





**Partner with us. Get to know us.**  
Your interior space is an important investment in your people, productivity and image. Together, we can make your environments work harder for you.

We've identified nine ways we stand apart in the world of office interior manufacturers.

**NINE** WAYS WE ARE UNIQUE

In less than nine minutes,  
you'll know us a lot better.



# 01

OUR NAME IS A FAMILY, AND SO ARE WE.



*"We have always called employees 'members' and refer to ourselves as a global family."*

– Dick Haworth  
Chairman Emeritus

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

Engineering-minded son, Dick, devised a way to pre-wire partitions from within. Competitors realized it was an ingenious idea and created "look-alikes," the highest compliment. Driven by his foresight to gain a global perspective, Dick has seen the company through its largest years of growth to date.

Matthew Haworth has spent his entire career in the family business in a wide variety of roles in marketing, manufacturing, sales, planning and purchasing. He led the company's largest single business unit, oversaw the most successful product line and continues to lead with a marketing focus that drives transformation.



Dick Haworth



G.W. Haworth

*"When building a good life, reach out and take someone with you."*  
– G.W. Haworth  
Founder



Matthew Haworth  
Chairman

We are a billion dollar business with a strong balance sheet. Our executive office is one of the most tenured in the industry, and our members are among the most loyal.

We have the same rigor and financial power as a public company, with the flexibility to focus on the future for our clients, our members and Haworth generations to come.

The family continues to reinvest in the company, strengthening our position in the marketplace with innovative and design-driven products and services.

# 02



PRIVATELY HELD, FINANCIALLY STRONG.

Our humble beginnings are very much a part of who we are: privately held, prepared for a dynamic future.



# 03

OUR VALUES MAY NOT BE UNIQUE,  
BUT THEY ARE UNIQUELY US.



- We value** our customers.
- We value** members.
- We value** integrity.
- We value** continuous learning.
- We value** results.
- We value** our world.

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

– Matthew Haworth  
Chairman

We work with companies all around the world that have global, diverse workforces. Living our values is what matters most to us: our customers, members, integrity, continuous learning, results and our world.

**What’s important to us as partners is that our values align with yours. We strive to live up to our values every day.**



Matthew Haworth, Chairman

# 04

OUR GLOBAL PERSPECTIVE   
INFORMS EVERYTHING WE DO.

We are the only global company in the industry with 100% ownership of ISO-certified facilities in Asia, China, Europe, India and North America.

All of our solutions are developed globally and manufactured locally—we are the only interior products supplier offering a truly global portfolio.

Haworth's Research and Design Centers are located in China, Germany, Italy and the United States.



International scientists and designers come together to share best practices and trends—representing more global locations than any other office interiors manufacturer.

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

– Kevin Bailey  
Vice President of North America Operations  
Haworth

# 05

OUR ENVIRONMENTAL DRIVERS ARE  
PEOPLE, PLANET AND THE ECONOMY.



We were the first in the industry—and one of the first in ANY industry—to gain zero waste to landfill status for our Asia Pacific, India and U.S. manufacturing facilities and global headquarters.

Our Sustainability Report was the first truly global GRI-based report in the industry. We strive to be transparent and lead by example. In fact, our chairman is a LEED® Accredited Professional.

As a global company, we take great pride in our dedication to supporting the communities in which we live and work. We believe it's our responsibility to give back—accountability to contribute is deeply rooted in our core values.

## We hold ourselves accountable to seven sustainability objectives:

1. Sustainable product and workspace design
2. Energy management
3. Green transportation
4. Zero waste and emissions
5. Green building and sustainable site management
6. Social responsibility
7. Stakeholder engagement



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

— John Mooney  
Chief Financial Officer and Executive Sustainability Sponsor  
Haworth

# 06



KNOWLEDGE INFORMS DECISIONS.

## Design + Science

Intuitive	Definitive
Inspiration	Observation
Divergence	Convergence
Holistic	Specific

Evidence-based workspace decisions can lead to more engaged employees and effective organizations.

At Haworth, we combine science and design principles to create customer-centric solutions.

The Ideation Group, our internal group of scientists, helps organizations integrate the physical environment with culture, workstyles, strategies and business drivers. We openly share with clients and designers the insights from our research to inform their spaces.

For example, the Competing Values framework is one model that we use to help clients describe, understand and design for their specific organizational culture. Faculty at the University of Michigan developed the model.

