

SUSTAINABILITY REPORT  
WITH INTEGRATED  
**ENVIRONMENTAL STATEMENT**  
**2017**



# CONTENTS

## ENVIRONMENTAL STATEMENT

<b>1. Introduction</b> .....	3
<b>2. Company portrait</b>	
2.1 Introducing the company.....	4
2.2 Strategic fields of business.....	5
2.3 Location and scope .....	6
2.4 Mission/values.....	7
<b>3. Fields of responsibility</b> .....	8
<b>4. Environmental aspects</b> .....	9
4.1 Direct environmental aspects .....	9
4.2 Indirect environmental aspects .....	10
<b>5. Environmental programme</b>	
5.1 Retrospective.....	11
5.2 Outlook .....	14
5.3 Environmental objectives 2017 .....	14
5.4 Review of objectives 2016 .....	15
<b>6. Key indicators and environmental data</b> 16	
6.1 Input.....	18
6.2 Output.....	22
<b>7. Declaration of validity</b> .....	25

## SOCIAL REPORT

<b>1. Social sustainability</b> .....	26
<b>2. Accident prevention, health and safety</b> .....	27
<b>3. Health promotion</b> .....	28
<b>4. Education and training</b> .....	29
<b>5. Idea management</b> .....	30
<b>6. Employee concerns</b>	
6.1 Working time models/safeguarding jobs.....	30
6.2 Equality .....	31
6.3 Female quota /proportion of foreign nationals .....	31
<b>7. Disabled employees</b> .....	32
<b>8. Consumer interests</b> .....	33
<b>9. Community involvement, donations, sponsorships</b> .....	34
<b>10. Interstuhl trail</b> .....	35
<b>11. Planting campaign for the next generation</b> .....	35

## ECONOMIC REPORT

<b>1. General economic principles</b> .....	36
<b>2. Investments</b> .....	36
<b>3. Financing, liquidity and equity</b> .....	36
<b>4. Profitability</b> .....	37
4.1 Company success .....	37
<b>5. Resilience</b> .....	38
<b>6. Risk management</b> .....	38
<b>7. Fighting corruption</b> .....	39
<b>8. Memberships/Commitment</b> .....	39

# 1. INTRODUCTION

## »COMMITTED TO EFFICIENCY«

Efficiency is the success factor for every successful company. But for us at Interstuhl, efficiency means a lot more than mere economic success. Efficient use of resources of every kind makes our work economically, socially and environmentally sustainable. So efficiency – as we understand it – is an expression of the uncompromising acceptance of responsibility for people and the environment. Interstuhl is a third-generation family-run company. It is a global company, yet it is firmly rooted locally. We consider our working and everyday lives to be inseparable. We see it as our duty to be proactive stakeholders in the creation of a finely balanced world where socially-stable, economic, cultural and environmental aspects have equal weight. This applies wherever we do business; locally as well as internationally. We want to do more than create outstanding products. We want to leave a sound economic, environmental and socially-stable world for our children and grandchildren to enjoy. This commitment is nothing new for us. Back in 1993, Interstuhl was the first company in the industry to be certified in accordance with DIN EN ISO

9001. In 1994 we were distinguished by the Environmental Ministry of the State of Baden-Württemberg for "outstanding achievements in the promotion of operational environmental protection and environment-oriented business management". We were one of the first companies in the furniture industry to receive EMAS certification, and our products were pioneers in certification with the Blue Angel. In 2010 we received the environmental prize from the state of Baden-Württemberg for the second time – for socially-stable commitment and outstanding corporate activities. In 2013 we were successful in gaining certification of our Occupational Health and Safety-Management System in accordance with BS OHSAS 18001:2007. Certification of our Energy Management System ISO 5001:2011 was successfully carried out in 2014. In 2016, we were awarded the Baden-Württemberg Jury-Umweltpreis (Environmental Jury Award) for entrepreneurial achievement and social engagement. We were also praised by the Ministry for EMAS Management in 2016. Serious commitment must always have a voluntary

basis. Doing far more than what is legally required is, in our opinion, a criterion of sustainable business practice. Our integrated sustainability management here at Interstuhl is the basis for a firm foundation and the continual development of socially-stable and environmental interests. Effective environmental protection is only possible in a company if all the staff work together. We promote environmental awareness among our employees at Interstuhl through information and training. Environmental protection is a process that has to be continually updated. Environmental protection and sustainability require open dialogue with all the stakeholders. This sustainability report with integrated environmental statement 2017 has been compiled for these stakeholders – staff, customers, business partners, suppliers, authorities and the public. It is intended to be an invitation to join a discussion on, and also participate in, a continuing process of improvement. We can only achieve this process by working together. Join us on the journey!

