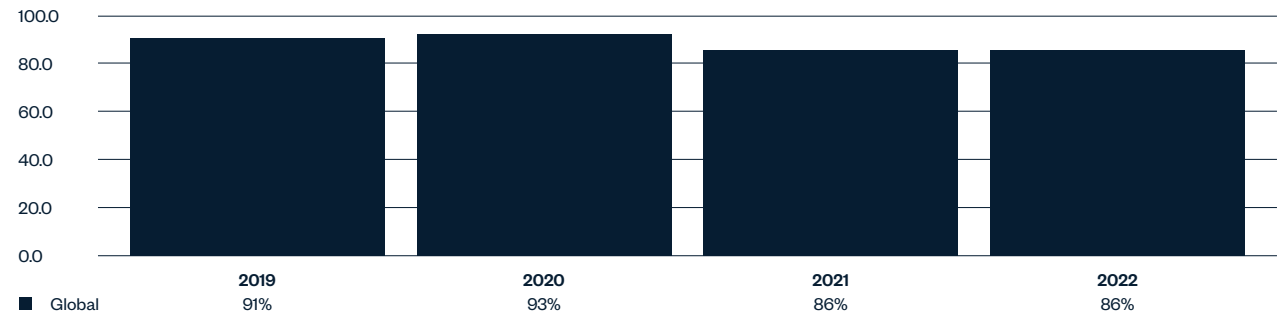
| | 2019 | 2020 | 2021 | 2022 |
|---|------|------|------|------|
| ■ Global | 91% | 93% | 86% | 86% |

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

| GRI | UNGC | SDG | GRI Standard Requirement | |
|---|---|---|---|---|
| | | | | In addition, the improper or sub-ideal disposal of our products can pose a threat on biodiversity. In line with our global commitments, we aim to make it easier for customers to utilize alternatives to the landfill when disposing of workplace products no longer needed. We continue to explore sustainable solutions that drive environmental stewardship, economic growth, and community prosperity. Haworth clients may benefit from a wide range of Circular Service elements that allow for a modular combination—tailored to individual project needs. Haworth products are designed for a long life, with replaceable wearing parts and easy dismantling. Individual component identification and preference of reversable bonding mechanisms facilitate high value reuse and recycling options. Our quality products are made of valuable materials, most of which are suitable for reuse or otherwise recovery to serve as ingredients in new products. Through our trained members and by providing information material such as standardized communications or assembly/disassembly instructions, we support our clients making informed decisions when it comes to finding product end-of-life solutions.

An example of how we can have a positive indirect impact on biodiversity is by promoting initiatives that remove waste from habitats and restoration of natural habitats. For example, Haworth volunteers supported the protection of habitats, e.g., through clean-up events (see People). Also, Haworth coordinated with the Outdoor Discover Conservation services on a multi-phase project to convert overgrown turfgrass into native prairie species at our headquarter in Holland, Michigan (see Community).

Finally, a potential risk for biodiversity can be attributed to our manufacturing sites (e.g., damages to the ground and/or local waterbodies through spills of wastewater). We manage those potential risks through our environmental management systems, which are certified according to ISO 14001. They establish processes for the proper handling of chemicals, wastes, and wastewater, and monitor the implementation. We train our members and implement the necessary technical equipment as preventive measures. |
| 304-3 | Environment | 6, 14, 15 | Habitats protected or restored | In 2022, Haworth volunteers supported the protection of habitats, e.g., through clean-up events. Moreover, Haworth coordinated with the Outdoor Discover Conservation services on a multi-phase project to convert overgrown turfgrass into native prairie species at our headquarter in Holland, Michigan (see Community).

Members
Community |
| 304-4 | Environment | 6, 14, 15 | IUCN Red List species and national conservation list species with habitats in areas affected by operations | Haworth does not use IUCN Red List species and national conservation list species to produce furniture. None of our manufacturing sites or showrooms are situated in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas. Potential risks for protected species and habitats originate mainly from the extraction of natural resources such as metals, petrol for plastic, and wood. To manage these risks, we continue to proactively engage our supply chain and partner with them to increase our material efficiency and the use of recycled materials, to reduce the use of hazardous substances, and to implement due diligence systems that track the legal origin of potentially critical materials. We make our efforts transparent through certifications according to standards such as FSC/PEFC, ISO 14001, or BIFMA/ European LEVEL. |

## GRI 305: Emissions

| GRI | UNGC | SDG | GRI Standard Requirement | |
|---|---|---|---|---|
| 305-1 | Environment | 3, 12-15 | Direct (Scope 1) GHG emissions | In 2022, we collected 2021 data to establish the baseline of our the corporate carbon footprint for the Haworth, Inc.. The assessment adhered to the requirements and guidelines of the Greenhouse Gas Protocol. Results for scope 1 and 2 are show in the table below. An update for 2022 will be published once data collection is completed. |

| Emission scope | Market-based emissions in tonnes $CO_2$eq | Location-based emissions in tonnes $CO_2$eq |
|---|---|---|
| Scope 1 | 23,941 | 23,941 |
| Scope 2 | 48,183 | 49,991 |
| **Total** | **72,124** | **73,932** |

Scope: Haworth, Inc.
Emission factor sources include EPA, IEA and DEFRA. Calculations include emissions from $CO_2$, $CH_4$, $N_2O$, HFCs, and PFCs. There were no known sources for $SF_6$ or $NF_3$.