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



# 07



DESIGN SHOULD BE RELEVANT  
AND EVOLVE.

**Our Organic Workspace®  
approach benefits:**

- Brand
- Change management
- Collaboration
- Culture and subculture
- Customer experience
- Employee attraction and retention
- Growth
- Real estate and cost contraction
- Risk mitigation
- Sustainability

*“To adapt, as well as fit together and flow visually—  
Haworth design is purposeful and elegant.”*

– Jeff Reuschel  
Global Design Director  
Haworth

We have a point of view that is defined as science combined with design. Our design and engineering teams are enriched and influenced by the work of our scientists and internal and external designers.

We align with emerging designers from around the world for fresh ideas that are future-focused.

The outcome translates to integrated, adaptable and sustainable interiors that change with organizational needs over time.



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

# 08

PRODUCT IS DESIGNED TO INTEGRATE.



Based on seven design logics, we developed a kit-of-parts that allows for design freedom to accommodate workstyles and cultures. Our Integrated Palette™ is a result of our extensive research, vast knowledge and global influences.

Our logics strategy encompasses everything from the building architecture to product materials. This strategy will continue to ensure our products today, and those we develop in the future, can easily adapt and integrate.

Through seamless integration we offer adaptability as people, technology, workstyles, cultures and businesses change. The ultimate result: more sustainable interiors.

Our products relate at different levels to offer design freedom, integration and future assurance—we will continue to design products that adapt to change.



*“Others only coordinate. We integrate and coordinate.”*

– Mabel Casey  
Global Vice President of Marketing  
Haworth

# 09

OUR APPROACH DELIVERS VALUE.



- We impact** people.
- We impact** culture.
- We impact** brand.
- We impact** buildings.
- We impact** interiors.
- We impact** workspaces.
- We impact** results.

We offer an integrated, adaptable palette that gives back design time and provides flexibility to make changes during the design process. The designer is the master artist.

Our services and Integrated Palette™ help align business needs with the architecture, building, interiors, schedule and budget to support changing cultures, workstyles and organizational needs.

Our solutions provide flexibility to easily adapt to the building owner's or tenant's changing needs. The bottom line: We can meet the vision of a space within budget and schedule, and without compromise.



Integration of people, facility and organizational performance helps improve business success.

# sets client spaces

Client spaces—performance driven and inspired.



# U.S. Green Building Headquarters

Washington DC, USA



Goal: help the creators of the LEED® Green Building Rating System align its **culture and brand** with its space.

## Culture and brand.

We assessed the culture to help create environments that support the way the organization functions and expresses itself.

When the environment is aligned with culture, brand and goals, everything is more effective—employees, facilities and the organization as a whole.



*“We wanted to walk our talk by providing a highly functional, healthy, and enjoyable work environment. We are already seeing an increase in collaboration and productivity as a result of the design scheme.”*

– Rick Fedrizzi  
USGBC President, CEO and Founding Chair

# Generation Investment Management

New York City, USA



Goal: be the world's first **LEED® Platinum** certified skyscraper, support **workstyles** and meet the budget.

## LEED® certification.

Recycled and recyclable materials were selected wherever possible. Building operations are closely managed to ensure energy efficiency. Together, all of the efforts helped the client achieve the credits needed for LEED® Platinum certification for its core and shell.

## Sustainability.

We help customers achieve sustainability in every possible way—from processes and materials that minimize footprint to adaptable, organic workspaces that can be reconfigured as required to reduce waste and expense.

## Workstyles.

Workspaces needed to accommodate a wide range of individual workstyles. Our assessment created a framework for considering behavior, personality, comfort, distraction and task complexity that could be linked with workspaces to lead to greater productivity and job satisfaction.



*“The selection of Haworth furniture not only helped us meet our high level sustainability goals but also helped us meet our budget goals as well.”*

– Ken Wilson  
Envision Design Principal

# The University of Memphis

Memphis, Tennessee, USA



Goal: bring together up to 6,000 people a day to support **collaboration.**

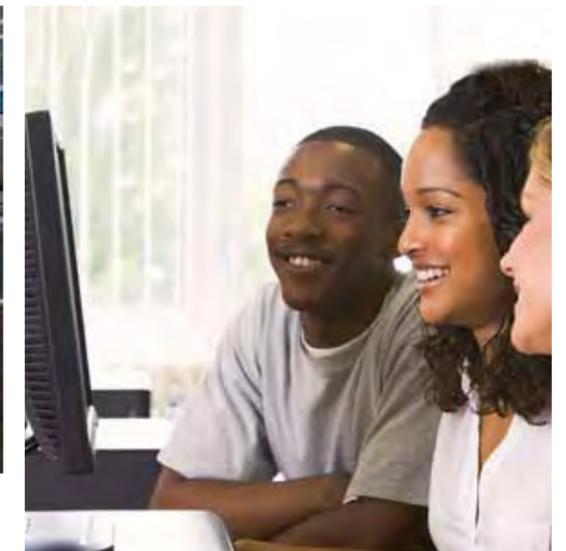
## Collaboration.

