

HAWORTH®

**What Haworth can offer you ...**



ORGANiC  
Workspace




*"Never underestimate the power of space  
in transforming a business."*

*Dick Haworth, Chairman Emeritus*

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## A family business ...

Three generations of the Haworth family have led the company since its foundation in 1948. Our founder G.W. Haworth borrowed \$10,000 from his parents to set up business in Holland, Michigan.

Our headquarters are still there and we're still privately owned, even though we're now one of the largest furniture manufacturers in the world with more than \$1.1 billion in sales annually.

We've grown organically by acquiring companies in Europe that are steeped in family traditions. Since the late 20<sup>th</sup> century they've all been part of a broader, family business. And we've always called our employees "members" because we really are part of one global family.

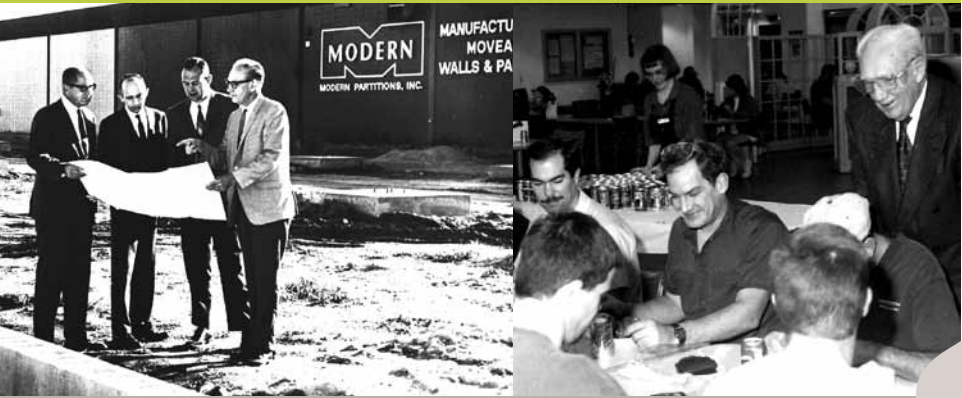
**We value our customers** and believe each customer is special.

**We value members** and believe in the boundless potential of people.

**We value integrity** and believe that honesty and candour are what really counts.

*"When building a good life, reach out and take someone with you."*

*G.W. Haworth, Founder*



05

## ... with family values

First drafted back in 1975, our values define our business behaviour, inform our decisions and communicate the Haworth brand. In a world of rapid change these family values are a firm foundation for growth and a code of corporate commitment.

**We value continuous learning** and believe that knowledge empowers our members to achieve more.

**We value results** and believe our products and services meet the highest standards.

**We value our world** and believe we can make the world a better place to work and live in.

# SUSTAINABILITY



Because we only have this one planet

Haworth is committed to sustainability in its own practices, processes and resource use – and in creating sustainable workplace solutions for our customers. We achieve this by creating environmentally-friendly surroundings, lowering your carbon footprint and gaining you points towards LEED® certification. Our Design for the Environment (DfE) concept ensures all our materials can be re-used at the end of a product's useful life, and are safe for human health and the environment. Our intelligent design and smart manufacturing processes for office furnishings do away with the need for carbon offsets. And our holistic perspective on sustainability helps to minimise waste, extend lifecycles and lower the total cost of ownership through energy savings and re-use.

*"We continuously work to make our communities better places today and for the future."*

*John Mooney, Chief Financial Officer and Executive Sustainability Sponsor, Haworth*

- ISO 14000 certified facilities worldwide
- Products contributing to LEED credits
- PEDS (Product Environmental Data Sheet)
- Factories certified by the PEFC Council (Program for the Endorsement of Forest Certification)
- Use of material coming from a FSC-certified forest (Forest Stewardship Council and Chain-of-Custody Certification)
- LEED certified showrooms
- Member or sponsor of different associations like B.A.U.M. in Germany, Green Building Council in Italy and United Way in France
- Product analysis using life-cycle assessment to minimise carbon footprint
- PVC-free products designed to be disassembled at the end of their lifecycle
- comforto seating range up to 95% recyclable
- Use of recycled material, e.g. Very up to 71%
- New production lines in Ahlen using less water and energy
- Zero waste to landfill and use of 100% renewable energy in St Hilaire facility in France
- Heating system in Bad Münders and Menziken using wood chip waste (99.5% of factory's energy consumption)
- Chair packaged using recycled PVC and blankets
- Sustainability training mandatory for members



# ADAPTABILITY



Because your needs change

The only constant in today's world is change. As your business and user needs change, your workplace infrastructure has to adapt to meet the changing demands.

That can be expensive – unless you can fall back on Haworth's promise of complete adaptability. Our modular products can be easily reconfigured as your needs evolve. This brings you significant long-term cost advantages by minimising cost, waste and downtime in adapting to changes in the work environment.



