

YOUR GUIDE TO ONE HAWORTH CENTER



HAWORTH®

ONE HAWORTH CENTER
IS SOMETHING WE

BELIEVED IN

AND WE WANTED

TO INVEST IN

—

AND IT'S BEEN

VERY REWARDING.

—

DICK HAWORTH

FOREWORD

When we set out to renovate One Haworth Center in 2008, we desired to create our headquarters—our home—in a way that reflected our values as an organization. We wanted to practice what we were preaching and to be our own best customer. Our approach was threefold: embody the customer experience in our headquarters; ensure the new building meets our members' needs; and serve our community.

I was presented by Perkins + Will with three schematics for the new building. Of those options, I went with the most dramatic one—and also the most exciting and iconic.

One Haworth Center combines functional purpose with striking design that celebrates the passion of our members. It provides our people with options for ways of working that satisfy both personal desires and team needs. It's a living lab where we experiment, learn, and share knowledge with customers. Its future-proof, adaptable design enables us to change our spaces to address the evolution of our work and strategies.

This investment has had a monumental impact on our business, our people, and our community. It has positioned us for growth, been a catalyst for change, and more importantly, it provides a place that our members can enjoy while feeling like home. Even ten years later, when I walk through the front door, it still puts a smile on my face.

I believe our members and dealer partners play a pivotal role in telling the story of One Haworth Center to our guests. Let this booklet be your storytelling guide for a project we believed in and invested in—a home with its foundation built upon our company's values.



Dick Haworth

Dick Haworth
Chairman Emeritus

ONE HAWORTH CENTER RENOVATION APPROACH



Embody the Customer
Experience in Our
Headquarters



Ensure the
Building Meets
Our Members' Needs



Serve Our Community



CONTENTS

Over the years, Haworth has grown and evolved, investing in design and research while expanding our product offering and global reach to meet the changing needs of our customers.

We've aligned our strategies to ensure we're providing workplace solutions that enable their success. Our headquarters represents this transformation and provides a showcase for our growing family of brands. This guide is a way to share what we've learned with our members, dealer partners, and customers as we adapt One Haworth Center to address the needs of today and tomorrow.

Chapter 1: Business Drivers Behind the Renovation	1
Chapter 2: Culture	5
Chapter 3: Agile Work	13
Chapter 4: Living Lab	17
Chapter 5: Sustainability	23
Chapter 6: Organic Workspace®	29
Chapter 7: Building Design and Architectural Facts	33
Chapter 8: Workplace Metrics	47
Chapter 9: Space Utilization and Member Experience	51
Glossary and References	59



CHAPTER 1

—

BUSINESS

DRIVERS

BEHIND

THE

RENOVATION



As we've partnered with customers, dealers, and influencers to redefine the way interiors are designed, built, and maintained, we recognized that our corporate headquarters (colloquially called HQ) needed to better reflect our knowledge of adaptable, inspiring work environments that empower people to do their best work.

Our Organic Workspace® approach helps create a space that flexes with the changing needs of business. Unlike conventional spaces, Organic Workspace is designed to embrace change, ensuring the physical space, technology, and policy remain in alignment with organizational goals. It supports the people, organization, and the facility to perform efficiently and effectively.

KEY BUSINESS DRIVERS

These are the key business drivers that guided the design process and influenced our Organic Workspace solution at One Haworth Center.



Create a *living lab* where we measure our workplace knowledge and research.

The space is a tool that helps us ensure people can perform to their greatest potential, the building operates efficiently, and the organization ultimately succeeds.



Use the building as a tool to *transform Haworth* from a supplier to a partner.

Purposeful design is behind our unique Organic Workspace approach.



Employ *sustainable design* to demonstrate our core values.

Implementing our sustainability strategy, addressing well-being of our people, and achieving LEED certification were key objectives for the design.



Design an *unforgettable client experience*.

Showcasing our knowledge, products, applications, and Organic Workspace approach provides a comprehensive experience to present Haworth as a trusted business advisor.



CHAPTER 2

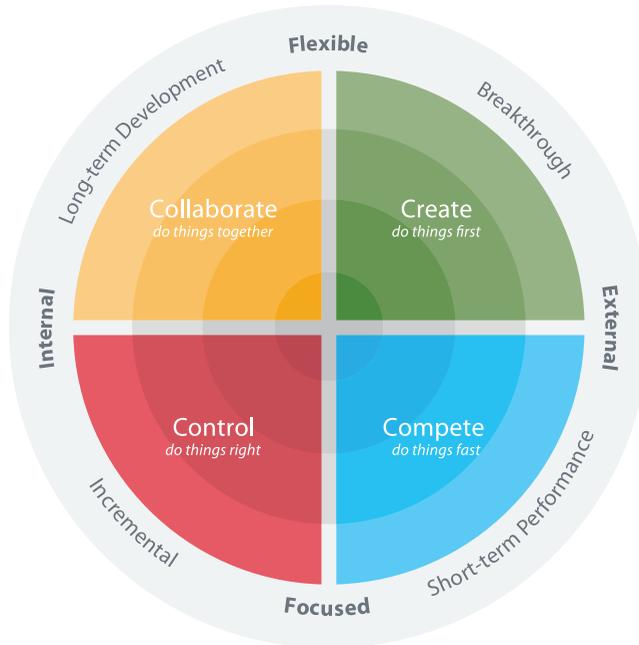
CULTURE



WHAT IS CULTURE?

The collection of beliefs, attitudes, and behaviors that are unique to every organization.





COMPETING VALUES FRAMEWORK

Haworth uses the Competing Values Framework as a foundation from which to create appropriate workspaces for our customers. By understanding and accepting various cultures, organizations can harness the differences for success.

Developed by professors at University of Michigan, the Competing Values Framework has four main culture types that represent opposite, or competing, approaches for driving innovation: Collaborate, Create, Control, and Compete.

COMPETING VALUES FRAMEWORK

COLLABORATE

Focuses on team building and supports a work environment that demonstrates flexibility, concern for people, and sensitivity for customers.

Design implications:

- Low ratio of individual to group space
- Informal spaces
- Medium enclosure
- Very flexible environment
- Organic layout

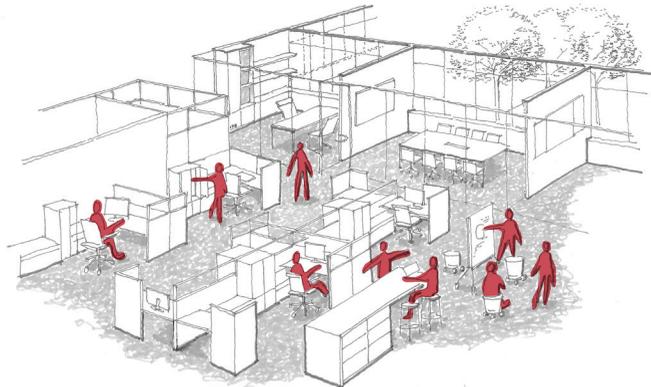


CONTROL

Focuses on doing things right through internal procedure with a need for stability and control.

Design implications:

- High ratio of individual to group space
- More formal spaces
- Higher enclosure
- More of a fixed environment
- Structured, symmetrical layouts

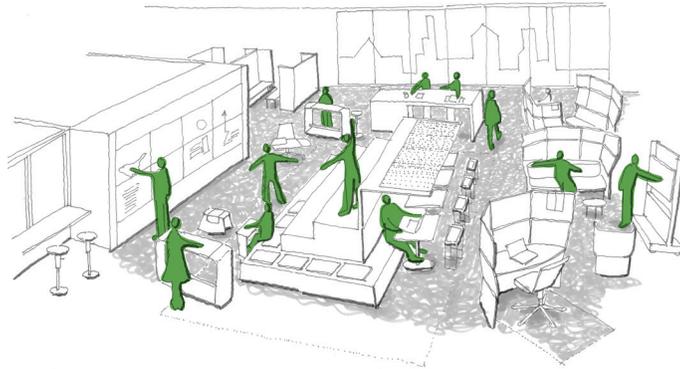


CREATE

Concentrates on doing things first by differentiating itself externally with a high degree of experimentation and individuality.

Design implications:

- Low ratio of individual to group space
- Informal group spaces
- Low enclosure
- Highly flexible environment
- Organic layout

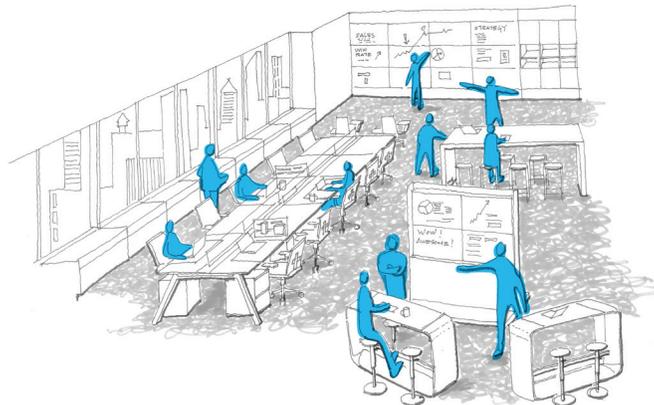


COMPETE

Focuses on doing things fast through external competition while driving for results.

Design implications:

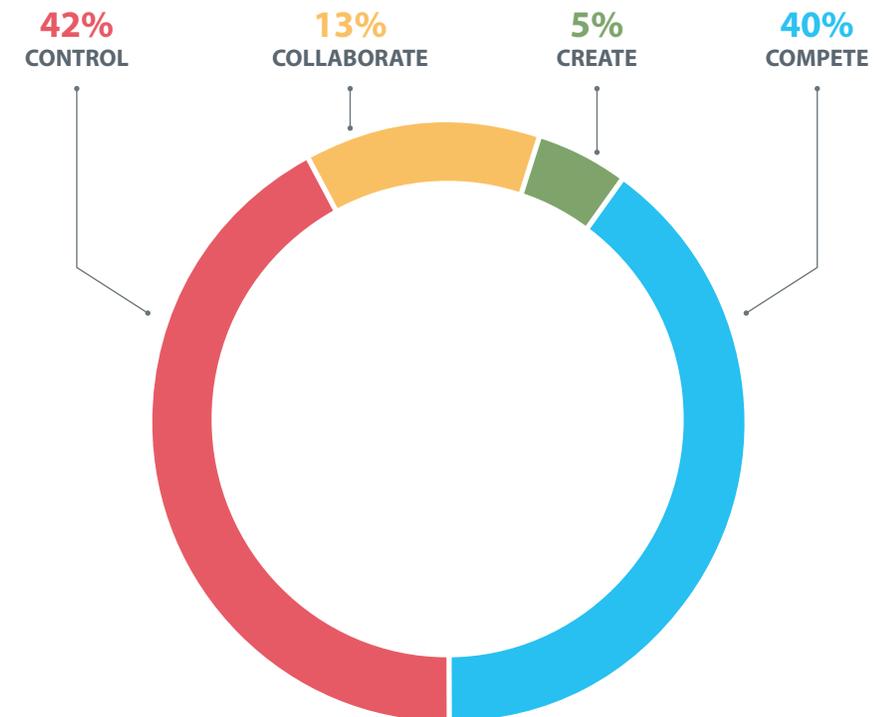
- Medium ratio of individual to group space
- Mix of formal/informal spaces
- Low to medium enclosure
- More structured, symmetrical layouts



HAWORTH CULTURE ASSESSMENT

All four culture types can typically be found within an organization. Haworth is not unique in this aspect—as each one is represented at One Haworth Center. However, based on our assessment of our own organization, the most predominant cultures here are Control and Compete.