The campus core routinely hosts 4,000 to 6,000 people a day through events, meetings, studying, dining and gathering together in a number of settings, both relaxed and formal. The client needed spaces for problem solving, brainstorming and socializing.

Our research and study of group dynamics and effectiveness gave the University's in-house designers a foundation to make choices that support collaboration.

## Inviting space.

Described as "the living room of the campus," the new University Center gives students a sense of place in an inviting setting that embraces the vision of bringing light into the spaces.



*"It was all about bringing people together and giving them the best tools to excel. The new University Center needed to be a very flexible and collaborative space for the entire university community.*

*"With the expert design and selection of materials proposed by the local Haworth dealer, Office Scapes, we were able to stay within budget and meet the varied and demanding needs of multiple users and working styles."*

– Courtney Dickinson  
Interior Designer

# JE Dunn Construction

Kansas City, Missouri, USA



Goal: **engage employees** to increase satisfaction and give them **privacy** for work and relaxation.

## Employee engagement.

Research shows employees who feel more connected to the company's goals improve their performance. Our knowledge and interiors solutions helped this client increase employee satisfaction and productivity.

## Privacy.

Employees in any workspace desire privacy—the ability to perform free of distractions and do individual work. We helped this client achieve visual and acoustical privacy and showed them how to balance individual and group work in an open plan environment.



*"If there's one big winner in this, it's our employees. I've heard people who have been here for 30 years say they've never been more productive. They're happy to come to work here."*

– Eric Floyd  
JE Dunn Construction Assistant Vice President

# Duff & Phelps

Atlanta, Georgia, USA



Goal: achieve best **return on investment** by comparing traditional construction with our modular elements.

## Return on investment.

Examining the costs for the initial build-out as well as subsequent reconfigurations showed that our readily adaptable workspace would save significant costs throughout its lifetime.

The nature of work is always changing, driven by societal influences, work dynamics and emerging trends. We monitor leading indicators of change to help clients like Duff & Phelps anticipate and adapt to what's next.

With 250+ patents and dozens of industry firsts, we help lead the way.



## Cost analysis over the life of the lease.

Taking into consideration growth projections, our modular elements proved significantly more economical over the long run. Modular elements included moveable walls and raised access flooring.

	Traditional Construction	Modular Elements
Office Reconfiguration	\$33,000/room	\$3,500/room
Business Interruptions	Extensive	Minimal

# Thornburg Investment Management

Santa Fe, New Mexico, USA



Goal: create a sustainable building that efficiently adapts to **churn**—frequent employee moves within the company.

## Churn.

Nearly 36% of Thornburg Investment’s team members change workspaces each year. The client chose us to help create a sustainable work environment that would efficiently adapt to frequent moves within the building.

Referencing a study\* of the environmental impact of employee moves (churn), we projected a waste reduction of 97% by reconfiguring our moveable walls and underfloor air for all of the moves.

Our Organic Workspace® solutions provide a seamless functional aesthetic integration of walls, systems, floors and furniture. Not to mention built-in adaptability for reallocating and reconfiguring space with minimal waste and downtime.

\*Study conducted by project collaborating architect Dekker/Perich/Sabatini.



## The client earned a LEED® Innovation in Design Credit.

The use of our products not only contributed to LEED Gold certification, but also helped the project earn a LEED Innovation in Design Credit for reducing the environmental impact of churn, the first ever for a solution of this type.

Building System	Conventional walls and overhead air	Moveable walls and underfloor air
Waste Per Move	904.4 lbs.	4.7 lbs.
Waste Per Year	4,493 lbs.	116.7 lbs.

# sets our paces

Our spaces—performance driven and inspired.



# ONE HAWORTH CENTER

## **Unconventional space.**

We don't try to represent a conventional workspace. Rather, this is an agile work environment in sync with our evolving business and organizational structure and aligned with our culture and workstyles.