Helmut Link

Joachim Link

Lenore Link

Werner Link





Joachim Link

Werner Link

Helmut Link

## 2.1 COMPANY PRESENTATION

### THE CHAIR

Nothing defines people's work as much as their workplace. And nothing epitomises the workplace more strongly than the chair on which we sit. Interstuhl is the chair specialist for every kind of work, from reception and waiting areas to office work and places where people communicate or recharge their batteries, and to solutions for industry and laboratory. People sit down everywhere, and Interstuhl develops, manufactures and distributes perfect seating solutions for every possible location. Our knowledge of the subject of seating and our expertise in development and manufacture guarantee our quality and innovation. All our products are characterized by their intelligent and innovative technology. We are firmly committed to the ideals of German engineering. Aesthetically, our chairs always look new and appeal to all the senses our chairs always look novel, and appeal to all the senses. This is how our products motivate the people who sit on them to work.

We are utterly committed to efficiency in everything we do – ecological, economic, and ergonomic. We create solutions that are in tune with the environment, that have a perfect price-performance ratio, and that give people long-term protection as they work. All this is in line with our aim to give our customers the best possible solution for their seating requirements.

### THE LOCATION

Anyone who wants to succeed in doing business on the international stage needs to have strong roots. Our roots lie in the small town of Tübingen on the Swabian Alps. More than fifty years ago, we built the first chairs here in Wilhelm Link's smithy. Today, we distribute chairs and furniture "made in Germany" from Tübingen to all corners of the world. What has never changed is our strong commitment to our origins. We are a part of Tübingen, and Tübingen is an inte-

gral part of us. We are proud to be continually developing the site, thereby investing both in the location and in the people who live here.

### THE PEOPLE

We are a family business with local roots. The kind of anonymity you often find in nationally managed companies is an alien concept to us. With us, it's the personal that counts. Every single person contributes to the success of Interstuhl in his or her own way. Many of our staff come from the immediate vicinity, so we are a family business in more ways than one – family run but also above all shaped by our close family atmosphere.



ENVIRONMENTAL STATEMENT

## 2.2 STRATEGIC AREAS OF BUSINESS

We operate under two strong brands: **Interstuhl** for the office environment, and **Bimos** for industry and laboratory. The two brands serve different target groups, but pursue the same goal: to enhance the productivity, health and motivation of people who sit on our chairs by providing them with high-performance, ergonomic, comfortable and well-designed seating solutions. With its experience, commitment and two brands, **Interstuhl does not just manufacture the best chairs – we deliver an enjoyable seating experience.**

### THE INTERSTUHL BRAND: ENJOY SEATING PERFORMANCE

The Interstuhl brand covers all areas of seating for the office. The product range encompasses seating for reception areas and waiting rooms, office workspaces, places where people communicate and where they recharge their batteries. Interstuhl is a trail-blazer in successful business communication beyond the office desk. Innovative and sophisticated engineering achievements merge in Interstuhl seating solutions with amazing aesthetics that appeal to all the senses, and the greatest possible environmental, economic and ergonomic efficiency. This is how we produce extremely comfortable chairs and furniture. We sell exclusively through specialist dealers who can provide expert advice.

### THE BIMOS BRAND: EXPERT KNOWLEDGE, TECHNOLOGICAL EXPERTISE AND PASSION FOR THE BEST CHAIRS FOR INDUSTRY AND LABORATORY

Bimos is Europe's leading brand of the best chairs for industry and laboratory. Bimos' expert knowledge, technological expertise, can-do attitude and passion ensure that people are able to sit in any workplace and work productively and healthily – and enjoy the experience. The Bimos brand comprises highly specialist, high-performance seating solutions for work in production, in the laboratory, in the cleanroom, in ESD workplaces, as well as where people have to stand to work. Bimos chairs adapt just as well to individual people as to the use to which they are put. To achieve this, Bimos works with specialist ergonomic concepts for industry and laboratory; Bimos is the leading brand when it comes to knowledge of individual workplace requirements.

## AT A GLANCE

### Company

Owner-operated family business  
Management board:  
Helmut, Joachim, Werner Link  
Founded: 1961

### Headquarters

Meßstetten-Tieringen, Germany  
Total area: 56,000 square metres

### Subsidiaries

GB / ES / AT / NL / DK / MEX / USA

### Group sales

2016: 153 million euro  
Export ratio: 42%

### Portfolio / 2 active brands

Interstuhl (seating for the office area)  
Bimos (seating for industry and laboratory)



## ENVIRONMENTAL STATEMENT

# 2.3 LOCATION AND SCOPE

Interstuhl is based in the Zollernalb District of Germany in a suburb of Meßstetten by the name of Tieringen, which is located on the Swabian Alb mountain range around 80 km south of Stuttgart.

### COMPANY MANAGEMENT:

Werner Link as Managing Director of Development and Human Resources, Chairman of the Board of Management,  
Joachim Link as Managing Director of Production, Logistics and Purchasing, Finance and Controlling, Quality and Environmental Management,  
Helmut Link as Managing Director of Marketing, Sales, IT and Organization.