| GRI | UNGC | SDG | GRI Standard Requirement | |
|---|---|---|---|---|
| 305-2 | Environment | 3, 12-15 | Energy indirect (Scope 2) GHG emissions | Please see GRI 305-1. |

| GRI | UNGC | SDG | GRI Standard Requirement | |
| --- | --- | --- | --- | --- |
| 305-3 | Environment | 3, 12–15 | Other indirect (Scope 3) GHG emissions | In 2022, we collected 2021 data to establish the baseline of our the corporate carbon footprint for the Haworth, Inc.. The assessment adhered to the requirements and guidelines of the Greenhouse Gas Protocol. Results for scope 3 are show in the table below. An update for 2022 will be published once data collection is completed. |

| Category | Category Name | Emissions in tonnes $CO_2$eq |
| --- | --- | --- |
| 1 | Purchased Goods & Services | 348,260 |
| 2 | Capital Goods | 7,313 |
| 3 | FERA | 20,255 |
| 4 | Upstream Transport & Distribution | 182,058 |
| 5 | Waste | 2,313 |
| 6 | Business Travel | 2,212 |
| 7 | Employee Commuting & Telework | 21,986 |
| 8 | Upstream Leased Assets | 890 |
| 11 | Use of Sold Products | 9,765 |
| 12 | End-of-Life Treatment | 55,609 |
| 13 | Downstream Leased Assets | 69 |
| – | **Total Scope 3** | **632,998** |

Emission factor sources include CEDA, CBECS, EPA, IEA and DEFRA.

Four of 15 categories were classified as not relevant (Downstream Transport & Distribution, Processing of Sold Products, Franchise, Investments).

| GRI | UNGC | SDG | GRI Standard Requirement | |
| --- | --- | --- | --- | --- |
| 305-4 | Environment | 13–15 | GHG emissions intensity | In 2022, we collected 2021 data to establish the baseline of our the corporate carbon footprint for the Haworth, Inc. The assessment adhered to the requirements and guidelines of the Greenhouse Gas Protocol. GHG emission intensity for 2021 was 360 tonnes $CO_2$eq per Mio$ sales. |
| 305-5 | Environment | 13–15 | Reduction of GHG emissions | In 2022, we assessed our energy consumption and greenhouse gas emissions for the Haworth, Inc. to define a baseline and targets for SBTi. The process included creating an inventory, identifying levers for decarbonization, setting the decarbonization timeline and ambition as well as developing a strategy to reduce emissions from all three scopes to decarbonize in line with the 1.5°C scenario 1, 2 and 3. We will report our progress in relation to the baseline described in GRI 305-1 and GRI 305-3 as part of our CSR reporting activities and through CDP. |

Governance and progress reporting follows the approach described in GRI 2-13, GRI 2-23, and GRI 308-1. See also Carbon Accountability on the Path to Net Zero.

Initiatives to reduce greenhouse gas emissions for scope 1 and 2 include energy efficiency measures and movement away from fossil energy sources. For examples, please see Carbon Accountability on the Path to Net Zero and Energy Usage.

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

Another important element is engagement of members. We have implemented employee awareness/training program on energy conservation and sustainable, circular design of products and services. We also use special events such as Earth Day for communicating environmental topics to generate further awareness and impact.

| GRI | UNGC | SDG | GRI Standard Requirement | |
| --- | --- | --- | --- | --- |
| 305-6 | Environment | 3, 12 | Emissions of ozone-depleting substances (ODS) | We do not use ozone-depleting substances in our products. Foam propellants classified as ozone depleting substances, such as CFCs and HCFCs, are generally avoided. |

For air conditioning systems, we reassessed all cooling agents used at owned and leased sites of Haworth Commercial Interiors. In 2022, a loss of 0.13 tonnes of R22 from equipment were documented.

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

**Global VOC Emissions in Tonnes**
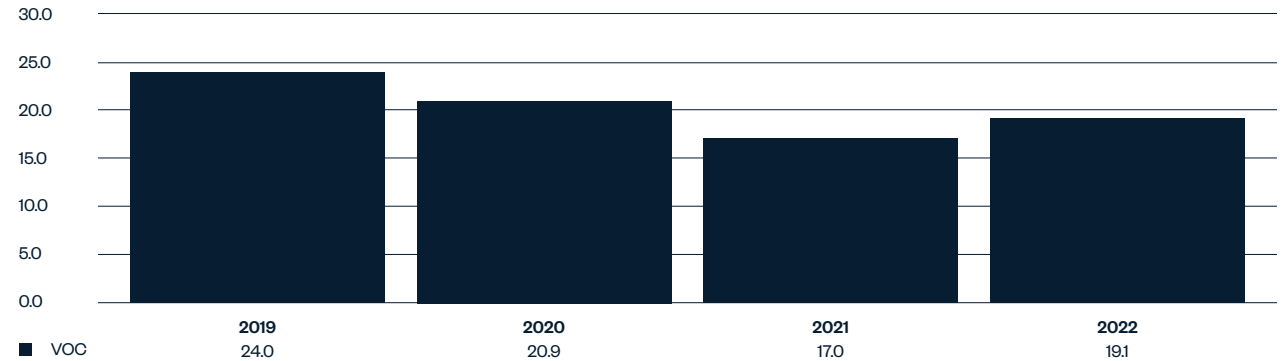
| | 2019 | 2020 | 2021 | 2022 |
|---|---|---|---|---|
| ■ VOC | 24.0 | 20.9 | 17.0 | 19.1 |

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

Calculations are based on site-specific data. From 2021 to 2022, VOC emissions from operations increased by 13%. Increases were linked to increased sales activities. Haworth continues to push our supply chain toward the elimination of toxic substances and encourages the use of safer metal surface treatments. Many Haworth products include low emitting finishes such as powder-coated metal and water-based wood finishes. Our strategy with adhesives is to avoid them altogether. If this is not feasible, we insist on the use of solvent-free (e.g., water-based) options. Through material ingredient assessments, we evaluate chemical properties of an adhesive and screen for any hazardous substances. Due to the diligent efforts of our teams and our suppliers, we keep making progress toward reducing VOC emissions.