## **Design.**

The assessment we recommend for clients helped us define our own design objectives. The result was an intentional shift from a safe, rigid design to one that reflects our flexibility, innovation and global focus.

## **Inspiration and ideas.**

We honestly share what works in our space (and what doesn't) based on our experience. Visitors can see for themselves how we impact performance and ask questions of any member.

## **Listen.**

We have Client Listening Rooms (a very important distinction) where we listen, not dictate, so that the agenda meets our clients' goals. On average, clients meet, learn from and ask questions of more than 10 experts during a visit.

## **First.**

One Haworth Center was the first LEED-NC\* building to achieve points using carbon credits from a renewable energy source.

\*Leadership in Energy and Environmental Design, New Construction



Global Headquarters, Holland, Michigan, USA

# ONE HAWORTH CENTER

## **Timber.**

The ebony oak on the reception desk, three-story timber wall and café bar were recovered from local and regional waters. It's one of the ways we connect members and visitors to the natural environment and the legacy of our industry.

## **96% recycled.**

Nearly all of the materials during deconstruction were recovered and reused.

## **More space. Less energy.**

We added 20% more space and use 10% less energy than our previous building.

## **90% have daylight and views.**

View not only refers to what members see outside the office windows, but also to their perception of an interior space. Access to outside views has been linked to the relief of boredom, anxiety and stress, as well as to greater productivity.

## **Personal control.**

Members may want lots of light for tasks or less to reduce monitor glare. Room temperature is also a personal preference. To meet their needs, members have individual lighting and thermostat controls in their workspace.



# NORTH AMERICA SHOWROOMS

18 showrooms across the USA and Canada.



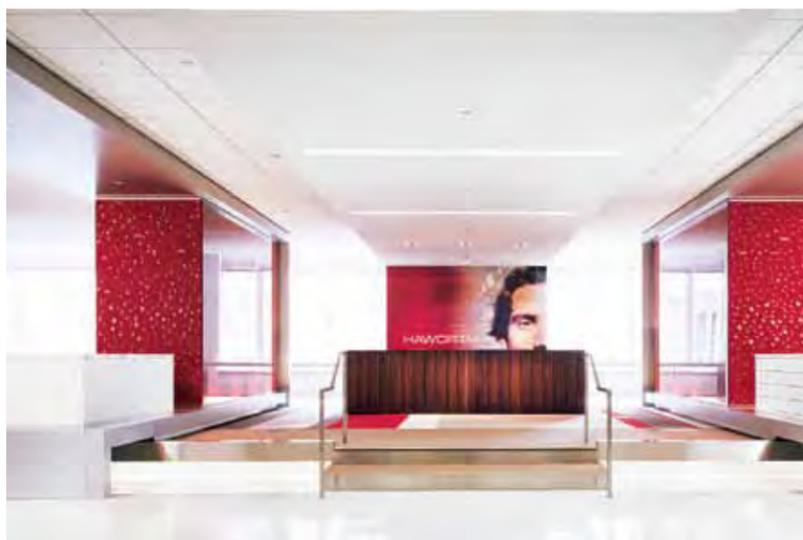
New York City



Chicago



Los Angeles



Washington DC

# INTERNATIONAL SHOWROOMS

44 showrooms (and counting) throughout Africa, Asia Pacific, Europe, Latin America and the Middle East.