### PRODUCTS:

Office seating  
Conference furniture  
Communication facilities  
Boardroom furniture  
Regeneration furniture  
Industrial chairs  
Laboratory and cleanroom chairs

### COMPANY DATA:

Interstuhl Büromöbel GmbH & Co. KG  
Brühlstraße 21  
72469 Meßstetten-Tieringen

### CONTACT:

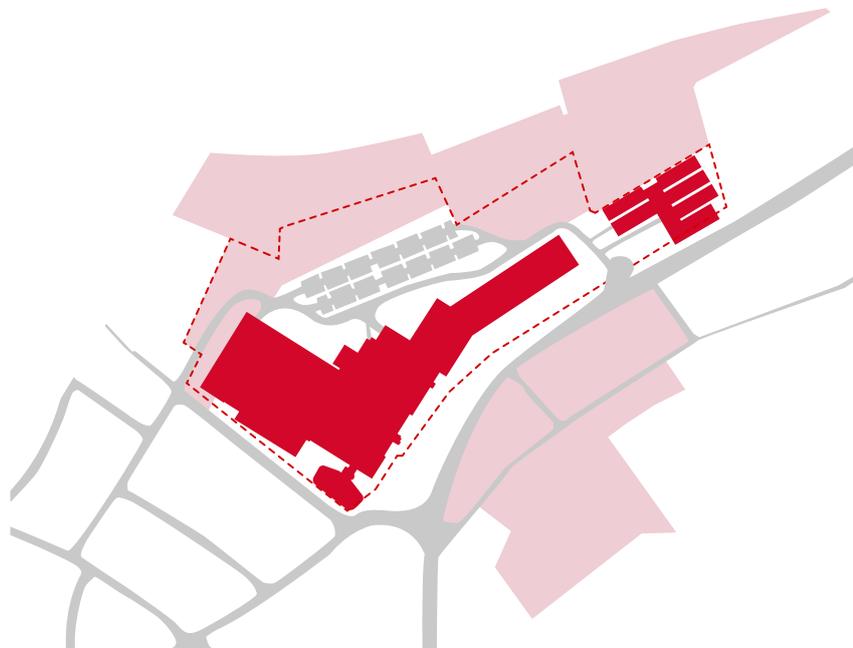
Herr Axel Bitzer  
Tel: 07436 871 178  
Fax: 07436 871 881 78  
email: a.bitzer@interstuhl.de

### FOUNDED:

1961

### SUBSIDIARIES / BRANCHES:

Closely meshed network of specialist dealers in German speaking countries.  
Branches and sales offices in Spain, France, Austria, the UK, Italy, Denmark, the USA and Mexico. Active network of importers and partners worldwide: Interstuhl (Shanghai, Switzerland and the Netherlands), Inter Technic (Slovakia), Inter Transpo (Germany)





# WELCOME TO OUR HOME IN THE SWABIAN ALB

ENVIRONMENTAL STATEMENT

## 2.4 MISSION AND VALUES

Interstuhl is the reliable partner for pleasant, performance-boosting seating in the workplace. Our products stand for ecological, economic and ergonomic efficiency, an aesthetic that can be experienced by all the senses, and the highest possible technological innovation and quality. As a family business, our interpersonal and business relationships are very close, and our dealings with people are dependable and collaborative.

Interstuhl pursues a clear environmental policy. This is driven by the commitment to serve people and the world in which people live. We firmly believe that a product can only be really good if it is developed in a good way.

As early as the beginning of the 90s, mandatory guidelines were issued, and these are constantly being updated. We undertake to comply rigorously with, and voluntarily exceed, the legal requirements. Our environmental officer ensures compliance with self-imposed or externally specified environmental regulations in all areas of activity. Open improvement processes and comprehensive communication ensure the sustainable success of our environmental management. Environmental protection is firmly

integrated into our corporate suggestion scheme and in our continual improvement process. All the measures designed to ensure environmental protection are clearly explained and communicated comprehensively – for instance in the annual Environmental Statement, the regular company magazine, or during tours of the factory. This information is available for our staff, our specialist resellers or interested public alike.

Just like all other business decisions, our environmental policy is based on seven clear values:

### OUR INDEPENDENCE

We are an independent, autonomous, owner-managed family firm.

### OUR ROOTS

We are firmly committed to our fully integrated company headquarters in Meßstetten-Tieringen, and actively safeguard the company location.

### OUR STAFF

Our staff are fundamental to our business success. Openness and honesty are the guiding principles of our communication. Our staff share in the company's success.

### OUR SOCIAL RESPONSIBILITY

We reconcile economic and social goals. At the same time, we are committed to the welfare of our region.