## GRI 306: Effluents and Waste

| GRI | UNGC | SDG | GRI Standard Requirement |
|---|---|---|---|
| 306-1 | Environment | 3, 6, 11, 12 | Waste generation and significant waste-related impacts |

For waste from our operations, our 2025 Commitment focuses on maintaining our zero production waste to landfill status, increasing material efficiency where possible, and reducing waste to energy.

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

Haworth manufacturing account for about 92% of waste generated. Disposal methods include recycling, energy recovery, and composting. Waste disposal methods for remaining facilities, e.g., showrooms, offices or warehouses, disposal methods include recycling, energy recovery, composting and landfilling.

We work continuously together with our members and suppliers to reduce waste and to improve reuse and recycling while adhering to federal and state legislations of the countries in which we do business (see also Procurement, Manufacturing, & Logistics). We partner with qualified and certified service providers.

Our main waste fraction at manufacturing sites is wood waste from production. If recycling is not an option, one method to capture value from this material is to use it for thermal energy, including on site at several of our manufacturing sites. Other fractions are metals, plastics, powder-coat, corrugated, and paper, which can be readily recycled if separated properly. Monitoring and proper handling of hazardous waste from production is part of our certified environmental management system according to ISO 14001 and regulatory compliance programs.

| GRI | UNGC | SDG | GRI Standard Requirement |
|-----|------|-----|--------------------------|

For our finished products, we focus on two priority areas: Design for Sustainability and Circular Services. A circular economy is one of the biggest opportunities to design a sustainable future and is an essential part of our strategy. Haworth products are designed for a long life, with replaceable wearing parts and easy dismantling. Individual component identification and preference of reversable bonding mechanisms facilitate high value reuse and recycling options. Our quality products are made of valuable materials, most of which are suitable for reuse or otherwise recovery to serve as ingredients in new products.

In line with our global commitments, we aim to make it easier for customers to utilize alternatives to the landfill when disposing of workplace products no longer needed. We continue to explore sustainable solutions that drive environmental stewardship, economic growth, and community prosperity. Haworth clients may benefit from a wide range of Circular Service elements that allow for a modular combination—tailored to individual project needs.

Please see also Circular Economy and Sustainability Briefs.

| GRI | UNGC | SDG | GRI Standard Requirement | |
|-----|------|-----|--------------------------|---|
| 306-2 | Environment | 3, 6, 8, 11, 12 | Management of significant waste-related impacts | See GRI 306-1. |
| 306-3 | Environment | 3, 6, 11, 12, 15 | Waste generated | For 2022 CSR report, we expanded reporting to include data for showrooms, offices, and warehouses. When waste data was not available, we estimated waste volumes based on leased spaces or number of members per site (approximately 5% of waste volume is based on estimates). Absolute increases are linked to increase of sales activities from 2021 to 2022. |

**Waste Generated in Tonnes**



| | 2021 | 2022 |
|-----|------|------|
| Landfill Waste | 131.2 | 187.0 |
| Waste to Energy | 121.1 | 36.5 |
| Recycled/Waste to Energy Combo | 7,436.8 | 10,908.2 |
| Recycled Waste | 8,435.3 | 7,113.9 |
| Hazardous Waste | 0.5% | 0.6% |
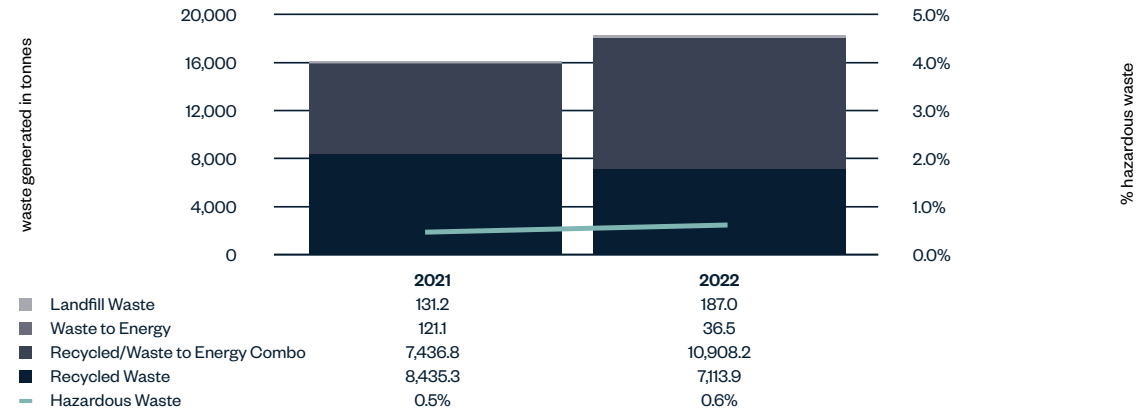
Scope: Haworth Commercial Interiors

| 306-4 | Environment | 3, 11, 12 | Waste diverted from disposal | Please see GRI 306-1.<br>Please see Circular Services. |
| 306-5 | Environment | 3, 6, 11, 12, 15 | Waste directed to disposal | Please see GRI 306-1. |