London



Zurich



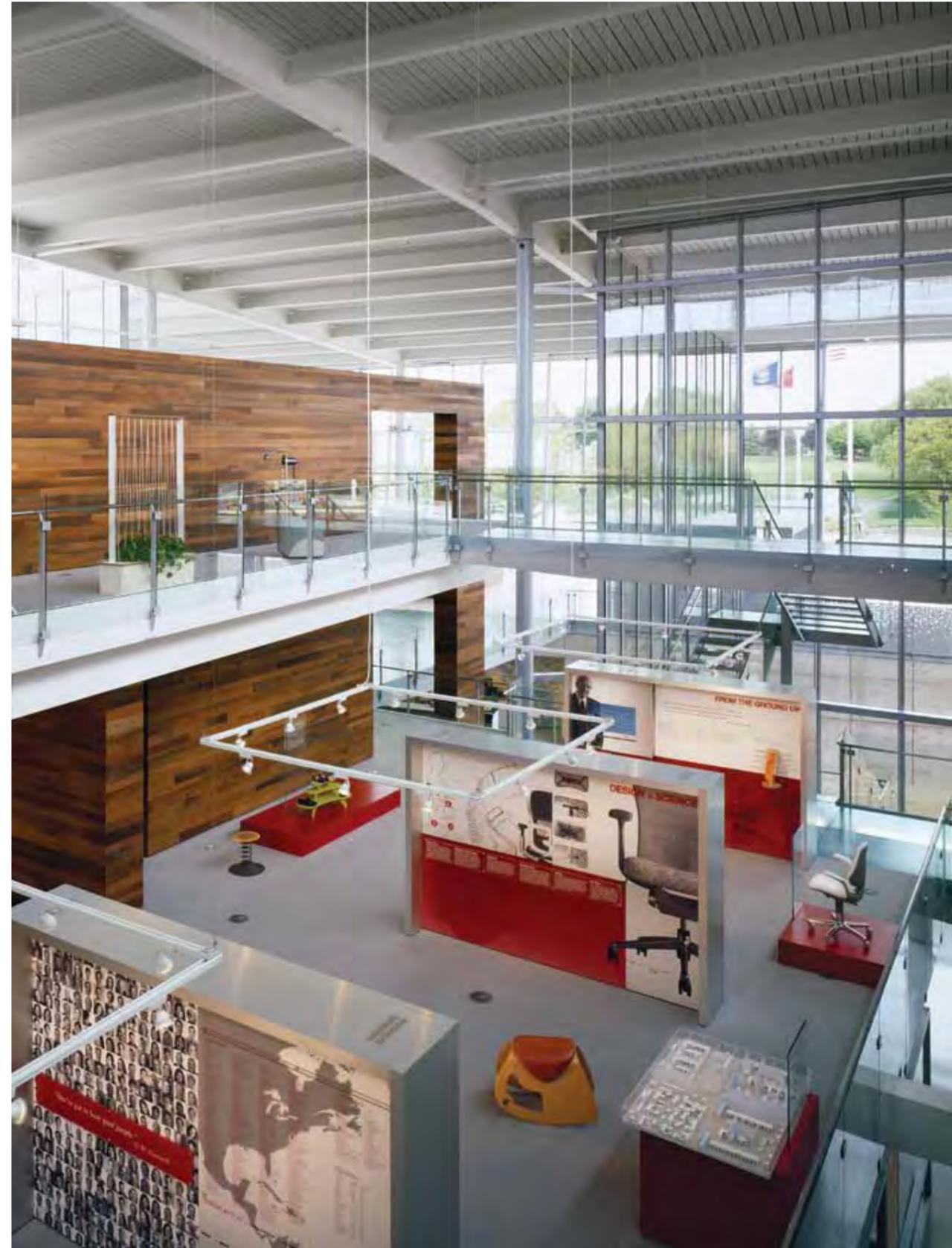
Frankfurt



Madrid

# leaders successors

We've included profiles of two of our leaders, a map of our worldwide locations and an at-a-glance list that highlights what we offer.



# Two Leaders of Haworth



## Franco Bianchi

Hometown: Bologna, Italy  
Title: President & CEO

### Customer is king.

He describes the organization as flat, lean, with an open door for customers. "Everyone from the top down is here to make sure we don't let the customer down, for any reason. Our dealers have a big voice and we listen. There is very little barrier between the market and us, and we intend to keep it that way."

### Widgets we're not.

"My belief is, if you are, say, a widget company, focus on making widgets. Let us take care of your interior needs. We can design a product with you, through our knowledge, experience, people and tools. We can help make your space more future proof, more productive—measure and help you validate your intent. And oh, by the way, your spaces will be beautiful."

### Change the conversation.

"We are different and we have to be judged on our own characteristics—people are either going to love what we do or not. But we have a point of view that we have defined: science connected with design. It is modern, progressive and of this century."

### Family lessons.

His father was relentless in asking him to do a better job—always pushing Franco to do better. "Perfection is when I love what I've done, and the customer loves it too. Then I know that I did it better, and the result worked."

### Variety is the spice.

"I love to know something new every day. I loved living in Paris and now in Michigan (since joining Haworth corporate in 1993). There is a world out there, you should experiment, variety is important. Things have to be different. If the world was all one way, I would get bored."

### Wise words.

Sometimes he searches for "how you say, the right word in English." But that doesn't stop him from talking to anyone and everyone about Haworth.