It's common for established organizations to have dominant culture types. As a company matures, procedures that have been in place for a while are tweaked for maximum results.



HQ Member Experience Study, Global Workplace Research Team, April 2017

COLLABORATE

Sales and Design Training



CREATE

Creative Studio



CONTROL

Finance



COMPETE

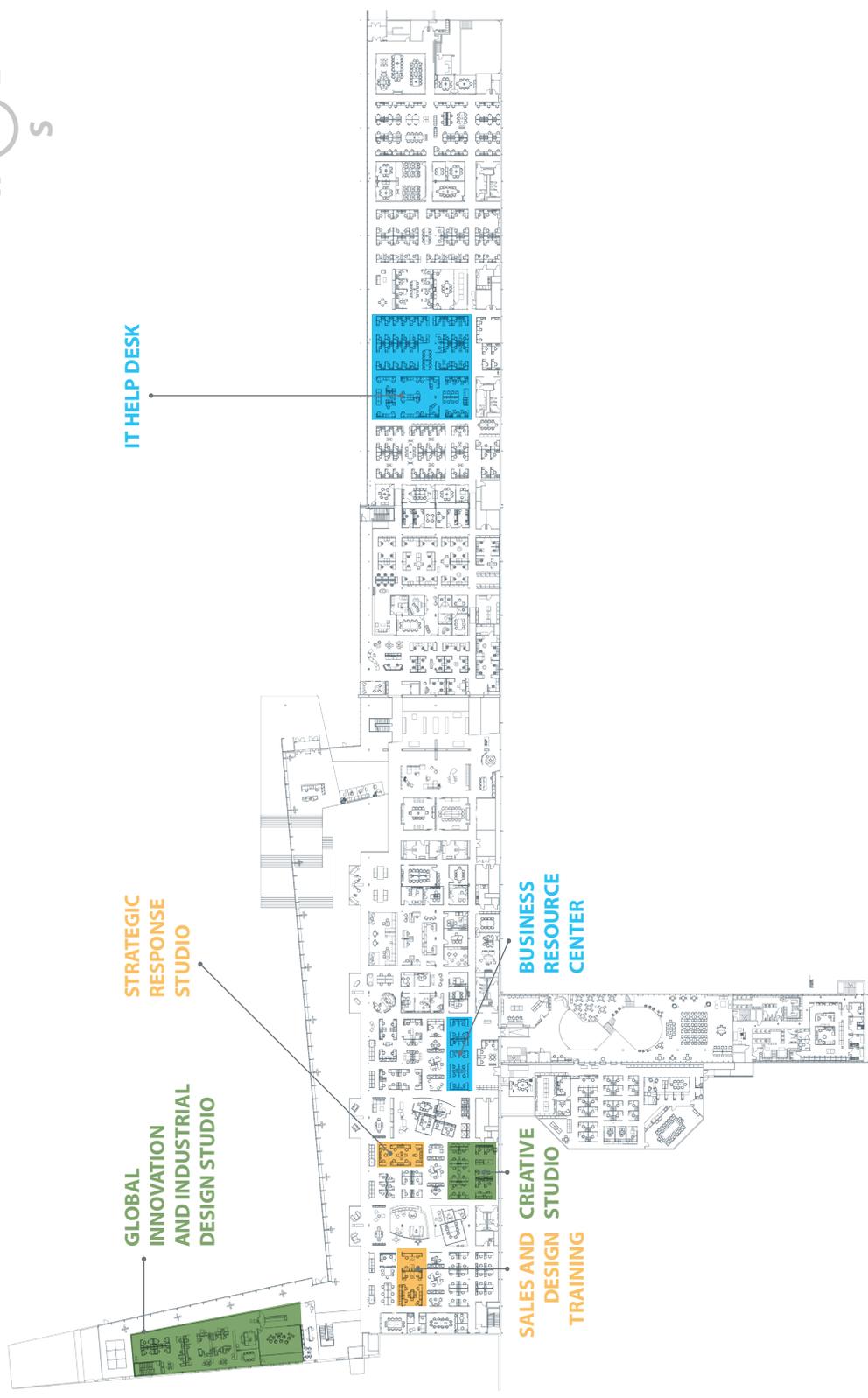
Business Resource Center

FIRST FLOOR

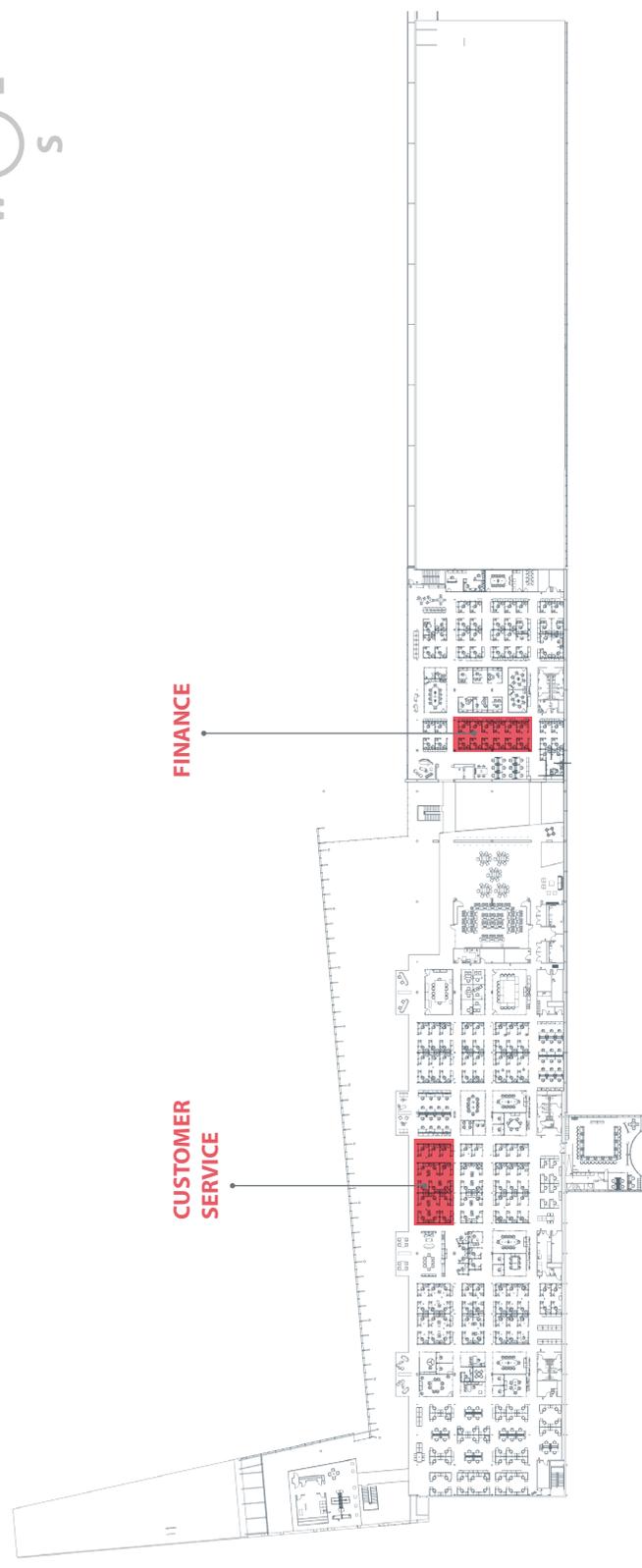
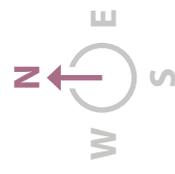


**PRODUCT
ENGINEERING**

SECOND FLOOR



THIRD FLOOR





HOW WE GOT THE DATA

Members were asked to select the statement that best describes the overall culture of their immediate work team.

- Our group focuses on long-term internal development, team building, and we value concern for people.
- Our group produces unique results with a high degree of experimentation and individuality.
- Our group focuses on doing things right through internal procedures—we value stability and control over our work.
- Our group focuses on doing things fast with a focus on results.

HQ Member Experience Study, Haworth Global Workplace Research Team, April 2017





CHAPTER 3



AGILE
WORK

AGILE WORK is an approach to getting work done with maximum flexibility and minimum constraints. Agility is about the work, not the workplace.

An Agile Work Program is also referred to as a “Mobility Program” by some companies.

WHAT IS AGILE WORK?

Haworth understands how agile work can promote employee engagement, performance, and attraction/retention through enhanced collaboration and interaction. In 2013, we piloted our Agile Work Program to empower our members to perform their best.

We have both assigned and unassigned members, based on their work function. Unassigned workers are flexible in their functional role and self-select from a variety of spaces available. Our facility is designed to support both.

Here is how we define workers based on their mobility:

FIXED | 5%

An individual who may require special site-specific equipment or may be responsible for providing ongoing work/services at a **single location every day**.

Example: receptionists, administrative assistants, IT Help Desk

INTERNALLY MOBILE | 85%

An individual who has significant mobility within their Haworth site, **frequently moving** between different parts of the building to meet with others.

Example: most workers at One Haworth Center

EXTERNALLY MOBILE | 7%

An individual who **frequently works off-site**, moving between various locations to meet with clients, partners, Haworth staff, etc. Externally mobile members also work from home and their primary Haworth site as needed.

Example: workplace design strategists

HOME-BASED | 3%

An individual who **works remotely most of the time from their home office**. Home-based members engage in work that can be effectively performed away from the office, using technology to stay connected to others.

Example: visualization/rendering team

Agile work provides our members with these benefits, whether they are assigned or unassigned:



work viewed as **variable** and performed in many different spaces



emphasis on **performance** as opposed to presenteeism



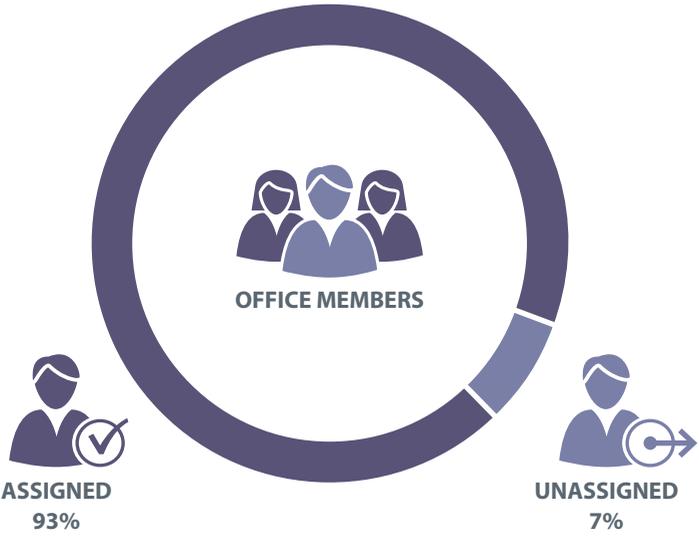
trust is built based on relationships, not hierarchies



people are **valued for their potential** more than property

A variety of spaces that support individual and group work are available throughout One Haworth Center.