- Adaptable furniture, accessories, architectural elements and the human factor
- Workspaces tailored to support your business objectives and the needs of individual users
- Intuitive product assembly – easy to change
- Flexibility and rapidity in reconfiguring, adjusting and fine-tuning from day to day
- Minimum of downtime
- Savings of up to 90% in both time and money usually spent in churn
- Minimal disruption for those affected by changes to your interior landscape
- Future-proof investments – risk reduction



# INTEGRATION

Because “better together” brings you benefits

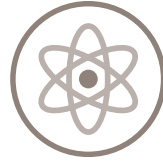
Our fully integrated product platform is based on Haworth’s “Great alone – better together” philosophy. Our products must perform beautifully on their own, and even better when combined. In practice, that means our new products always work alongside existing ones. This backward compatibility enables us to enhance existing solutions or provide new ones. Another advantage is aesthetic consistency and efficiency throughout a workspace. What’s more, we define integration in human terms as well and always strive to provide you with long-term trusted advice. That’s the human relationship side of integration and integrity.

*“Everything we design from now on will always be integrated with the products developed before.”*

*Mabel Casey, Vice President Global Marketing, Haworth*

- Product line development based on integration principles
- Secure investments that reduce your future risk
- Full range of products for all areas in different price categories
- Unified colours and materials throughout Europe
- System 59 and Very – the same design language from the same designer
- Fully integratable product ranges: Kiron, Planes, Very and System 59
- Universal Screens for four system ranges





# DESIGN POINT OF VIEW

Because it's clear, compelling and consistent

Over the years, Haworth's design philosophy, or design point of view, has developed organically. Through multi-faceted sustainability, complete adaptability and true integration combined with a global perspective and in-depth workspace knowledge we have created a design approach that delivers value to architects and designers; building owners and property managers; and, ultimately, end users. Our portfolio is characterised by commonality of scale, finishes and dimensions. The aesthetics of our products will complement your interior architecture. And the quality of our engineering and the materials we use will match your performance criteria. Nothing will be over-engineered; everything will be clear, compelling and consistent.

*"To adapt, as well as fit together and flow visually –  
Haworth design is purposeful and elegant."*

*Jeff Reuschel, Global Design Director, Haworth*



- Product design influenced by Seven Design Logics: Planning, Interconnectivity, Dimension/Scale, Interface with Interior, Timelessness, Finishes, Sustainable Materials
- One design language
- Design takes account of trends but achieves a timeless approach
- In-house designers working hand in hand with external designers to ensure better alignment with existing product lines for integration and adaptability
- Global design teams
- Design centres in Europe, Asia and North America
- Design awards such as red dot, iF gold awards and good design (e.g. for Very, LIM and Planes)



# WORKPLACE KNOWLEDGE

Because evidence-based workspace decisions maximise your ROI

Our unrivalled research and workspace knowledge align with product development and space utilization to help enhance performance and maximize your return on investment.

Our Organisational Culture Model\* based on decades of empirical research identifies four distinct organisational culture types – Collaborate - Create - Control - Compete – and gives us insights into how business processes are influenced by these organisational culture types.

That empowers us to design workplaces that are closely tuned to the requirements of your organisational culture.

The bottom line for you is more motivated and inspired employees benefitting from intelligently designed workspaces that encourage easy socialising, effective communication and productive work.



- Workspace knowledge built up over years of research and analysis with theorists, academics, sociologists and scientists inside and outside our company
- Science and design built into our products
- Clients' needs assessed with special tools to determine the design implications
- Improved solutions giving your employees concrete benefits
- Informed advice on organisational and workplace effectiveness
- Workspace design based on the understanding of organisational culture to drive business performance
- Collaborative space settings following organisational culture
- Mutually beneficial relationships with leading research institutes, e.g. the Fraunhofer Institute, Europe's largest applied research organisation with 17,000 staff





# GLOBAL PRESENCE

Because workspace cultures vary  
across the world

Haworth is the only true global company in the industry, combining global strengths – a worldwide presence in North, South and Central America, Europe, the Middle East, Africa, Asia and Australia – with local expertise for sensible and culturally relevant solutions tailored to individual requirements. Our global design, knowledge and product strategies are born out of global trends and learning, and developed through cross-discipline collaboration. And we have a globally valid concept: Organic Workspace. This approach creates flexible interiors that change with your organisational needs over time and provides customer solutions born out of our history, knowledge and design point of view.

*“We design globally, we manufacture locally.”*

*Kevin Bailey, Vice President of North America Operations, Haworth*



- Design centres in three regions of the world:  
North America, Europe and Asia
- Global design teams with local knowledge
- 20 manufacturing locations with ISO certifications
- Global Account Programme – one face to the customer
- Global knowledge and research
- Mosaic – client eShop
- One standard globally – with global certifications,  
e.g. Zody\_System 89, Very Task
- Global pricing programs
- 83 showrooms and offices worldwide
- Dealer network in 120 countries
- 6,200 members worldwide

A stylized, light green graphic of a plant with long, thin leaves and a small cluster of buds, set against a solid green background. The plant is positioned on the right side of the page, with its leaves extending towards the left.

Our global perspective and workspace knowledge help inform our design point of view and this is what we call Organic Workspace<sup>®</sup>. Our approach is dynamic – to evolve and grow as we continue to learn.