## GRI 307: Environmental Compliance

| GRI | UNGC | SDG | GRI Standard Requirement | |
|---|---|---|---|---|
| 307-1 | Environment | 16 | Non-compliance with environmental laws and regulations | We monitor environmental laws and regulations and evaluate environmental risks through our environmental management systems. All manufacturing sites are certified according to ISO 14001. We conduct compliance audits on a regular basis. These audits receive support from external consultants. |

## GRI 308: Supplier Environmental Assessment

| 308-1 | Environment | | New suppliers that were screened using environmental criteria | All our suppliers are encouraged to sign and adhere to the Haworth Supplier Code of Conduct, an agreement that addresses worker safety, labor compensation, anti-child labor, antidiscrimination, anti-corruption, worker respect, and environmental compliance. This document is updated in a regular basis to cover relevant topics. With over 97% of global suppliers (by spend) signing this Code of Conduct, we work together to help increase the transparency of sustainability standards and initiate improvement measures. |
|---|---|---|---|---|
| | | | | **Signed Code of Conduct Agreement** |
| | | | |  |
| | | | | ■ Global Suppliers |
| | | | | **2019** 96.0%  **2020** 94.1%  **2021** 96.9%  **2022** 97.5% |
| | | | | Scope: We included data for all sectors for Haworth Commercial Interiors: the Americas, EMEA (Europe, Middle East, and Africa), and Asia-Pacific. |
| | | | | We aim for maintaining long-lasting partnerships with suppliers built on respect and trust. We conduct audits of strategically important suppliers to monitor adherence to our Supplier Code of Conduct. Together with our suppliers, we identify potential for improvement and timeframes for adjustment if necessary. We use material chemical declarations for our supply chains to gain additional insights into material composition. Additionally, we are exchanging with suppliers on selected items with relevance to product performances and production. For wood materials, we collect, for example, supply chain information for our Chain of Custody certifications according to FSC or PEFC. Moreover, we have strategic collaborations that push the use of recycled materials (for example, see Making Products with the Circular Economy in Mind. |
| 308-2 | Environment | | Negative environmental impacts in the supply chain and actions taken | Please see GRI 308-1. |
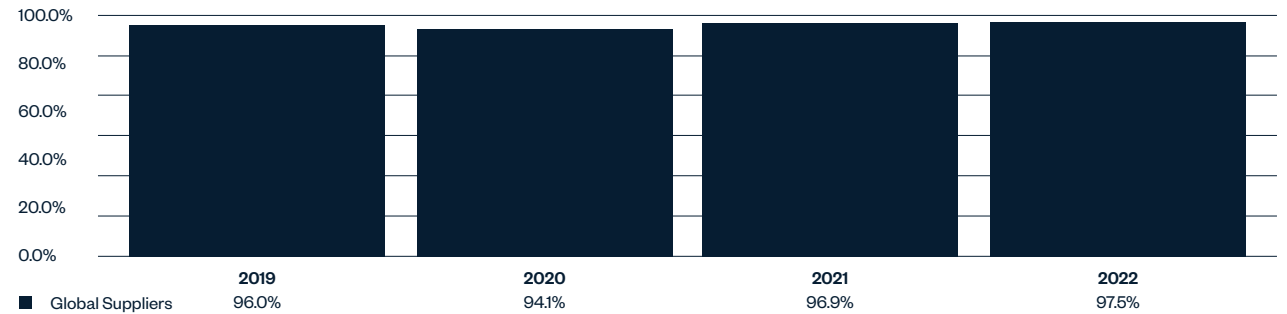
# GRI 401: Employment

| GRI | UNGC | SDG | GRI Standard Requirement | |
|-----|------|-----|--------------------------|---|
| 401-1 | Labor | 5, 8, 10 | New employee hires and employee turnover by age group, gender, and region | Please see GRI 2-7. |
| 401-3 | Labor | 5, 8 | Parental leave | Haworth parental leave policy aligns with laws of each country in which we do business. For example, for members in the United States, a two-week paid leave is available for non-birthing parents. |

# GRI 402: Labor/Management Relations

| GRI | UNGC | SDG | GRI Standard Requirement | |
|-----|------|-----|--------------------------|---|
| 402-1 | Labor | 8 | Minimum notice periods regarding operational changes | Haworth strives to keep members informed about Haworth business matters that affect them and encourages them to express their thoughts through the multiple channels of communication made available to them. |

# GRI 403: Occupational Health and Safety

| GRI | UNGC | SDG | GRI Standard Requirement | |
|-----|------|-----|--------------------------|---|
| 403-1 | Labor | 8 | Occupational health and safety management system | Haworth acts in accordance with clearly defined values and standards of conduct that, at a minimum, comply with or go beyond laws and regulations and take internationally recognized principles into account (see GRI 2-23). The wellbeing and health and safety of our members is deeply embedded in our company values. We believe that every person is entitled to a safe and healthy work environment. We rely on our members and work to make the world better. Therefore, safety is everybody's business and is to be given primary importance in every aspect of planning and performing all Haworth activities so that our members are protected against industrial injury and illness. |

Our policy is oriented toward affirmative control and minimization of risks. Establishment and maintenance of a safe working atmosphere is the shared responsibility between Haworth and its members at all levels of the organization. Haworth' local Health & Safety teams meet regularly to coordinate training, and to keep informed on new processes and regulations that relate to member health and safety. Regularly, the Haworth Health & Safety teams will review risk assessments and H&S documentation to incorporate any changes in local processes and relevant laws and regulations that govern our conduct. We regularly track occupational health and safety performance, initiate improvement measures, and provide training. Each member begins their career at Haworth with comprehensive Health & Safety Trainings and receives regular refreshers. They receive the necessary PPE and replacements when PPE is damaged. Across all production sites and our headquarters, members are represented in health and safety committees.