### OUR EFFICIENCY

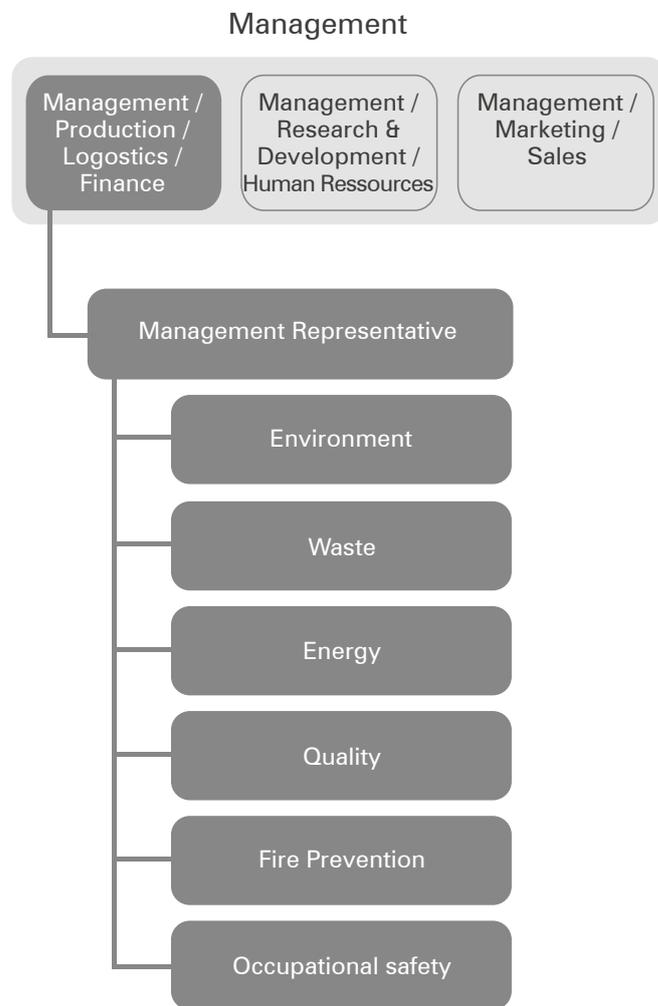
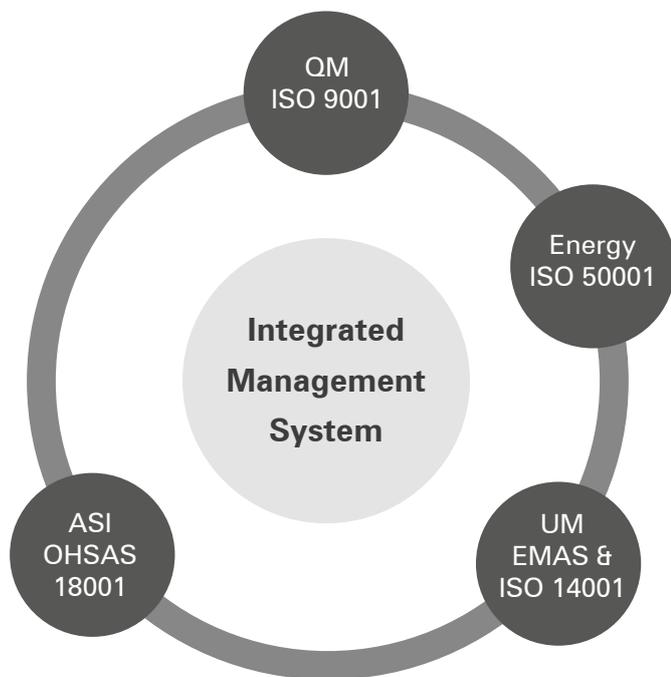
We always aim to achieve more with less. We deal with all kinds of resources – ecological, economic and also human – sensitively and sustainably, to the greatest possible degree.

### OUR AESTHETICS

We call our aesthetics Interstuhl esthetics which is more than superb design. We are dedicated to creating something that can be experienced by all the senses – an innovative, holistic, but also technologically appealing experience.

### OUR ENGINEERING

We combine technical sophistication with innovation, surprising and intelligent solutions, and an uncompromising commitment to quality. We are completely dedicated to "German engineering". This defines not only our product development, but also our manufacturing processes.



ENVIRONMENTAL STATEMENT

## 3. FIELDS OF RESPONSIBILITY

Fundamental responsibility for the organization, monitoring and implementation of all operational environmental protection measures is borne by the Managing Director of Technology / Finances. He delegates responsibility for all tasks relating to environmental protection to the Environmental Management Representative and to the executives of the respective line functions, whose task is to implement and adhere to the objectives and statutory requirements in their particular business division.

The individual employees are obliged in accordance with the Interstuhl Work Regulations to safeguard the environment and be environmentally aware in the execution of their respective tasks, and to comply with existing instructions (such as operating instructions, environmental operating procedures etc.).