## Matthew Haworth

Hometown: Holland, Michigan  
Title: Chairman

### Deep respect.

"I understand our role. When it comes to designing spaces, we're not the composer nor the director—we have a deep respect for the expertise of the people we work with."

### King of analogies.

He uses them often when talking about business. "Haworth is like a well-stocked kitchen, where you're the chef. Or, we offer the periodic table and you can be the scientist."

### Well suited for change.

"I don't wear a suit every day to work. Some people think that I should. The world is changing and you have to be able to adapt, while honoring tradition."

### Wow factor.

"When clients first walk in the door (at headquarters) they say, 'wow!' based on what they see. At the end of their day, what they talk about is how our people blew them away. That makes me proud."

### Life is short. Stay awake.

Here's how he orders his caffeine to stay awake and on top of life: "two shots espresso, two shots steamed half and half, and one pump of vanilla."

### What fires him up.

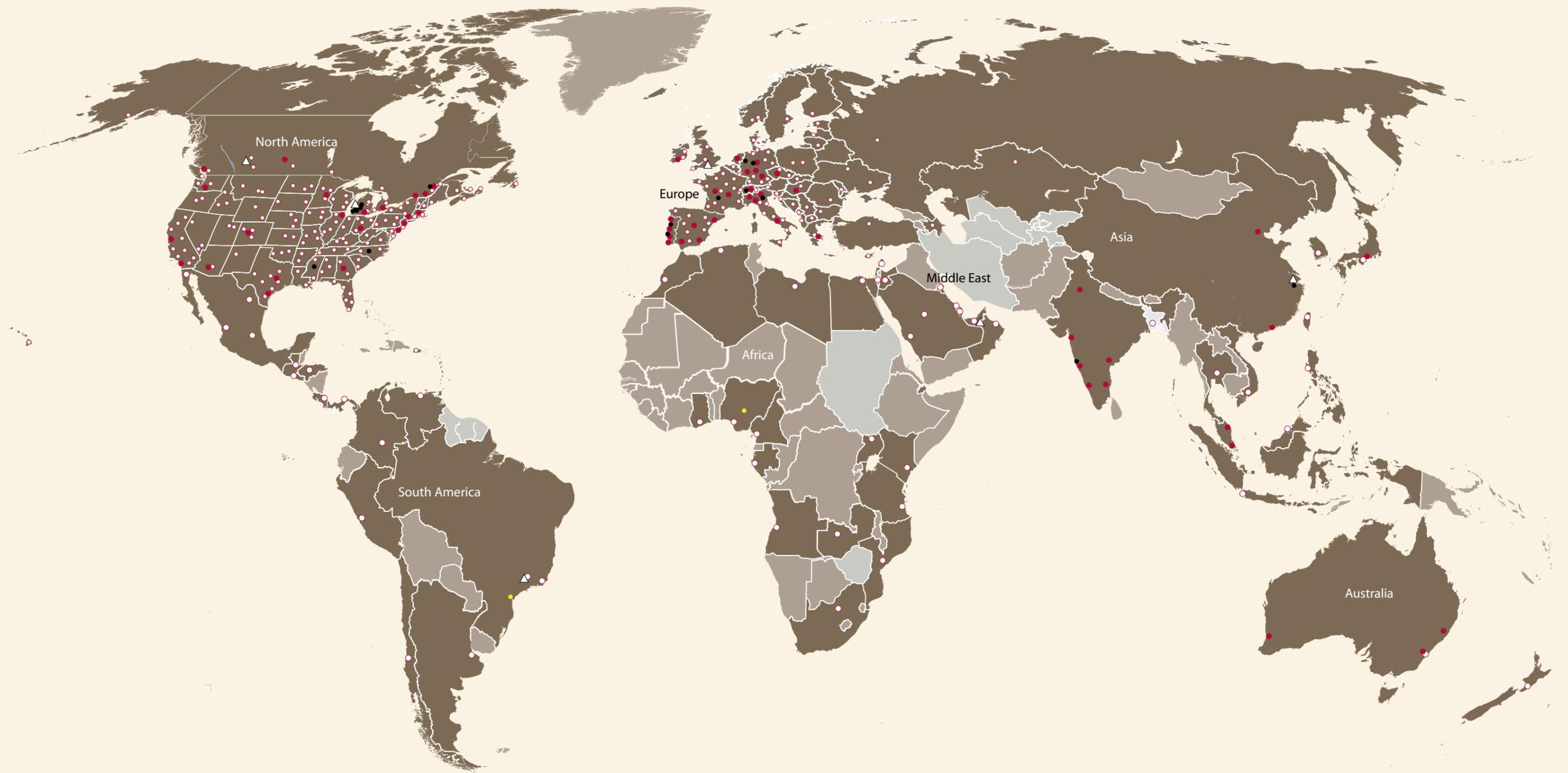
"I like working with all types of people. Our members, customers, dealers, architects and designers... I enjoy different perspectives and love problem solving. I love leathers, wood, textiles, foreign languages, branch circuit planning and the psychology of cultural change. I like the variety, the challenges and figuring out how I can teach and be of help."