In addition to mandatory worker injury compensation policies (as part of local labor laws) and public healthcare coverage (e.g., in Australia or most countries in EMEA), Haworth provides corporate healthcare insurance as a benefit to members as part of talent attraction and retention—where not covered by public healthcare. Corporate healthcare insurance covers, for example, hospitalization, surgeries, outpatient specialist, dental, or personal accidents.

Through our Haworth Management System (HMS), we ensure the principles of continuous improvement are applied to both manufacturing operations and office processes. Our integrated management system is based on ISO 9001, ISO 14001, and ISO 45001. All manufacturing sites maintain certifications according to ISO 9001 and ISO 14001. Additionally, our manufacturing sites in China, Switzerland, and France and a logistic and sales site in Germany are certified according to the ISO 45001. The effectiveness and efficiency of conducting our business in a responsible manner is regularly assessed and evaluated through management reviews, internal and external audit procedures, and continuous improvement activities. Moreover, our global operations are covered by our sustainability strategy, including close monitoring and transparent reporting in our annual reports.

With the revisions of ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018 comes an increased responsibility for risk assessments and for evaluation, selection, monitoring performance, and re-evaluation of external providers. External service providers are required to implement the relevant occupational health and safety standards for their employees. A contact person coordinates relevant occupational safety topics with them when they are onsite.

| GRI | UNGC | SDG | GRI Standard Requirement | |
|---|---|---|---|---|
| 403-2 | Labor | 8 | Hazard identification, risk assessment, and incident investigation | Transparency in health and safety is deeply embedded in our philosophy and culture. The risk assessment process is evaluated on an ongoing basis to capture changing work environments. Participation and consultation of members is valued as a vital source to improve our performance, helping keep members safe and reducing the overall incident rates. Measures to reduce safety and health risks include the substitution of chemicals of concern where possible, technical measures (e.g., use of sensors), organizational measures (e.g., definition of areas with restricted access or areas of hazards such as noise) and personal measures (e.g., provision and use of functional, required PPE). Incidents and near misses are followed up with members and implemented changes to workplaces are evaluated for effectiveness. |
| | | | | Regular training and special events such as safety focus weeks are used to keep a high awareness of members for health and safety issues. Moreover, Haworth Learning & Development Teams across the globe brought curated training content to our members and family of businesses. Each week they published new training articles, techniques, tips, and digital tools on important topics such as physical and mental health. Health and safety procedures for members and visitors are available in the major local language(s) spoken by employees and in English if the local language(s) deviate(s) from this. |
| | | | | Haworth partners with reliable temporary employment agencies that offer proper hiring conditions to their employees. These partners are required to train their members in basic health and safety standards. In addition, Haworth provides training on health and safety issues relevant to their assigned tasks. Also, guidelines and rules inform visitors about proper safety behavior. |
| 403-3 | Labor | 8 | Occupational health services | In addition to required/mandatory health checkups, 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. We also offer flexible organization of work available, e.g., through remote work if possible. Members also profit from our offering of ergonomic workstations and our expertise in this field due to the nature of our business. We have certified ergonomic advisors and accredited personnel for sustainable building standards, such as WELL. |
| | | | | People |
| 403-4 | Labor | 8, 16 | Worker participation, consultation, and communication on occupational health and safety | 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. Participation can be achieved through direct exchange with members or with representatives like workforce committees. |
| | | | | Our processes and activities for participation, consultation, and communication on occupational health and safety is also evaluated for the ISO 45001 certifications, which we maintain for facilities in China, Switzerland, France and Germany. |
| | | | | Aspects of member engagement and satisfaction are also addressed in our annual member engagement review. The surveys are followed up by team workshops to identify and decide on activities to seize opportunities for improvement. Interactive communication sessions also include Q&A sessions with leadership members on a regular basis. |
| 403-5 | Labor | 8 | Worker training on occupational health and safety | Safety training is a mandatory element of Haworth's onboarding process. And members receive regular updates of safety trainings related to their workplace. We also organize locally special events focused on health and safety aspects to inform members on health and safety issues. Health and safety procedures for members and visitors are available in the major local language(s) spoken by employees and in English if the local language(s) deviate(s) from this. |
| 403-6 | Labor | 3 | Promotion of worker health | Please see GRI 403-1 to GRI 403-5. See People. |
| 403-7 | Labor | 8 | Prevention and mitigation of occupational health and safety impacts directly linked by business relationships | Please see GRI 403-1 to GRI 403-5 and GRI 416-1. |
| 403-8 | Labor | 8 | Workers covered by an occupational health and safety management system | Please see GRI 403-1 to GRI 403-5. |

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

Work-related injuries are tracked as lost-time injury frequency (LTIF) and lost-time injury severity (LTIS). Lost-time cases are defined as the absolute number of lost-time on-site work injuries that require a person to stay away from work for a minimum of one day/shift; commuting accidents are excluded, as per internal records.