The Board of Management worked in conjunction with the management team to set out the mission, values and principles with the corporate strategy. Derived from these are the corporate objectives. Adherence to

the objectives is reviewed at an annual strategy meeting and the relevant adjustments are made. Communication takes place down to the employee level, followed by individual targets. Coordination of environmental activities across departmental boundaries is the responsibility of the Environmental Management Representative. The Environmental Management Representative has authority to issue instructions to the different corporate functions. His environmentally related tasks include:

- ▶ Monitoring the overall performance of the Environmental Management System and of environmental key indicators including reporting to the General Management
- ▶ Updating, maintaining and expanding the Environmental Management System
- ▶ Advising on implementation of the Environmental Management System
- ▶ Determining and evaluating applicable legal regulations
- ▶ Updating and maintaining contacts with authorities and external bodies
- ▶ Management of hazardous materials

Facility Management is responsible for waste disposal (Waste Management Officer) and energy management. For environmentally relevant production facilities, the respective Heads of Department are responsible.

The Environmental Management System is embedded in the Integrated Management System, whereby operational environmental protection is a constituent part of our mission, values and principles as implemented by our objectives and their underlying strategy. The Integrated Management System is validated in compliance with the requirements of EMAS Regulation (EC) no.1221/2009, certified to DIN EN ISO 14001:2009, DIN EN ISO 9001:2008, BS OHSAS 18001:2007, DIN EN ISO 50001:2011. This places ecological, social and economical aspects at the focus of everything we do. Interstuhl is committed to continuous and sustainable improvement of environmental protection.

## 4. ENVIRONMENTAL ASPECTS

Direct environmental aspects relate to the impacts of our activities in the location over which we have a direct influence. We maintain a register in which environmental impacts are documented and evaluated. Statutory regulations are assigned to the various environmental impacts. We include primarily our production processes among direct environmental aspects. We evaluate

the relevance of these environmental impacts according to the consumption of resources, emissions and the creation of waste. In addition, we evaluate adherence to statutory aspects. For possible emergency situations, procedures are defined in the form of process descriptions, contingency plans and escape route plans. Their effectiveness is verified by practice drills and

audits. Environmentally relevant processes also exist outside of Interstuhl which are connected to our actions. These are defined as indirect aspects. We are only able to exert limited influence on these processes. In summary, the responsible and sparing use of resources may be viewed as the most significant influencing measure.

### 4.1 DIRECT ENVIRONMENTAL ASPECTS

We have registered our environmentally relevant equipment and activities in an index and evaluated their environmental impact according to the following criteria: Atmosphere, waterways, waste, soil contamination, use of resources and emissions. Based on frequency and the existence of statutory regulations, Facility & Environmental Management has derived their level of importance taking into account defined classification criteria. A particular benefit of Interstuhl is a vertical depth of manufacture which is unique in the industry: The company operates its own steel construction department, a welding shop, powder coating, upholstery department with attached sewing and foam moulding department, as well as various preliminary and final assembly departments. These facilities exert a direct environmental impact which is described briefly in the following:

#### STEEL CONSTRUCTION DEPARTMENT

- ▶ Noise is generated by the forming of metal parts (punching, pressing).
- ▶ Punching waste is generated in the production process.
- ▶ Emulsions generated by punching are disposed of as waste.

#### WELDING SHOP

- ▶ Welding fume emissions are filtered through an exhaust air system and released outside.

#### CUTTING AND SEWING SHOP

- ▶ Waste from used materials that have been tested for contaminants (fabric and leather) are taken for recycling. Wastage is kept to a minimum thanks to constant optimisation of the cutting schedule and use of automated CAD cutters.

#### POWDER COATING

- ▶ Use of powder coatings that are free of heavy metals.
- ▶ Amount of waste powder takes processing / re-use into account.
- ▶ Exhaust in form of water vapour.
- ▶ Use of heating oil to heat plant.
- ▶ Pre-cleaning of steel parts generates rinsing water. This is processed by neutralising in the in-house waste water treatment plant.
- ▶ Energy used during operation of powder coating plant.

## 4.1 DIRECT ENVIRONMENTAL ASPECTS

### FOAMING

- ▶ The two basic components of foam (polyol and isocyanate) are stored in separate tanks and only brought together for the foaming process. We constantly reduce the shot weight as far as possible in order to decrease emissions. The shot volume depends on the size and type of mould and is constantly optimised.
- ▶ Foam leftovers are returned to the supplier, where they are shredded so that they can be reused as wadding or recycled.
- ▶ The mixing heads are cleaned with air as required.
- ▶ Electrical energy is required to heat the moulds and for pressure build-up.

### UPHOLSTERY

- ▶ The partial stapling of covers/upholstery involves pneumatic staplers and results in noise production.

### FINAL ASSEMBLY

- ▶ Compressed air is used to operate the pneumatic screwdrivers.
- ▶ Electrical energy is used to move the goods along the conveyor belt transport rollers.
- ▶ Generation of waste packaging from purchased parts.

### SHIPPING AND LOGISTICS

- ▶ Transport emissions
- ▶ Packaging materials  
The goods are delivered „assembled in protective cover“ or „in a box“, depending on the customer's preferred packaging type. This leads to the accrument of packaging materials such as sheets, cardboard and strappings.