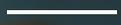
BREAKDOWN OF ASSIGNED & UNASSIGNED WORKERS







CHAPTER 4



LIVING
LAB

LIVING LAB PROJECTS

When we renovated One Haworth Center, one of the drivers was to create a “living lab” where we test and apply our workplace knowledge and research. It’s the perfect space to experiment with concepts, prototypes, and applications during the development process and beyond. We often have testing in process or concepts on display throughout the building.

BLUE PAVILION



BLUE PAVILION

Located in the atrium, the blue pavilion is a prototype developed in collaboration with Studio Urquiola. It plays upon the concept of “space within a space.” Members have been receptive to this space, which is bookable and used for formal/informal meetings, client dining, and individual focus work.

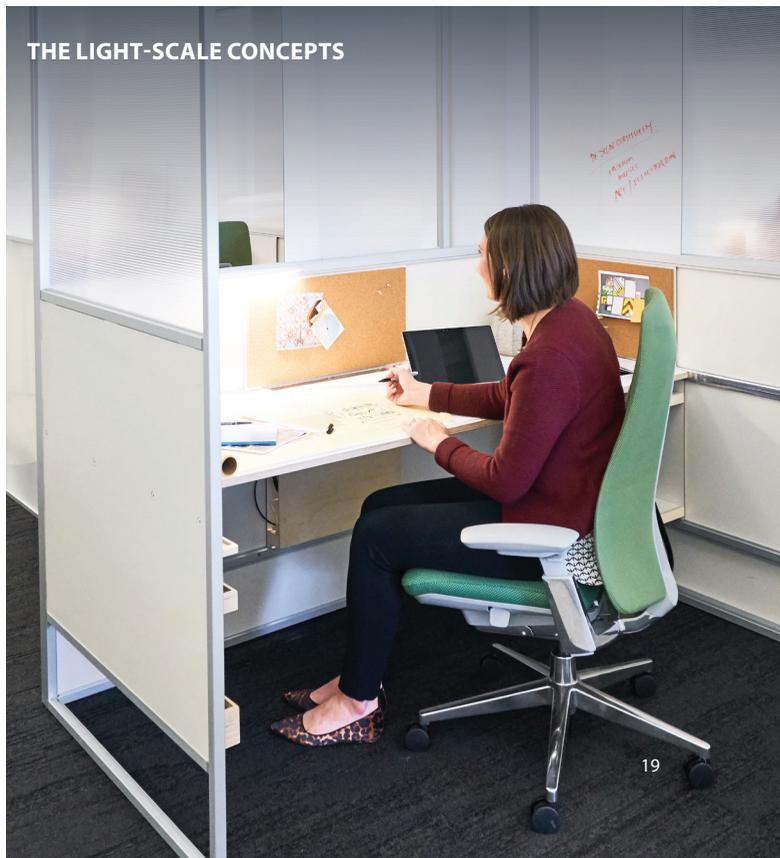
Note: this is a prototype for assessing structural integrity—not actual orderable product

THE “NOOK”

Situated in between rooms 250W and 251W, this is a retreat space intended for restorative activities. The room’s design elements, from color tones to lighting to furniture selection, promote a tranquil and intimate environment where an informal conversation may occur or a person can casually work or read.

THE LIGHT-SCALE CONCEPTS

Positioned in a pinwheel application around column 2C-37, near Creative Studio (2West), this concept was part of an Alpha 2017 study designed to test unassigned members’ work preferences and behavioral patterns.





GLOBAL INNOVATION AND INDUSTRIAL DESIGN STUDIO

The Design Studio is dedicated to experimentation of new trends and behaviors identified in our advanced development and co-create projects. Located in the Bookend, this is a usable space that is ever evolving with the objective to experience, apply, learn, and develop knowledge. As compared to the SPACE Lab, the Design Studio is a very different experience—the space is used by our Global Innovation and Industrial Design team as a fully functioning workspace that incorporates some of the latest ideas around group and individual space. Clients are exclusively invited to ask our members questions and understand the changes everyone has experienced. In turn, we ask clients to offer feedback on the ideas/concepts demonstrated.



SPACE LAB

SPACE Lab is an ever-evolving space dedicated to client conversation and ideas about the workspaces of the future. The space elements rotate depending on Haworth's advanced development projects, exploring both near-term and long-term objectives. When clients

are invited to SPACE Lab, they experience a short presentation on the intent of the space and participate in conversations on trends and behaviors that have led to the latest ideas/concepts represented in the space. We encourage them to offer feedback.



The background of the page is a close-up photograph of green palm fronds, creating a dense, layered texture. The leaves are various shades of green, from bright to dark, and are oriented in different directions, some pointing towards the top left and others towards the bottom right.

CHAPTER 5



SUSTAINABILITY

VALUE STREAM

Our global headquarters serves as the foundation for our deep commitment to people and planet—in line with our core values. Our sustainability vision drives the practices and processes we follow around the world.

DESIGN

We are committed to designing with people and the environment in mind through sustainable material choices and engineering processes, and the removal of banned chemicals. Our designers implement sustainable objectives that contribute toward certifications from BIFMA LEVEL®, FEMB, and GREENGUARD®. This drive toward sustainable, healthier solutions helps protect the planet and meet client expectations.

SUPPLY CHAIN

Through our global network of supplier partners, we engage in continuous dialogue, education, and share best practices to ensure their codes of conduct include socially and ecologically responsible sourcing. Nurturing these relationships maintains integrity and transparency throughout our supply chain.

MANUFACTURING + LOGISTICS

Since 2010, all Haworth manufacturing facilities globally have achieved ISO 14001 certification. In 2012, we attained Zero Waste to Landfill status globally, strengthening our commitment to continuous improvement through waste, water, and energy reduction initiatives. We are committed to green transportation by increasing resource-efficient transportation.

USAGE + PERFORMANCE

We strive for solutions that are neutral to the environment, with positive impacts on human health. Our products are designed and built leveraging global knowledge and best practices, earning top certifications such as GREENGUARD, BIFMA LEVEL, FEMB, NF Environment, and GECA. They also contribute toward LEED® building certifications and the WELL® Building Standard® to support well-being.

CONTINUED + AFTER USE

Once a Haworth product reaches the end of its desired life, we want to ensure our customers know their options for recycling, resale, refurbishment, and donation. We provide product certifications and lifecycle assessments, and encourage our customers to contact us regarding end-of-life options in their region to prevent products from being discarded into landfills.

PEOPLE + COMMUNITY

Haworth is proud of its commitment to operate as an ethical business and support the communities in which we live—all around the world. Through volunteer hours, health and safety protocols, and continuing education (including ethics and anti-corruption), we engage our members to help protect and restore our environment, create economic value, and strengthen our communities.



BY EMBRACING
OUR VALUES AND
INFUSING THEM INTO
OUR WORK, **WE CAN**
ENRICH THE LIVES OF
OUR MEMBERS AND
THE COMMUNITIES
WE TOUCH AROUND
THE WORLD.

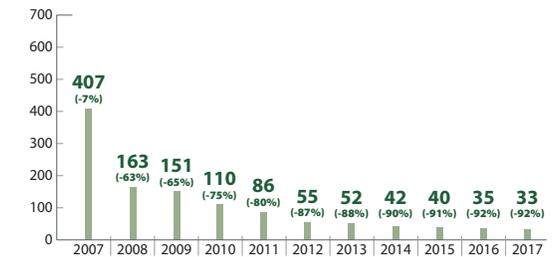
MATTHEW HAWORTH

ZERO WASTE TO LANDFILL

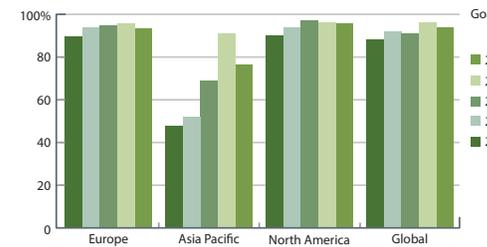
GLOBAL GREENHOUSE GAS EMISSIONS



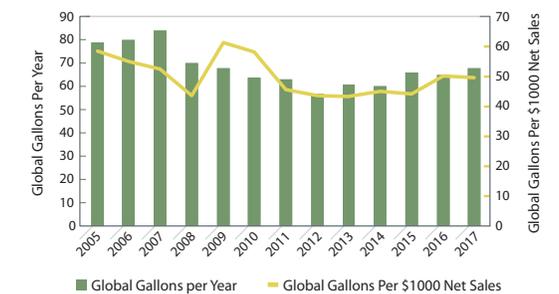
GLOBAL VOC TONS



GLOBAL SUSTAINABLE WOOD PURCHASING



GLOBAL WATER USAGE



OUR SUSTAINABILITY VISION

Haworth is a sustainable corporation. We engage our members in sustainable practices; we initiate and use processes that are neutral or improve our environment; and we utilize our resources in ways that create adaptable and sustainable workplace solutions for our customers.

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

SUSTAINABLE FACTS



GREEN ROOF BENEFITS



* Only North American office furniture manufacturer
** Average per year

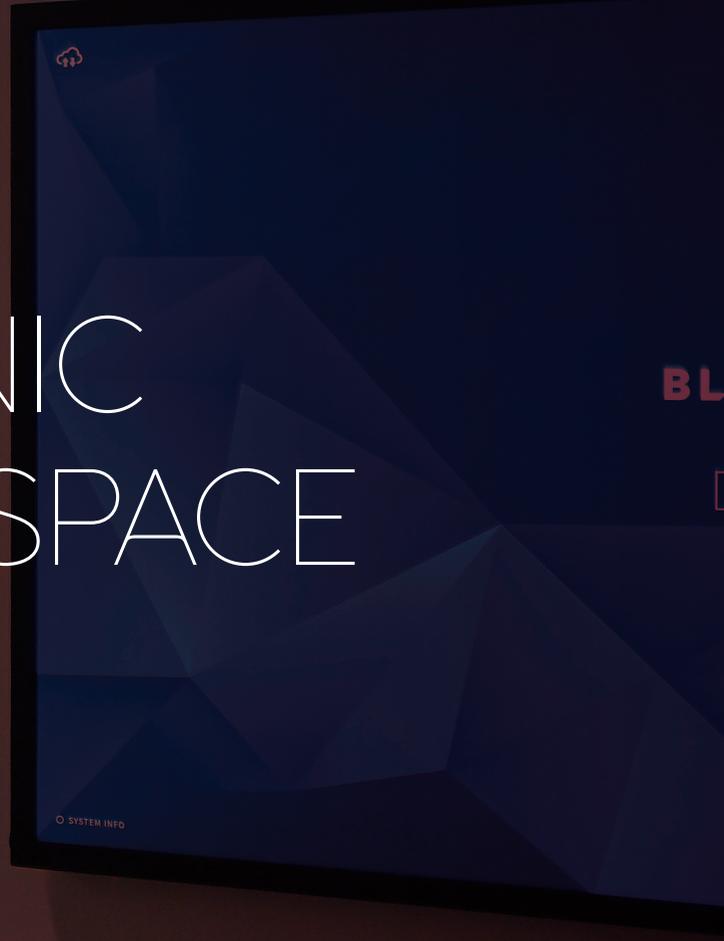
For more information, please reference Haworth's
Corporate Responsibility report.