Lost-time injury severity (LTIS) is the number of days lost due to on-site work injuries divided by the number of worked hours in the same time, and multiplied by 200,000; calculation of worked hours as per time recording (actual working time) or regular working hours.

**Lost-Time Injury Frequency & Severity**



|       | LTIF | LTIS |
|-------|------|------|
| 2019  | 0.9  | 24.5 |
| 2020  | 0.6  | 18.5 |
| 2021  | 1.1  | 26.1 |
| 2022  | 1.1  | 15.0 |
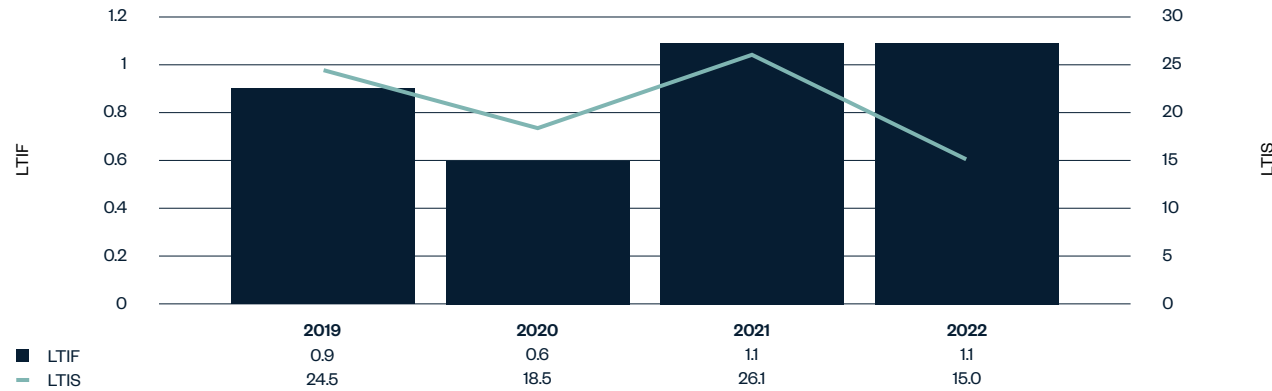
Scope: Haworth Commercial Interiors headquarters and manufacturing sites (including temporary workers)

| GRI | UNGC | SDG | GRI Standard Requirement | |
|-----|------|-----|--------------------------|-|
| 403-10 | Labor | 3, 8, 16 | Work-related ill health | Please see GRI 403-1 to GRI 403-5. |

## GRI 404: Training and Education

| GRI | UNGC | SDG | GRI Standard Requirement |
|-----|------|-----|--------------------------|
| 404-1 | Labor | 4, 5, 8, 10 | Average hours of training per year per employee |

Continuous learning remains one of our core values as it's critical to both personal achievement and business success. We offer a breadth of learning and development opportunities— from online courses to in-person training.

Haworth invests in member learning to provide knowledge, tools, and resources for current roles as well as career development. We track parts of our training efforts as absolute number of courses and hours offered to all members.

| Program | Courses Offered | Courses Delivered | Participants | Training Hrs. |
|---------|-----------------|-------------------|--------------|---------------|
| Professional Development | 12 | 76 | 549 | 5,410 |
| Business Systems Training | 35 | 206 | 1,645 | 5,545 |
| Haworth Leadership Institute | 4 | 10 | 233 | 6,274 |
| Orientation | 4 | 203 | 1,148 | 12,706 |
| Global Required Training (Self-Paced Online Training) | 40 | — | 1,172 | 3,926 |
| Other (e.g., product training, safety trainings) | 69 | 435 | 1,240 | 15086.5 |

We continue to improve the tracking of training hours provided. Hours of training to members on professional development, product training, business systems, or first aid and safety still do not reflect all courses offered yet or the countless hours of trainings provided on the job.

| GRI | UNGC | SDG | GRI Standard Requirement | |
|-----|------|-----|--------------------------|---|
| | | | | Through our partnerships with ThinkWise and Skillshare, members can customize their development plan by selecting courses and tracking their progress (in 2021, 27 licenses-rotated every two weeks, 79 unique users, and about 6,200 minutes of content consumed). Additional educational support is available via the Tuition Assistance Program, offering funding for members pursuing degree programs. For members aspiring to attain leadership positions, Haworth offers specific training programs. |
| | | | | Also, we continued sustainability trainings for members as refreshers and during onboarding. Moreover, we conducted trainings for key functions (e.g., Purchasing, Product Design, Sales, Customer Operations) to provide members with the knowledge on relevant sustainability aspects related to their work. Beside specific training sessions, information was continuously shared on the job as part of projects and during regular meeting routines with different functions. |
| 404-2 | Labor | 8 | Programs for upgrading employee skills and transition assistance programs | See GRI 404-1 to learn about programs for upgrading employee skills. |
| | | | | One example, for how Haworth provides transition assistance is our commitment to military veteran recruitment, training, and retention practices. Haworth aligns with veteran organizations to help veterans bridge the employment gap between military experience and transition into the civilian workforce. Together with our partners, we create opportunities for unemployed and underemployed veterans in the West Michigan community. Other examples include the offering of part-time retirements to members. |
| 404-3 | Labor | 5, 8, 10 | Percentage of employees receiving regular performance and career development reviews | All our members are offered a mid-year and annual performance and career development review. During these reviews, members and supervisors set individual development and career plans. We use an Association Management Software to set and follow up on individual goals, administer general trainings and document member preferences e.g., related to career mobility in terms of geography. Open vacancies are communicated within the organization to enable members to apply for open positions. If a new position requires members to move, we encourage and support them. Members can also apply for specific trainings to develop leadership skills to prepare them for gaining leadership responsibilities in their current or future positions (see also GRI 404-1). |