### CUSTOMER SERVICE

- ▶ Spare parts for repairs/maintenance are provided on-site at the customer's premises in specially selected reusable plastic containers.

## 4.2 INDIRECT ENVIRONMENTAL ASPECTS

### SUPPLIERS AND SUPPLIER LOGISTICS

- ▶ We are working towards environmentally friendly production processes for our suppliers.
- ▶ The total amount of packaging is significantly reduced through the use of a reuse/return system.
- ▶ The use of efficient route planning software helps to avoid empty runs.
- ▶ Requirement to provide verification when testing for harmful substances, e.g. Ökotex 100 for textiles/leather, Blue Angel environmental label from our suppliers.

### MARKET AND CUSTOMER FOCUS

- ▶ Packaging (sheets, cardboard)
- ▶ Production of durable, high-grade products
- ▶ We offer our customers the chance to return or partially forego transport packaging.

### EXTERNAL COMPANIES/DISPOSAL COMPANIES/SERVICE PROVIDERS

- ▶ In order to ensure that we are legally compliant, we keep account of contract drafting standards, employ companies with certified management systems, and carry out in-house training programmes.

# 5.1 ENVIRONMENTAL PROGRAMME RETROSPECTIVE

## ENVIRONMENTAL ACHIEVEMENTS IN OUR PRODUCTS – SUSTAINABILITY THROUGH VALUE – VALUE THROUGH DESIGN AND QUALITY

### 2017

UP<sup>IS1</sup> general-purpose stool - German Design Award Gold (highest possible award) Vintage<sup>IS5</sup> swivel armchair and conference chairs - German Design Award Winner, Neocon Silver and Innovation Award

### 2014

NESTY<sup>IS3</sup> - German Design Council German Design Award - Special Mention

EVERY<sup>IS1</sup> Chillback - German Design Council German Design Award - Winner  
German Design Award Special Mention, the IF Design Award and the Focus Open 2014 in Silver conferred on KINETIC<sup>IS5</sup>

### 2010

AIT Innovation Prize, the Material Vision and IF Design Award conferred on the AirPad model

### 2007

„ADAM“ Silver Award conferred by the Umbrella Organization for Trade Fair Construction and Marketing Events

Interstuhl is the first office chair manufacturer to be awarded the „Golden M“ by the German Association of Quality Furniture (DGM)

„red dot design award“ conferred by an international panel of judges according to the criteria: Ecological compatibility, durability, ergonomics, degree of innovation

„iF communication design award“ from the International Form Design for Orgatec trade fair presentation and trade fair communication in 2006

### 2005

Multiple “best of NeoCon” gold design award winner

### 2000

LGA Certification “Tested for harmful substances”

### 1993

Discontinued use of composite parts. This allows separation according to material at the end of the product life cycle. The materials are retained in the material cycle for reuse

### 2016

TANGRAM<sup>IS5</sup> German Design Council - German Design Award - Winner  
TANGRAM<sup>IS5</sup> German Design Council - Iconic Award Interior Innovation - Winner

### 2013

Bimos - Fin German Design Council German Design Award - Winner  
Bimos - Neon German Design Council German Design Award - Winner  
Bimos - Neon reddot design award - Winner

EVERY<sup>IS1</sup> Design Center Baden-Württemberg - Focus Open Special Mention  
KINETIC<sup>IS5</sup> reddot design award - winner

Assisting in creating a united European environmental guideline for furniture manufacturers via the European Association FEMB.

KINETIC<sup>IS5</sup> received the red dot design Award. MOVY<sup>IS3</sup> was given the FIRA Excellence Award. EVERY<sup>IS1</sup> and VINTAGE<sup>IS5</sup> both received the FX Award 2013. EVERY<sup>IS1</sup> was awarded the Focus Open 2013 (Special Mention).

### 2008

Winner of „Premium Product“ award by LGA Nuremberg, receipt of the “Quality Office” seal

### 2006

Winner of „Premium Product“ award by LGA Nuremberg, receipt of the “Quality Office” seal

Multiple winner of the „German Design Prize“, Germany’s highest design accolade, considered by opinion formers in the field of design to be the prize among prizes