Our modular, walkable green roof covers 45,000 sq. ft. in total. It's made up of 11 varieties of sedum set in 22,500 trays made from recycled chair production material.



CHAPTER 6

ORGANIC WORKSPACE





Accessories

From work tools to task lights and space-dividing screens, accessories offer user control to make work easier.

Moveable Walls

Moveable walls offer the look, feel, and acoustical performance of conventional construction, yet are designed to adapt with workspace changes down to the millimeter.

Raised Access Floors

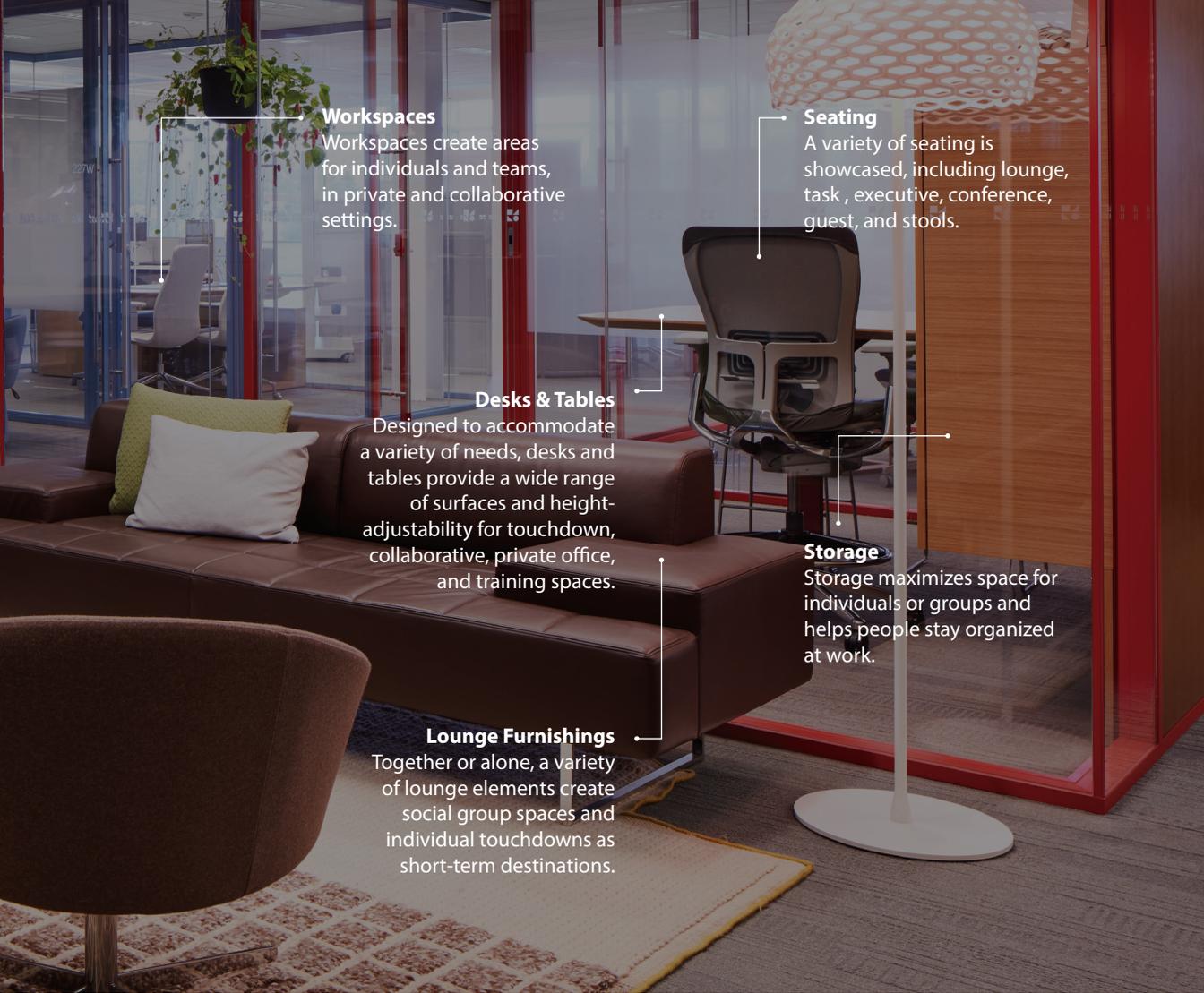
The literal foundation of our headquarters which distributes air, power, voice, data, and sound masking, and enables efficient reconfiguration with minimal downtime.

Performance Technology

These solutions round out a comprehensive collection of workspaces where people can create, collaborate, and communicate in the digital world—securely and simply.

Our work environment needs to adapt to the changing needs of our business. Our workplace also must be able to change as we learn more about the ways in which people work, helping us serve our customers. Ultimately, this approach to adaptable work environment design became known as Organic Workspace.

Something that is organic in nature is capable of changing, adapting, and growing. Organic Workspace design flexes with the changing needs of business. Saving time, money, and minimizing impact on the environment means supporting people, organizations, and facilities to perform optimally. Organic Workspace solutions not only form the foundation for One Haworth Center, but also serve the needs of our customers.



Workspaces

Workspaces create areas for individuals and teams, in private and collaborative settings.

Seating

A variety of seating is showcased, including lounge, task, executive, conference, guest, and stools.

Desks & Tables

Designed to accommodate a variety of needs, desks and tables provide a wide range of surfaces and height-adjustability for touchdown, collaborative, private office, and training spaces.

Storage

Storage maximizes space for individuals or groups and helps people stay organized at work.

Lounge Furnishings

Together or alone, a variety of lounge elements create social group spaces and individual touchdowns as short-term destinations.

RAISED ACCESS FLOORS

ADAPTABLE ARCHITECTURE

ADAPTABLE UTILITIES PLATFORM

FREESTANDING FURNITURE







CHAPTER 7

BUILDING
DESIGN
AND
ARCHITECTURAL
FACTS

PURPOSEFUL DESIGN

Perkins + Will understood the difficulty of forecasting the demands of the workplace. Instead of a pre-planned space, One Haworth Center features a chassis design that can adapt to the needs of our workplace as they arise.

This unique feature—exclusive to Haworth—helps establish a space planning approach that allows for maximum flexibility. The zone logic separates open and closed environments, which create visual and acoustical privacy while providing accessibility to the spaces that support diverse workstyles.

CHASSIS DESIGN

DYNAMIC ZONES

50' x 100'

Adaptable individual work and small group collaboration spaces that can change as needed.

TEMPORAL ZONES

30' x 100'

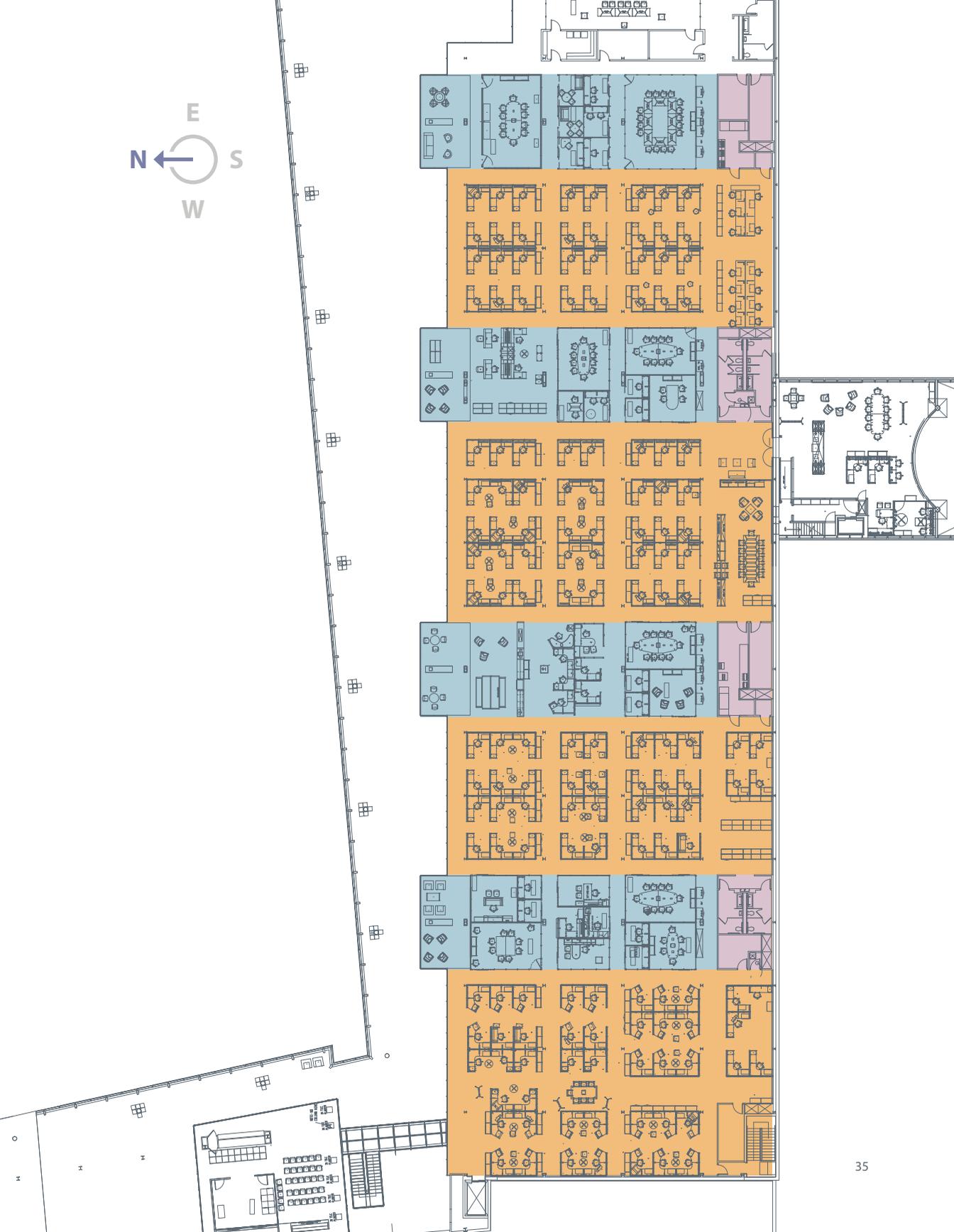
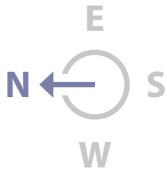
Shared common spaces that may include enclosed group collaboration and individual workspaces. While less likely to change, moveable walls and freestanding products can adapt as needed.

PLACE ELEMENTS

30' x 17'

Back-of-house spaces, such as electrical, data, restrooms, and copy rooms, constructed with conventional drywall.

Note: Columns are 20' apart east to west and 25' apart north to south.



WE CAN'T JUST SAY WE
ARE GOOD AT DESIGN—
WE NEED TO SHOW IT.