## GRI 405: Diversity and Equal Opportunity

| GRI | UNGC | SDG | GRI Standard Requirement | |
|-----|------|-----|--------------------------|---|
| 405-1 | Human Rights, Labor | 5, 8 | Diversity of governance bodies and employees: generations, gender ratio per region, interns | See GRI 2-7. |
| | | | | Please refer also to the People section, the Our DEIB Journey feature story, and our Diversity, Equity, and Inclusion Brief. |
| 405-2 | Human Rights, Labor | 5, 8, 10 | Ratio of basic salary and remuneration of women to men | See GRI 2-19, GRI 2-20 and GRI 202-1. |

## GRI 406: Non-Discrimination

| GRI | UNGC | SDG | GRI Standard Requirement | |
|-----|------|-----|--------------------------|---|
| 406-1 | Human Rights, Labor | 5, 8 | Incidents of discrimination and corrective actions taken | Haworth respects the rights of all members. Our values and Code of Conduct guide hiring policies, anti-discrimination, and other universally recognized labor and human rights. We have standard operating procedures in place to maintain ethics and proper business conduct. To ensure this, we have installed our Member Code of Conduct. Moreover, ethics training is a mandatory element of Haworth's onboarding process. And members must complete this training recurrently. In 2021, >99.9% of Haworth Commercial Interiors members completed this training. All members globally will be prompted to do a mandatory refresher every two years. |
| | | | | Haworth suppliers are encouraged to sign and adhere to the Haworth Supplier Code of Conduct (see GRI 308-1). We monitor our OEMs closely, e.g., through on-site audits. Suppliers engaged with North American operations are held accountable to the supplier manual and Supplier Code of Conduct. Audits are performed on a regular basis to verify conformance to the code of conduct, amongst other requirements such as employee health and safety, building condition, quality, schedule, and environmental. Risk assessments are also completed to identify areas of concern. Any nonconformities or high-risk concerns are addressed through the corrective action process managed by the Quality Management System. |
| | | | | A summary of our policy to promote diversity, equity, and inclusion is summarized in our Diversity, Equity, and Inclusion Brief. |
| | | | | Whistleblower procedures follow the description for disclosure GRI 2-26. In 2022, we received no whistleblower complaints related to discrimination. |

## GRI 407: Freedom of Association and Collective Bargaining

| 407-1 | Labor | 8 | Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk | Please see GRI 409-1. |
|-------|-------|---|----------------------------------------------------------------------------------------------------------------|-----------------------|

## GRI 408: Child Labor

| 408-1 | Human Rights, Labor | 5, 8, 16 | Operations and suppliers at significant risk for incidents of child labor | Haworth acts in accordance with clearly defined values and standards of conduct that, at a minimum, comply with or go beyond laws and regulations and take internationally recognized principles into account (see GRI 2-23).<br><br>Haworth has globally defined and implemented a standard of Legal & Ethical Conduct. Whistleblower procedures follow the description for disclosure GRI 2-26.<br><br>Based on our assessment, child labor is not a prevalent risk in our own operations. With suppliers, we maintain long-lasting partnerships built on respect and trust. All Haworth suppliers are encouraged to sign and adhere to the Haworth Supplier Code of Conduct, an agreement that addresses worker safety, labor compensation, anti-child labor, anti-discrimination, anticorruption, worker respect, and environmental compliance. |
|-------|---------------------|----------|---------------------------------------------------------------------------|--|

## GRI 409: Forced or Compulsory Labor

| 409-1 | Human Rights, Labor | 5, 8 | Operations and suppliers at significant risk for incidents of forced or compulsory labor | Haworth acts in accordance with clearly defined values and standards of conduct that, at a minimum, comply with or go beyond laws and regulations and take internationally recognized principles into account (see GRI 2-23).<br><br>Haworth has globally defined and implemented a standard of Legal & Ethical Conduct. Whistleblower procedures follow the description for disclosure GRI 2-26. We summarize our measures to limit the risk for slavery and human trafficking in the company and in the supply chain as part of our UK Modern Slavery Act Statement.<br><br>The 2018 Global Slavery Index of Walk Free provides a country by country ranking of the number of people in modern slavery with an overall weighted average of vulnerability to modern slavery. Based on this assessment, our production site in India is located in a country with higher risk for modern slavery. This facility is monitored as part of our global operations and covered by our sustainability strategy. Also, in line with all other Haworth production sites, this plant is ISO 14001, ISO 9001, and FSC certified. And all members in India have access to our whistleblower procedures to report any cases of potential violations to international labor regulations or the Haworth codes of conduct (see GRI 2-26).<br><br>With suppliers, we maintain long-lasting partnerships built on respect and trust. All Haworth suppliers are encouraged to sign and adhere to the Haworth Supplier Code of Conduct, an agreement that addresses worker safety, labor compensation, anti-child labor, anti-discrimination, anticorruption, worker respect, and environmental compliance. We conduct audits of strategically important suppliers to monitor adherence to our Supplier Code of Conduct. Together with our suppliers, we identify potential for improvement and timeframes for adjustment if necessary. |
|-------|---------------------|------|------------------------------------------------------------------------------------------|--|