### His motto.

"Take care of people and they'll take care of you. Life is like a garden. You have to commit to not only planting and watering—you also have to recognize individual uniqueness and tend to all of the little things to grow and thrive."



# The World of Haworth



- Office/Dealer Presence
- Products/Services Available
- Haworth Headquarters
- Showroom/Sales Office
- Locally Sourced Manufacturing
- Haworth Manufacturing
- Dealer

# Haworth at a Glance

## Our numbers

- 1 vision: create beautiful, effective and adaptable workspaces
- 6 core values
- 7 sustainability objectives
- 19 manufacturing facilities worldwide
- 81 sales offices and showrooms worldwide
- Operating in 126 countries
- 650 dealers worldwide
- More than 6,000 members worldwide
- \$1+ billion in global sales

## Our brands

- comforto
- Easy by Haworth
- Haworth Collection
- Haworth

## Our products

### Architectural interiors

- Access floors
- Electrical and cabling support systems
- Moveable walls

### Furniture

- Benching and Desking systems
- Collaborative furniture
- Conference room solutions
- Educational furniture
- Executive wood casegoods
- Freestanding filing and storage products
- Freestanding wood, laminate and steel casegoods
- Healthcare solutions
- Integrated modular systems furniture
- Seating - lounge and office
- Systems furniture

### Collaborative tools

- Ergonomic worktools
- Lighting

## Quality

- ISO 9001—Quality Management Systems Globally
- ISO 14001—Environmental Management Systems Globally

## Sustainable product documentation

- 80 environmental data sheets
- 76 certified as low-emitting
- 70 calculated for carbon footprint
- 51 listed for potential LEED® point contributions
- 50 BIFMA level™ certified
- All major product lines for Haworth North America and Asia Pacific are air-quality certified by GREENGUARD or SCS Indoor Advantage™ Gold

## Inventions

- 350+ patents
- First pre-wired panel
- First adjustable keyboard pad
- First family of user-controlled mobile furniture
- First plug-and-play cabling
- First asymmetrical lumbar adjustment

## Focus markets

- Commercial interiors
- Educational furniture
- Healthcare solutions

## Asia Pacific

- Experience since 1987, showroom in 1997
- Regional headquarters—Shanghai, China
- 12 sales offices and showrooms in 7 countries
- 16 full service dealers

### Production locations

- Shanghai, China
- Pune, India
- Chennai, India

## The Americas

- Experience since 1948
- Global headquarters—Holland, MI, USA
- Regional headquarters—Calgary, Alberta, Canada
- Regional headquarters—São Paulo, Brazil
- Over 20 major market showrooms
- 300 full-service dealers
- Furniture and architectural interiors

### Production locations

- Brazil (Locally Sourced - 2)
- Mexico (Locally Sourced)
- Michigan, USA (7)
- Mississippi, USA
- North Carolina, USA (2)

## Europe

- Experience since 1910 — Haworth brand established in 1987
- Regional headquarters—London, United Kingdom
- 28 offices and showrooms in major markets
- 300+ full-service dealers
- Furniture, architectural interiors, and collaborative tools

### Production locations

- France
- Germany (2)
- Portugal (2)
- Switzerland

## Middle East & Africa

- Presence in the region since 1992
- Regional headquarters in Dubai, United Arab Emirates
- Offices and showrooms in 11 countries
- 21 full service dealers
- Furniture, architectural interiors, and collaborative tools

### Production locations

- Lagos, Nigeria (Locally Sourced)

We are working to change the way interior spaces are designed and built.

We have more to share and learn from you, let us continue the conversation together.

Visit us online at:  
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[www.haworth-asia.com](http://www.haworth-asia.com)  
[www.haworth-europe.com](http://www.haworth-europe.com)

# HAWORTH®

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