THIS BUILDING IS THE WAY.

FRANCO BIANCHI

Access to natural daylight and exterior views was an intentional workspace design principle. The glass façade in front of the atrium, slatted railings, celestial glass partitions, transparent stairs, and walkways were all designed to promote daylight, not prohibit it.

The renovation of One Haworth Center laid the framework for our spaces to be adaptable and flexible. Purposeful design, driven by an Organic Workspace, created a cohesive environment that functions and operates efficiently today. We continue to evolve our 300,000-square-foot work environment through our partnership with Studio Urquiola.

90%
OF MEMBERS
HAVE ACCESS TO
NATURAL DAYLIGHT



HAWORTH PROPERTY

ONE HAWORTH CENTER CAMPUS

Approximately 173 acres on the north side of the North Branch Macatawa River where our headquarters, plants, and centers reside.

PROJECT CLARITY ACREAGE

In support of the Project Clarity watershed restoration effort, Haworth donated 70 acres to be transformed into wetlands. The land is used for butterfly habitation and community education.

FARMLAND ACREAGE

80 acres are farmed through the Best Management Practice program under a contract established with Haworth.

KONING BUILDING PROPERTY

Used for new product development purposes, the Koning building sits on 8 acres.

FRONT OFFICE

The 2008 renovation transformed 253,239 sq. ft. of existing floorplate/structure and added 57,901 sq. ft., for a total renovation of 311,140 sq. ft. The office space dimensions are 1,000 linear ft. by 100 ft. deep.

MANUFACTURING FACILITIES

1,469,070 sq. ft. is dedicated to manufacturing.

PANELS AND SEATING PLANT

- 380,800 sq. ft.
- Manufactures and assembles PLACES®, UniGroup®, PREMISE®, UniGroup Too, Stackpads, and other products (chairs, tackboards)

WALLS AND COMPONENTS PLANT

- 315,845 total sq. ft.
- Manufactures conventional drywall and glass walls Enclose®, Enclose Frameless Glass, and Trivati®
- Manufactures and assembles pedestals, bookcases, panel connectors, and Compose® panel frames and accessories

LAMINATES PLANT

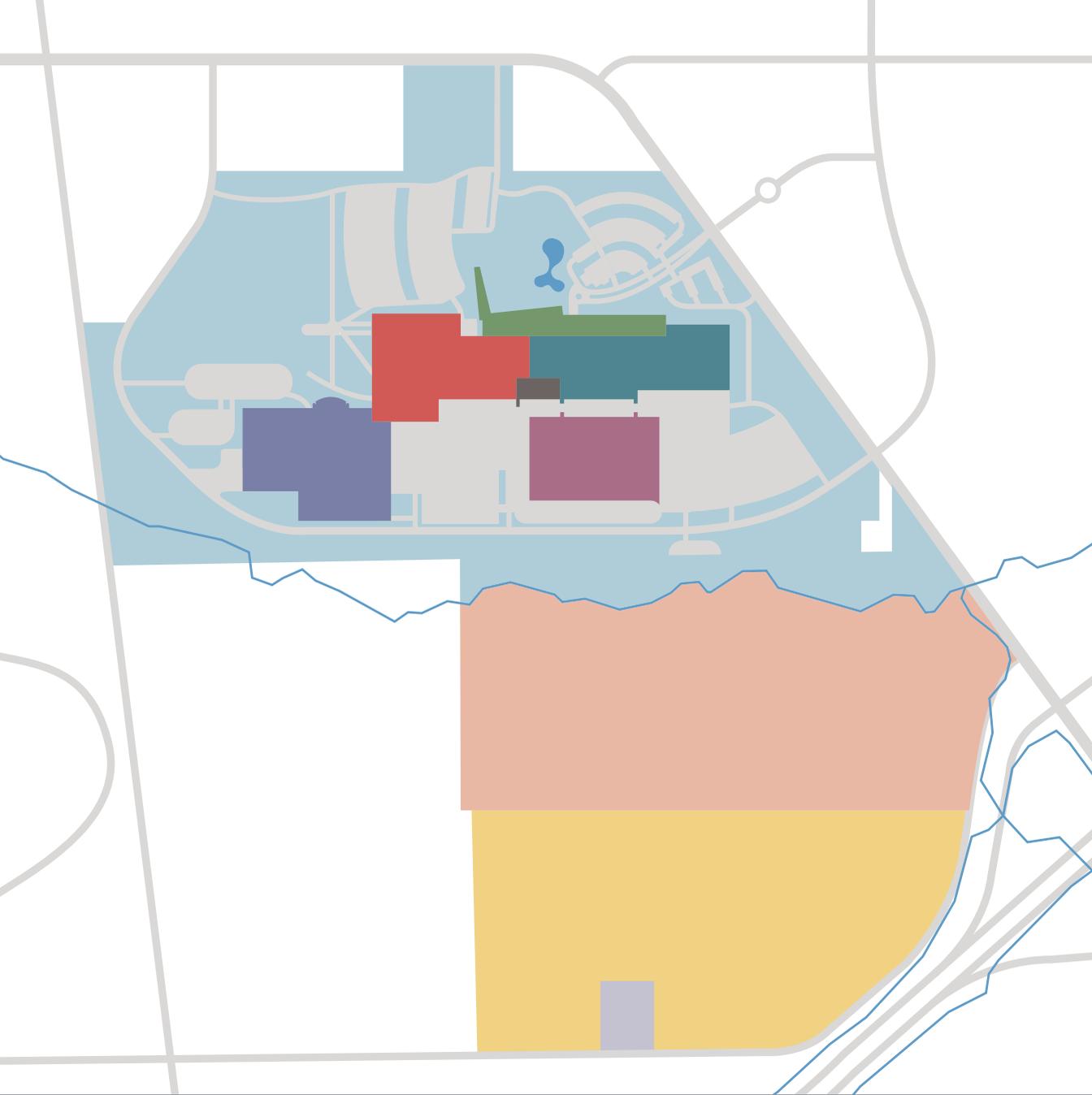
- 393,425 sq. ft.
- Produces high-pressure laminate worksurfaces, fabric-covered pads and components, laminated vinyl products, storage, and casegoods

DISTRIBUTION CENTER

- 360,000 sq. ft.
- No inventory
- 56 dock doors
- Operates 24/7 to meet customer demands

RECYCLING CENTER

- 19,000 sq. ft.
- Members can drop off their own personal recyclable materials
- Recycles more than 30 types of materials
- Recycled over 50 million pounds (10 years straight)



- One Haworth Center Campus
 - Project Clarity Acreage
 - Farmland Acreage
 - Koning Building Property
 - Front Office
- Panels and Seating Plant
 - Walls and Components Plant
 - Laminates Plant
 - Distribution Center
 - Recycling Center

FIRST FLOOR FACTS

1 MODEL SHOP/TEST LAB

Model Shop supports research/product development and product teams.

Test Lab supports certifications, product testing, and quality control.

2 HAWORTH COLLECTION GALLERY

Showcases Cappellini, Cassina, JANUS et Cie, and Poltrona Frau brands.

Portal for client manufacturing tours nearby.

3 TIMBER WALL

Made from reclaimed virgin old-growth wood that sank while being shipped during logging boom of the 1800s and early 1900s.

Sourced from the depths of Lake Michigan and Lake Superior.

A three-story architectural element that creates a feeling of ageless character and brings warmth to our headquarters.

Pays homage to GW Haworth and the West Michigan wood furniture industry.

4 CAFÉ

Central hub where members, guests, and clients gather.

Serves a variety of beverages and snacks featuring Starbucks coffee and teas.

A variety of settings support informal meetings and workspaces.

5 TECH BAR

Customer-friendly “help desk” provides face-to-face service.

No appointment required.

Modeled after the Apple Genius Bar.

Supports all hardware/software issues.

6 TRAINING ROOMS

Centrally located next to café, breakout areas, and other amenities.

Offer access to daylight for users.

Flexible rooms that can be configured into a variety of layouts (e.g., classroom, presentation).

7 SEATING PAVILION

Displays Haworth seating leadership and worldwide offering.

Provides a place to demonstrate our ergonomic knowledge and seating research.

8 WORKSPACE WEST

Dedicated to manufacturing, engineering, design, and product marketing teams.

Conveniently located adjacent to product development project rooms.

9 ATRIUM

Large, open space connects the three floors.

Building site was graded to give everyone access to daylight and outdoor views.

Floor is poured terrazzo with recycled glass and marble.

Exterior glass façade is angled at 15° to provide shade to the north patio in summer.

10 SECURITY/PRINT SERVICES

Monitors campus, provides member services, and checks in vendors and job applicants.

Pick-up and drop-off point for couriers.

HQ mail room and in-house printing.

11 CATERING KITCHEN

Secondary kitchen to serve clients and guests in adjacent dining rooms.



SECOND FLOOR FACTS

1 WORKSPACE EAST

Work area for Human Resources and IS/IT.

Private yet approachable, the HR space serves all office and plant members, as well as retirees and prospective members.

IS/IT is where we monitor our IT services; our global help desk serves all locations 24/7.

2 BRAND GALLERY

Active display that showcases Haworth history.

Overview of design, research, dealer partners, global locations, and our values.

3 WELCOME CENTER

Primary space to welcome clients and guests to our home.

Serves as a reception space for events and social activities.

Supports listening sessions with clients.

4 LEADERSHIP COMMUNITY

Intentionally located near center of building for accessibility, transparency, and interaction between executive leadership and members.

Variety of settings and levels of privacy.

Demonstrates examples of individual workspaces that can serve as meeting spaces.

5 MEMBER CENTER

Serves breakfast and lunch for office and manufacturing members.

Secondary space for team meetings and member events.

6 MOBILE LANDING

A space with workspaces, lockers, and meeting spaces to support the unassigned worker.

7 WORKSPACE WEST

Work area for Marketing.

Front porch on west side where people gather to work and collaborate in a variety of settings.

Primary customer path that reinforces Organic Workspace and highlights Integrated Palette.

8 MEMBER REFRESH

Designated spaces with amenities (sink, refrigerator, dishwasher, and recycling) where members can meet, dine, and relax.

9 CENTRAL PARK

Living lab example that demonstrates raised access flooring capabilities.

Inviting, sunken living room creates cozy social or meeting space.