# GRI 412: Human Rights Assessment

| GRI | UNGC | SDG | GRI Standard Requirement | |
|-----|------|-----|--------------------------|---|
| 412-1 | Human Rights | | Operations with human rights reviews, impact assessments, human rights as part of SCOC, and percentage covered | Haworth acts in accordance with clearly defined values and standards of conduct that, at a minimum, comply with or go beyond laws and regulations and take internationally recognized principles into account (see GRI 2-23).<br><br>Haworth has globally defined and implemented a standard of Legal & Ethical Conduct. Whistleblower procedures follow the description for disclosure GRI 2-26. We summarize our measures to limit the risk for slavery and human trafficking in the company and in the supply chain as part of our UK Modern Slavery Act Statement.<br><br>With suppliers, we maintain long-lasting partnerships which are built on respect and trust. All Haworth suppliers are encouraged to sign and adhere to the Haworth Supplier Code of Conduct, an agreement that addresses worker safety, labor compensation, anti-child labor, anti-discrimination, anticorruption, worker respect, and environmental compliance. We conduct audits of strategically important suppliers to monitor adherence to our Supplier Code of Conduct. Together with our suppliers, we identify potential for improvement and timeframes for adjustment if necessary.<br><br>See also GRI 2-23 and GRI 409-1. |

# GRI 413: Local Communities

| GRI | UNGC | SDG | GRI Standard Requirement | |
|-----|------|-----|--------------------------|---|
| 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. Focusing on building strong relationships with and supporting internal and external stakeholders is one of three focus areas of our sustainability strategy. Learn more in the People section of this report. |
| 413-2 | Human Rights | 1, 2 | Operations with significant actual and potential negative impacts on local communities | See GRI 2-23, GRI 2-25, GRI 2-27, GRI 201-2, GRI 407-1, GRI 408-1, GRI 409-1, GRI 412-1, and GRI 413-1. |

# GRI 414: Supplier Social Assessment

| GRI | UNGC | SDG | GRI Standard Requirement | |
|-----|------|-----|--------------------------|---|
| 414-1 | Human Rights | 8, 16 | New suppliers that were screened using social criteria | Haworth suppliers are encouraged to sign and adhere to the Haworth Supplier Code of Conduct (see GRI 308-1), an agreement that addresses worker safety, labor compensation, anti-child labor, anti-discrimination, anticorruption, worker respect, and environmental compliance. With over 97% of global suppliers (by spend) signing the Supplier Code of Conduct, we work together to help increase the transparency of sustainability standards and initiate improvement measures. |

# GRI 416: Customer Health and Safety

| GRI | UNGC | SDG | 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.<br><br>We pursue external verification through product certifications such as GREENGUARD, BIFMA LEVEL or European LEVEL. For North America, we also generated Environmental Product Declarations and Declare labels for select products. Through these certifications and product declarations, we demonstrate how Haworth products contribute towards sustainable building standards like LEED and the WELL Building Standard.<br><br>Haworth is committed to providing our customers with products that support safe and healthy environments, and to a policy of material chemistry transparency. Safety assessments include testing for stability according to renowned standards, e.g., provided by BIFMA. Complying with applicable legal requirements on chemicals, such as California Resources Board (CARB) or REACH, is a minimum standard for all our operations. We are working diligently toward reducing potentially hazardous chemicals beyond regulatory restrictions associated with parts and materials we source. Considerations for the use of safer materials drive us to evaluate more sustainable solutions |

as alternatives become commercially available. Due to the diligent efforts of our teams and suppliers, we offer our customers products free of problematic chemicals such as 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.

We report on our material transparency efforts in our product environmental data sheets (PEDS) for most product lines. An increasing number of these documents also display the results of life cycle assessments (LCAs), including the product's carbon footprint.

Please refer to our different Sustainability Briefs for more information on material chemistry and contributions to sustainable building standards.

## GRI 417: Marketing and Labelling

| GRI | UNGC | SDG | GRI Standard Requirement | |
|-----|------|-----|--------------------------|---|
| 417-1 | Environment | 12 | Requirements for products and services information and labelling | We provide information on product performance and sustainable building contributions through our online presence (e.g., homepage, blogs, social media) and to any customer requesting it. Documents made available to customers include user guides, assembly/disassembly instructions, and product certificates. We report material transparency efforts through product environmental data sheets (PEDS) and product sustainability certification. These are made available on the product page of the Haworth website. Moreover, we offer workshops and standardized communication materials to share insight into product certifications and sustainable building contributions, and to promote sustainable consumption. |

## GRI 418: Customer Privacy

| GRI | UNGC | SDG | GRI Standard Requirement | |
|-----|------|-----|--------------------------|---|
| 418-1 | | 16 | Substantiated complaints concerning breaches of customer privacy and losses of customer data | Polices and processes provide for the retention and protection of official records and the prompt destruction of information that is no longer necessary for business operations or legal obligations. Members are trained on information security guidelines to ensure compliance with federal, state, and local records retention requirements; making available and accessible the information required for business operations; preserving the integrity of records for production; reducing the number of unnecessary records and retention categories to be maintained; and promoting the efficient retrieval of information. Marketing and sales activities are done in coordination with consultant and external GDPR audits for customer data are performed. |

# HAWORTH