### 2001

Introduction of 5-year long-term warranty

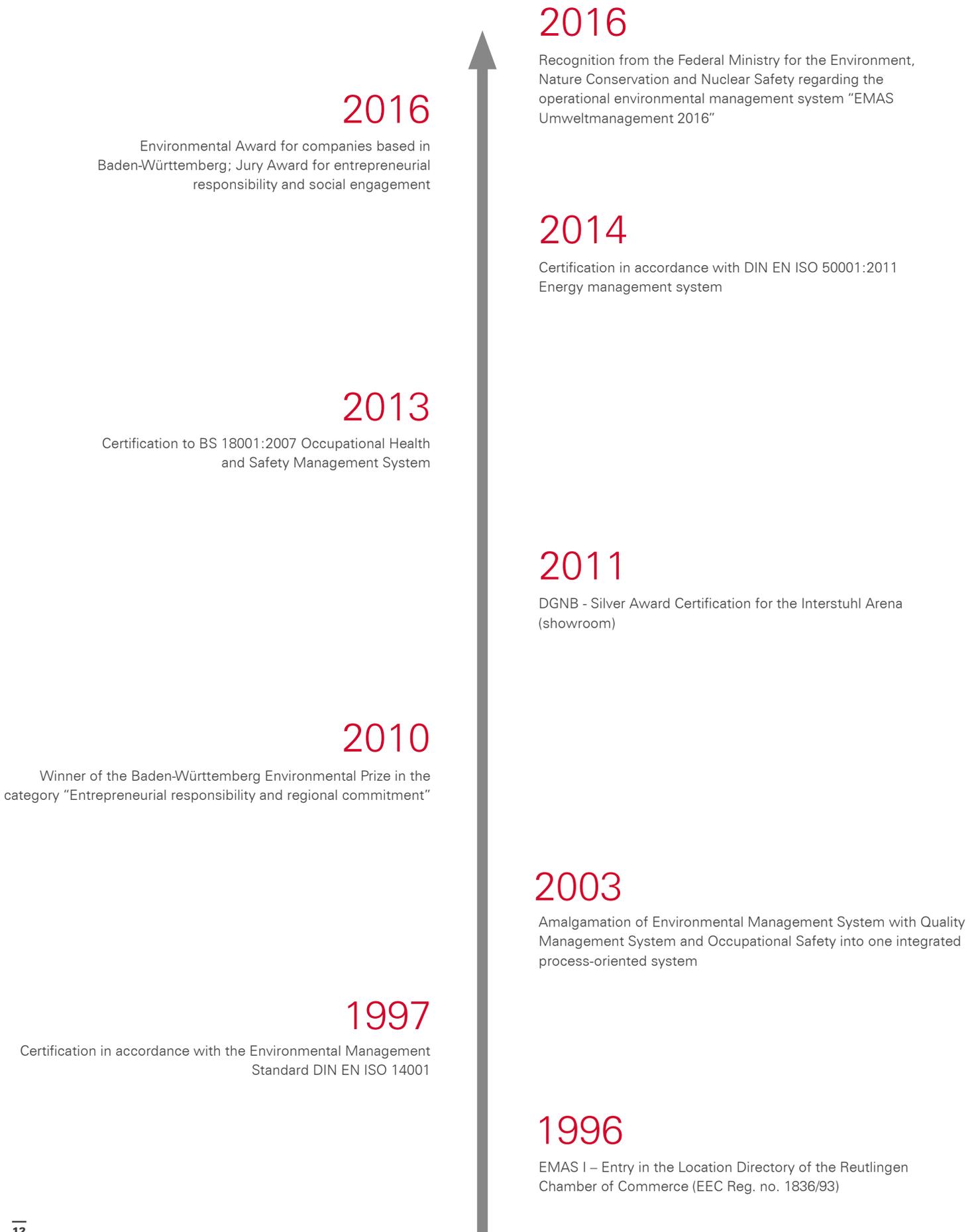
### 1997

Interstuhl is the first company in its field to use 3-dimensionally knitted mesh instead foam upholstery material.  
Benefit: manufacture without creating waste

### 1990

Analysis of energy content in the materials used in cooperation with Dutch Milieukeur Stichting Instituut

## CONSOLIDATION OF ENVIRONMENTAL MANAGEMENT – PENETRATION FROM THE BOARDROOM THROUGH THE WORKFORCE TO THE CUSTOMER



## SAVING RESOURCES – REDUCTION OF WASTE AND EMISSIONS

2016

Installation of a new exhaust air system in foaming division and in steel construction/welding

2014

Start to use waste heat from a local biogas plant to reduce use of heating oil by 35%.

2012

Procurement of a raw material press. 90% fewer carbon emissions in the field of material disposal. 90% fewer heavy goods vehicle journeys. 25% savings in time spent dismantling/filling. 15% improvement in waste separation and source sorting

Interstuhl is the first German manufacturer to receive BIFMA e3 Certification in platinum for the sustainability of its furniture

2009

Commissioning of a second computer-controlled fabric cutting system with cutting waste optimization program

Highly efficient fully automatic foaming system using indexing table and robot guidance of the PU injection head for maximum process reliability

2002

Conversion to one-coat powder coating instead of two-coat

1994

CNC controlled fabric cutter system with laying optimization program for reduced cutting waste

2015

Use of waste heat from a local biogas plant to reduce use of heating oil by 35%.