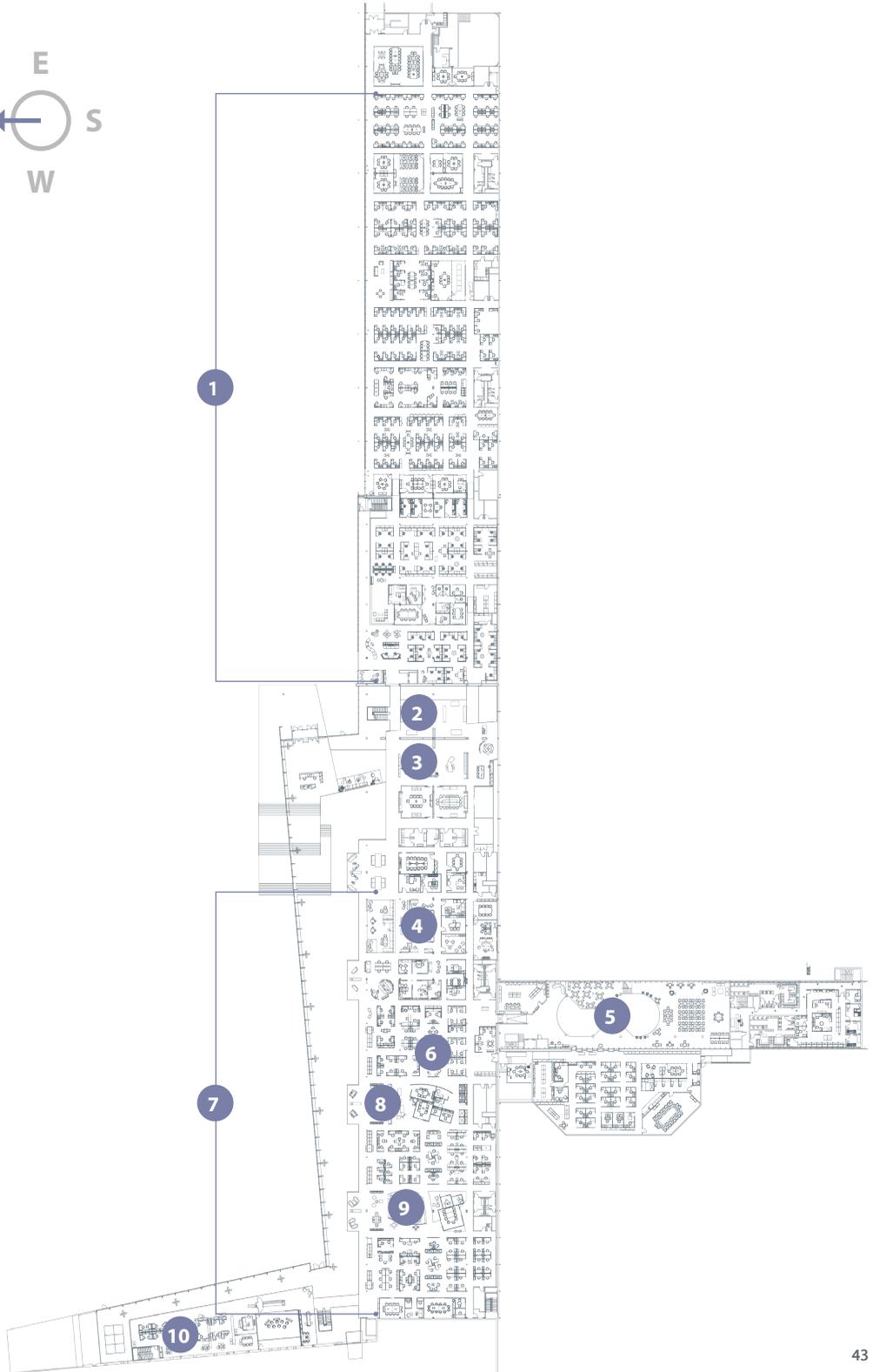
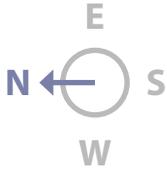
10 THE BOOKEND

An architectural element that serves as a wind barrier to shield the glass façade from the northwest winds.

Creates visual effect, connects with nature as it rises up from ground, and balances the long span of the main building.

Global Innovation and Industrial Design Studio teams are located here; their space serves as a lab for new and creative ideas.

2A Bluescape Room is located here – a flexible space for interaction between people and Bluescape technology.



THIRD FLOOR FACTS

1 WORKSPACE EAST

Work area for Finance—demonstrates a professional services firm application.

2 GW HAWORTH CENTER

Auditorium-style space that holds 300+ people when fully opened.

Flexible to accommodate multiple functions—from presentations to social and community gatherings.

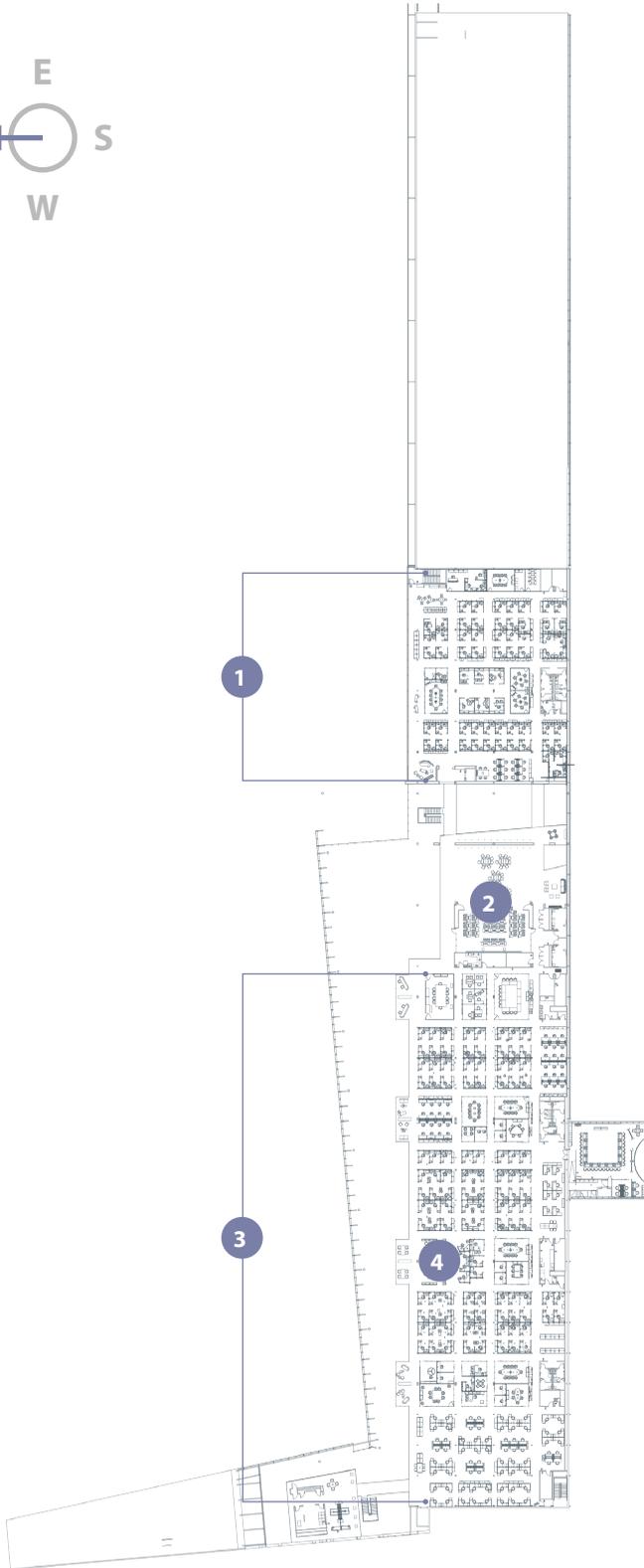
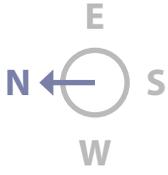
Opens up to expand into the adjacent commons area.

3 WORKSPACE WEST

Work area for Customer Service, Purchasing, Transportation, and Tailored Solutions.

4 MEMBER REFRESH

Designated spaces with amenities (sink, refrigerator, dishwasher, and recycling) where members can meet, dine, and relax.





CHAPTER 8

WORKPLACE METRICS

ONE HAWORTH CENTER METRICS

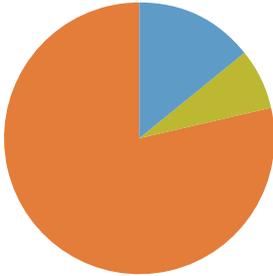
As customers explore new ways to maximize their real estate budget and footprint, they are interested in how best practices optimize facility management and space strategies. Customers view us as an industry leader and trusted advisor in commercial and residential interiors, looking to us for guidance—and how our spaces at One Haworth Center are structured to accommodate different business objectives. Utilizing information from our Computer-Aided Facility Management (CAFM) technology, we've gathered information around workstation sizes, application types, and space types that can be referenced by our customers and aid them in achieving their project and design goals.

MARCH 2018 WORKSPACE USAGE METRICS

	TOTAL	1E	1W	2E	2W	3E	3W
INDIVIDUAL WORKSPACE	1040	145	12	38	73	9	324
assigned	957 92%	0	229	320	164	80	247
unassigned	83 8%	0	28	6	30	3	16
open workspaces	982 94%	0	215	311	149	79	228
enclosed workspaces	58 6%	0	14	9	15	1	19
COLLABORATIVE SPACE	155	0	37	39	52	6	21
total open spaces	92 59%	0	22	21	38	1	10
<i>open spaces with technology</i>	22 24%	0	5	8	8	1	0
total enclosed spaces	64 41%	1	15	18	14	5	11
<i>enclosed spaces with technology</i>	55 86%	0	11	16	15	4	9
HEADCOUNT	873	0	181	232	187	72	201
assigned	809 93%	0	169	232	135	72	201
unassigned	64 7%	0	12	0	52	0	0
SQ. FT./PERSON	222	0	431	156	299	178	270

MARCH 2018 PROFILER DATA

ASSIGNED VS UNASSIGNED

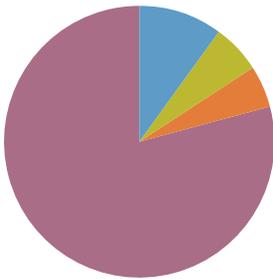


14%
GROUP UNASSIGNED

7%
INDIVIDUAL UNASSIGNED

79%
INDIVIDUAL ASSIGNED

OPEN VS CLOSED



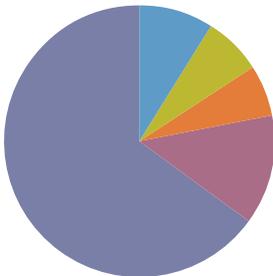
10%
OPEN GROUP

6%
CLOSED GROUP

5%
CLOSED INDIVIDUAL

79%
OPEN INDIVIDUAL

PREDOMINANT APPLICATION TYPE



9%
BENCH WITH PANELS

7%
BENCH

6%
U-SHAPE

13%
PRIVATE OFFICE

65%
L-SHAPE

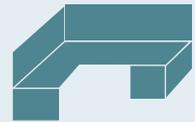
AVERAGE PANEL HEIGHT SPINE AND WING

SPINE 66"
WING 50"

HEIGHT-ADJUSTABLE WORKSTATIONS



WORKSTATION AND OFFICE OVERALL AVERAGE SIZES



6' x 6' 6"
Open Plan
Individual
Workstation

10' x 10' 9"
Average Private
Office

AVERAGE WORKSTATION SIZE

BENCHING
5' 6" x 6'

BENCHING W/ PANELS
6' x 6'

L-SHAPED DESK
7' x 6'

U-SHAPED DESK
8' x 7' 6"





CHAPTER 9

SPACE
UTILIZATION
AND
MEMBER
EXPERIENCE

A big part of our values revolves around our members, our customers, our partners, and our community.

WE BELIEVE...

- 1** in the boundless potential of members to feel empowered and engaged, to think creatively, and to flourish.
- 2** our customers are unique and look to us for our expertise and knowledge around space solutions.
- 3** our success contributes to the livelihood and growth of our members, our entire network of partners, and our community.





BY THE NUMBERS

TOTAL MEMBERS

GLOBAL
7,000+

CORPORATE HQ



OFFICE
41%



PLANT
59%

OFFICE MEMBERS

GENDER



WOMEN
44%



MEN
56%

GENERATION



31% BOOMERS
1946-1964

31% GEN X
1965-1979

38% MILLENNIALS
1980-2000

RESEARCH

Haworth conducts research to measure space utilization and assess members' perception about their work environment. This continual learning influences space design and product development—and ultimately, the solutions we provide our customers.

2017 HQ MEMBER EXPERIENCE STUDY

In 2017, 463 members participated in a survey that assessed their perception toward their workspace and work environment.

HIGHLIGHTS

One Haworth Center members...

AGREE that their workspace size and technology are adequate for them.

DISAGREE that their workspace provides adequate privacy.

FINDINGS

At One Haworth Center...

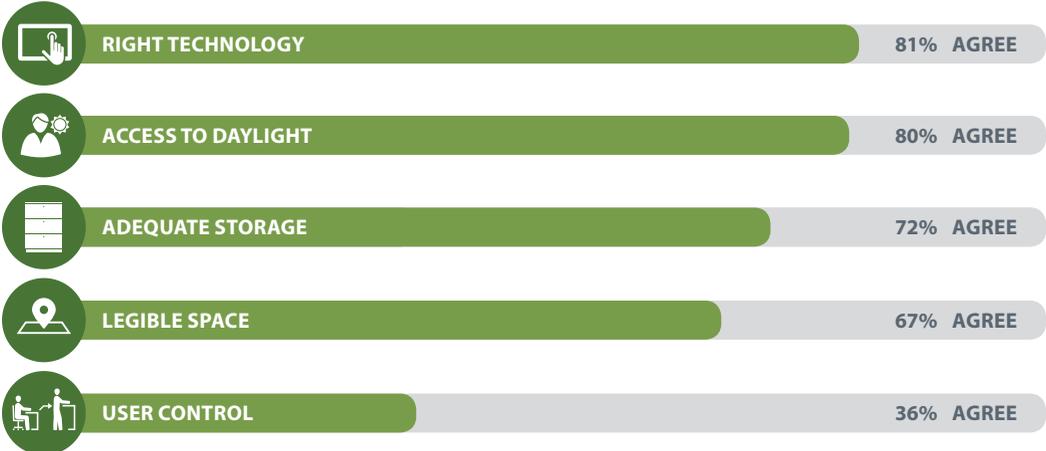
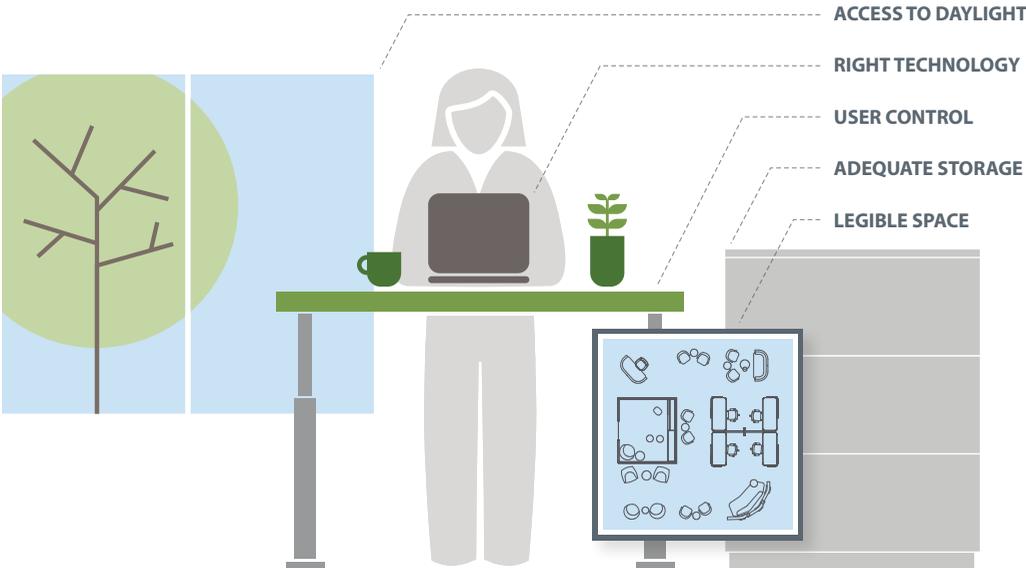
- primary workspaces are functional
- meeting spaces meet members' functional needs
- the whole facility meets members' functional needs

On average, members perceived that they...

1. Perform well
2. Have low occurrences of health symptoms disrupting ability to focus
3. Find work experiences meaningful

Here's how members responded about how their work environment influences their happiness:

FACTORS THAT AFFECT HAPPINESS



2016 HITACHI STUDY

In 2016, 175 members located in 2West participated in a study over a 3-week period. The objectives were to understand how people work and how the space is utilized to support their work.

Each member wore a badge that exchanged information between other members and also transmitted data to beacons and lasers positioned within various spaces. During the study, 3.2 billion data points were collected.

HIGHLIGHTS

Our members are very similar to workers in other organizations. Focus work is important to heighten performance during collaboration. Although Haworth members are internally mobile and able to work from anywhere in the building, there are not enough viable spaces in 2West to accommodate heads-down work for Marketing team members when they need it—specifically for assigned members. Unassigned members find places to work in the building throughout the day.

We could solve for this by creating smaller, dedicated, enclosed meeting rooms that would be beneficial, especially since larger meeting rooms tend to be underutilized.

FINDINGS

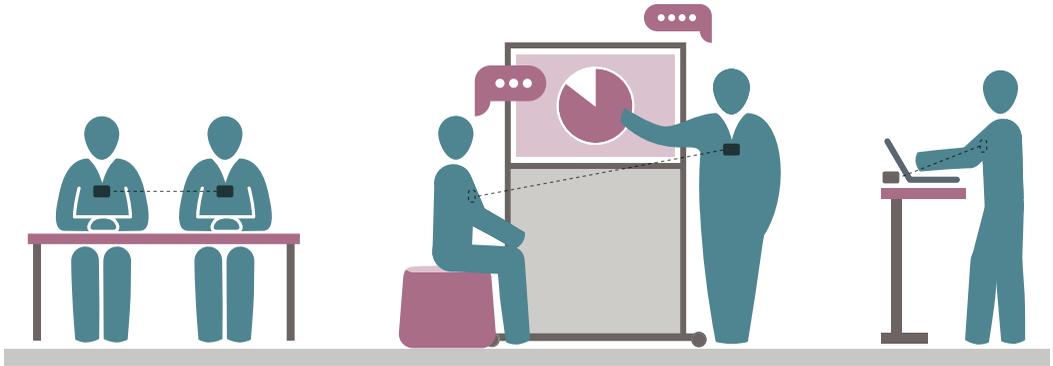
UNASSIGNED MEMBERS ARE MORE SATISFIED WITH THEIR ABILITY TO FOCUS

Assigned Members

- Higher intra-group collaboration than outside of group
- Less time in individual focus and lower “activation” indicates focus needs were not being met

Unassigned Members

- Higher cross-group collaboration
- More time in individual focus and 1.5 times higher “activation” indicates focus needs are better met
- Spend less time off-site than assigned



INTERACTION FREQUENCY AMONG 2WEST MEMBERS

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
FACE-TO-FACE	13.6%	15.9%	14.4%	15.5%	11.7%
MOVING AROUND	21.1%	21.0%	22.4%	21.5%	20.3%
FOCUS WORK	46.3%	45.0%	44.7%	42.5%	42.5%
OUT OF OFFICE	19.1%	18.1%	18.5%	20.5%	25.5%

CONCLUSIONS

- Most focus work occurred on Mondays and the least occurred on Thursdays and Fridays.
- Most face-to-face interactions occurred on Tuesdays.
- Mondays and Fridays had the least amount of face-to-face interaction.



A collage of design-related items including magazines, a notebook with a question mark, a color palette, and various papers. The items are arranged in a layered, overlapping fashion. A red notebook with a large white question mark is prominent in the foreground. To its left is a color palette with various shades of red, purple, and blue. Above the notebook are several magazines, including one with the title 'TECH + CULTURE' and another with 'Social Defense'. To the right, there's a notebook with a grid of colorful squares and a page with the word 'Vitro'. The background is a mix of textures and colors, suggesting a creative workspace.

GLOSSARY AND REFERENCES

GLOSSARY

ADJACENCY	The proximity of one space or team to another.
ASSIGNED WORKER	Any member with a permanent workspace.
ATRIUM	Identified with a terrazzo floor and spanning the first floor of our building from the coffee bar to west exit near security desk, our 35,000 sq. ft. atrium offers members spaces and furnishings that accommodate chance interactions, informal meetings, respite places, and focus work.
BALCONY	Space with accent colored column enclosures that cantilever out towards the atrium.
BOOKEND	As named by Perkins & Will, the wedge-shaped structure at the west end of One Haworth Center.
CAFÉ	The coffee bar and collaboration hub.
DESIGN LIBRARY	Shared space for materials and design inspiration.
DIFFUSER	An insert for managing airflow. At One Haworth Center, these are typically round, adjustable, and visible in the floor.
DYNAMIC ZONE	One of three elements that make up the chassis design where most open office applications are located.
FRONT PORCH	A buffer zone between the main aisleway and assigned workspaces that is utilized for storage, meeting, and touchdown spaces.
LEGIBLE WORKSPACE	A space that is purposefully designed to be intuitive, easy to navigate, and where the intended uses are clear and obvious. Individual and group configurations, landmarks, visual access, established work zones, signage, graphics, and furniture are design elements that contribute to effective, efficient workspaces.
MEMBER CENTER	Main cafeteria, servery, and meeting space accessible to office and plant members.
MEMBER REFRESH	An informal space with amenities such as a refrigerator, ice maker, recycling, and messaging where members meet, dine, and relax.

MOBILE LANDING	A space designed to support the unassigned worker with workspaces, lockers, and meeting spaces.
ORGANIC WORKSPACE®	Organic Workspace environments flex with the changing needs of business. Saving time, money, and minimizing impact on the environment means supporting people, organizations, and facilities to perform optimally. An Organic Workspace approach encompasses a wide spectrum of environments where people perform their best work. Haworth delivers solutions—both physical and digital—that enable our customers to realize the benefits of an Organic Workspace.
PHONE BOOTH	A small, enclosed room designed for short-term use, such as a phone call or heads-down work. These are not intended to be bookable.
PLACE ELEMENT	One of three elements that make up the chassis design and where restrooms, print/copy rooms, mechanical, electrical, and data closets are primarily located. One of the few areas in One Haworth Center created with conventional construction.
PRODUCT PAVILION	Unoccupied space designated for learning about and experiencing specific products and applications. Current examples include HHE and Seating.
RAISED ACCESS FLOORING	A modular floor tile system where HVAC, power, and data can be routed. Enables adaptable space by allowing for easier space reconfiguration and system modifications.
TEMPORAL ZONE	One of three elements that make up the chassis design, which supports modular walls and the creation of enclosed spaces.
TOUCHDOWN	A private space designed for individual or small group (2-3) work for short-term use. Typically, these are not bookable spaces and can offer a variety of furniture solutions.
UNASSIGNED WORKER	Any member that does not have a permanent workspace and self-selects where to spend their day.
WELCOME CENTER	The place to greet our guests and new members, as well as a social space to engage with one another.

REFERENCES + FURTHER READING

CHAPTER 1: THE BUSINESS DRIVERS BEHIND RENOVATION

WHITE PAPER

The Renovation of One Haworth Center

EXPERT

John Scott | Senior Workplace Design Strategist

CHAPTER 2: CULTURE

WHITE PAPERS

An Introduction to the Competing Values Framework

Four Organizational Culture Types

How to Create a Successful Organizational Culture

PRESENTATION

Organizational Culture Plug-In Presentation

INTERNAL RESEARCH

2017 HQ Member Experience Study Highlights*

Author: Beck Johnson

EXPERTS

Christine Gritter | Corporate Marketing Programs Manager

John Scott | Senior Workplace Design Strategist

CHAPTER 3: AGILE WORK

POLICY DOCUMENT

Agile Work: Program Development Review*

Author: Agile Work Pilot Program Steering Team

EXPERTS

Ann Harten | VP of Global Human Resources

Jackie Neerken | Senior Workplace Design Consultant

Michelle Kleyla | Corporate Marketing Manager

CHAPTER 4: LIVING LAB

INTERNAL RESEARCH

2W ALPHA 2017 Study*

Author: Marta Wassenaar

2W Atmospheric Study*

Author: Marta Wassenaar, Ralph Reddig

EXPERTS

Dan West | Manager of Industrial Design

Jeff Reuschel | Global Director of Design and Innovation, Product Development

Marta Wassenaar | Advance Research and Insight, Product Development

Ralph Reddig | Principal Designer

Steffen Lipsky | Principal Designer

*This report is for documentation purposes only. Information may be referenced when questions arise about the study's purpose, methodology, associated protocols, data analysis techniques, and findings. This report may not be externally published or shared as it is a Haworth Confidential Report. Any questions may be directed to the author.

CHAPTER 5: SUSTAINABILITY

CLIENT SPACES

US Green Building Council Client Space

Centre for Interactive Research on Sustainability –
University of British Columbia Client Space

CORPORATE REPORT

2017 Corporate Sustainability Report

ONE PAGER

The Green Roof Expands our Sustainability
Commitment

EXPERTS

Anne McManus | Sustainability Engineer III

Devin O'Herron | Sustainability Consultant,
Product Development

Jane Bazan | Corporate Security Officer II

Jim Kozminski | Advanced Environmental Engineer

Rachel Cash | Associate Workplace Business
Consultant

CHAPTER 6: ORGANIC WORKSPACE®

BROCHURES

Organic Workspace Layers Brochure

Integrated Palette Brochure

EXPERTS

Christine Powers | Corporate Marketing
Programs Manager

Kimberly Lake | Product Manager, Individual
Workspaces

CHAPTER 7: BUILDING DESIGN AND ARCHITECTURAL FACTS

Information contained within was based
on members' collective knowledge and
involvement in 1) design and development of
architectural and space features; 2) daily facility
and property operations; or 3) plant operations.

BUILDING EXPERTS

Adam Clark | Design Manager

Jackie Neerken | Senior Workplace Design
Consultant

John Scott | Senior Workplace Design Strategist

FACILITY/PROPERTY EXPERTS

Carl Sanders | Facility Manager IV

Carole Woods | Real Estate Project Manager

Rob Terpstra | Head of Real Estate and Facilities
Management

Tom Schmidt | Team Leader, Sr. Facilities Project
Manager V

PLANT EXPERTS

Bill Gurn | Facilities Maintenance Manager

Carl Sanders | Facility Manager IV

Mike Reilly | Manufacturing Manager, Operations

CHAPTER 8: WORKPLACE METRICS

We collect metrics on a regular basis and this guide includes a summary.

EXPERTS

Jackie Neerken | Senior Workplace Design Consultant

Lauren Klawieter | Workplace Design Specialist II

CHAPTER 9: SPACE UTILIZATION AND MEMBER EXPERIENCE

INTERNAL RESEARCH

2017 HQ Member Experience Study Highlights*

Author: Beck Johnson

Hitachi Research HQ Findings*

Author: Gabor Nagy

Hitachi Research Brief*

Author: Gabor Nagy

EXPERTS

Beck Johnson | Senior Research Specialist

Gabor Nagy | Research Program Manager

MEMBER NUMBERS AND HR TRAININGS

We collect metrics on a regular basis and this guide includes a summary.

EXPERTS

Aaron Stetts | HRIS Supervisor

Claudia Wilkinson | Senior Program Development Consultant

Jonathan Daniels | HRIS Analyst II

Ruth Grasman | Compensation Specialist

EXCELLENCE IN DESIGN & SALES TRAINING

We collect metrics on a regular basis and this guide includes a summary.

EXPERTS

Adrea Hill | Product and Sales Training Program Manager

Betsey Bergman | Learning Management System Administrator

CLIENT EXPERIENCE

We collect metrics on a regular basis and this guide includes a summary.

EXPERTS

Darla Harris Schaap | Client Experience Consultant

Doris Davis | Client Experience Supervisor

Kait Mosbauer | Senior Client Experience Consultant

Paula Bedford | Client Experience Manager

*This report is for documentation purposes only. Information may be referenced when questions arise about the study's purpose, methodology, associated protocols, data analysis techniques, and findings. This report may not be externally published or shared as it is a Haworth Confidential Report. Any questions may be directed to the author.

MEMBERSHIPS, AWARDS, AND CERTIFICATIONS

2007 & 2008 Lifecycle Building Challenge—
US EPA, AIA, Bldg Materials Reuse Association

2008 Good Design Is Good Business Award—
Business Week & Architectural Record

2008 Spotlight Award—Pro AV magazine

2008 Association of Builders and Contractors
Excellence in Construction award to Kent Concrete
for the tilt-up vertical walls on the northeast end
of the building.

2009 Engineering Society of Detroit Outstanding
Achievement Award to Turner Construction
for the overall One Haworth Center Project.

2009 AGC Build Michigan Award—
Construction >\$5 M

2009 Association of General Contractors -
Build Michigan award given to Turner for
the overall project.

2010 LEED Certification

PARTNERS

Perkins + Will, Ralph Johnson (Architect),
Rod Vickroy (Design Director)

Eva Maddox Branded Environments

Turner Construction

Haworth Steering Committee
(current members listed):

Carl Sanders

Jackie Neerken

Jenna Ter Horst

John Scott

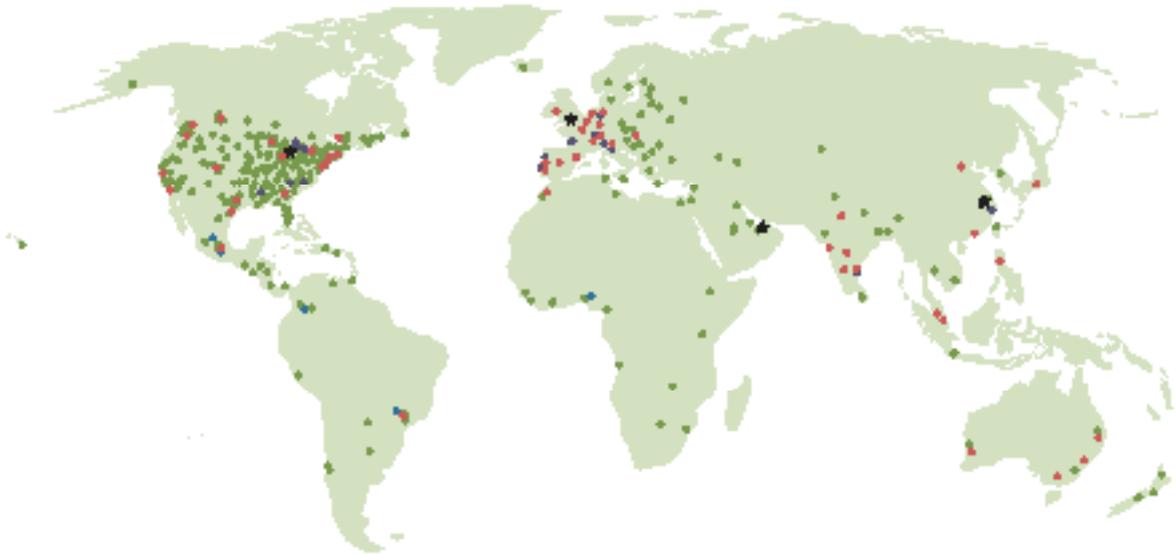
Kurt Vander Schuur

ART OF FRIENDSHIP

Started in 2007, The Art of Friendship Collection brings an added source of human expression to our facility. Its presence serves not only as a source of inspiration, but also as a tribute to the relationships we maintain with its talented creators who have inspired and supported us through the years. It is our hope this display not only draws attention to these artists' creative talents, but also to the larger, more encompassing world of design.

The Art of Friendship collection contains works from Brian Alexander, Nic Bewick, Shashi Caan, Neil Frankel, Robert Greenstreet, Dave MacKenzie, Eva Maddox, Jon Miller, Per Nimer, Beverly Russell, Larry Scarpa, Dr. Robert Sommer, DJ Stout, and Lowell Williams, among others.

A GLOBAL LEADER



- ★ Haworth Headquarters
- Haworth Showroom
- Locally Sourced Manufacturing
- Haworth Owned Manufacturing
- Dealer

OUR GLOBAL REACH

Haworth serves markets in more than 120 countries through a global network of sales members and more than 650 dealers.

BY THE NUMBERS

\$2.04 BILLION in global sales for 2017

480+ PATENTS

More than 7,000 MEMBERS worldwide

More than 650 DEALERS worldwide

Presence in more than 120 COUNTRIES

OUR LOCATIONS

ASIA

Bangalore
Chengdu
Chennai
Delhi
Hong Kong
Hyderabad
Kuala Lumpur
Manila
Mumbai
Shanghai
Singapore
Tokyo

MIDDLE EAST

Dubai

AUSTRALIA

Melbourne
Sydney

EUROPE

Agueda
Amsterdam
Bad Mnder
Barcelona
Brussels
Budapest
Dublin
Frankfurt
Lisbon
London
Lyon
Madrid
Menziken
Moscow
Paris
Porto
Zurich

AFRICA

Casablanca

NORTH AMERICA

Atlanta
Boston
Calgary
Chicago
Dallas
Denver
Holland
Houston
Los Angeles
New York
Philadelphia
San Francisco
Seattle
Toronto
Washington, DC

LATIN AMERICA

Mexico City
So Paulo

OUR VALUES

We have a strong set of values that guide our business and help us align with our customers.

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 PROMISE

We believe inspiring spaces can enrich lives and businesses around the world.

OUR MISSION

We provide each of our customers with tailored spaces that enhance their business, stir their spirit, and sustain the planet.

OUR VISION

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