2013

Reorganization of entire vehicle fleet. Commissioning of a new extraction plant in the Integral Division

2010

Installation of a photovoltaic system with 410 kWp

2007

Commissioning of the integral foaming system

2001

Commissioning of a retention basin for yard surface water to reduce stress on municipal sewage plants

Use of spring water instead of service water for powder coating plant. Other areas to follow

1990

Variety of measures, such as insulation of facade walls, roofs, electronically controlled light switches etc

## 5.2 OUTLOOK

WE HAVE ACHIEVED A GREAT DEAL OVER RECENT YEARS. BUT WE HAVE ALSO SET OURSELVES AMBITIOUS GOALS FOR THE YEARS TO COME:

- ▶ Continuous improvement of environmental performance
- ▶ Participation in the creation of a standardized European environmental directive for sustainability requirements imposed on office and project furniture for interior furnishing with the European Federation of Office Furniture FEMB (Fédération Européenne de Mobilier du Bureau)

THE ISSUE OF SUSTAINABILITY HAS BECOME FIRMLY ENTRENCHED IN THE CORPORATE STRATEGY AND WE INTEND TO FURTHER REINFORCE IT BY A SERIES OF MEASURES:

- ▶ Continued maintenance and expansion of social projects, e.g. cooperation with schools, workshops for the disabled etc.
- ▶ Introduction of a chrome-look process
- ▶ Introduction of a Chrom-Optics process
- ▶ Production of hot water with photovoltaics using PV modules
- ▶ Expansion of the Interstuhl Trail
- ▶ Establishment of long-term energy concept taking local conditions into account.

## 5.3 ENVIRONMENTAL OBJECTIVES 2017

BY THE END OF 2017, WE WANT TO ACHIEVE THE FOLLOWING OBJECTIVES IN DETAIL:

- ▶ Product certifications from Femb (European Federation of Office Furniture)  
Responsible: Test laboratory manager  
**0% complete**
- ▶ Integration of further presence detectors for lighting.  
Responsible: Facility management  
**75% complete**
- ▶ Reduction of hazardous substances by 5% compared to 2016.  
Responsible: Plant management  
**0% complete**
- ▶ Extension of measuring points in our building control system.  
Responsible: Head of facility management  
**0% complete**  
Expansion to be implemented by new measuring system. Long-term replacement of old measuring system planned.
- ▶ Conversion of industrial trucks from gas-driven to electrically driven  
Responsible: Sourcing, storage/production logistics managers  
**0% complete**  
Conversion will take place in 2017 due to existing leasing contracts
- ▶ Ongoing conversion to LED lights and economical long-life fluorescent bulbs  
Responsible: Facility management  
**50% complete**
- ▶ Purchase of a new exhaust system in manual foaming line division  
Responsible: Foaming manager  
**100% complete**
- ▶ Purchase of two spray guns to reduce consumption of parting agents  
Responsible: Foaming manager  
**100% complete**
- ▶ Purchase of a downdraught bench in foaming division  
Responsible: Textiles fabrication manager  
**50% complete**
- ▶ Roofing of stairs to employee car park with integrated solar panels for electricity production  
Responsible: Facility management  
**50% complete**
- ▶ Installation of throttle valves in our heating system for more efficient utilization of district heating.  
Responsible: Facility management  
**100% complete**
- ▶ Continuous reduction in heating oil consumption through use of district heating  
Responsible: Facility management  
**100% complete**
- ▶ Covering of our minimum heat load by district heating from a biogas plant  
Responsible: Facility management  
**50% complete**
- ▶ Purchase of a mobile measuring device for recording electrical consumption of machines and systems  
Responsible: Facility management  
**100% complete**
- ▶ Purchase of new grid visualisation software for recording consumption rates  
Responsible: Facility management  
**100% complete**
- ▶ Generation of a CO2 footprint for Interstuhl  
Responsible: Environment and safety division manager  
**50% complete**

## 5.4 REVIEW OF OBJECTIVES 2016

- ▶ Energy saving through purchase of an exhaust air system in steel construction/welding division using frequency-regulated control system  
Responsible: Steel construction manager  
**100% complete**
- ▶ Elimination of leakages in entire compressed air system to save energy  
Responsible: Facility management  
**100% complete**
- ▶ Complete overhaul of 400-ton press/conversion to IE 3 motor  
Responsible: Steel construction manager  
Planned objective: Reduction of energy consumption by 7% (as specified by manufacturer)  
**100% complete**
- ▶ Use of sustainable fabrics and upholstery materials  
Responsible: Research/development/design managers  
**100% complete: Pilot project (design) in progress, with sustainable upholstery fabrics, beginning of test period with analysis**
- ▶ Development of a concept for server room cooling system with possible waste heat recovery  
Responsible: IT and organisation manager  
**100% complete**  
**A concept has been developed. Decision made in favour of a conventional cooling system.**

## 6. KEY INDICATORS

Gross value added (excluding VAT) was 74.816.000 € in the calendar year 2016. This figure was calculated in accordance with guidelines issued by the German Office of Statistics.

- ▶ At Interstuhl, the energy input is calculated as the sum total of electrical current plus heating
- ▶ Materials used include primarily metals (steel and aluminium), plastics and wood

▶ Water consumption is made up of the company's own spring water and fresh water

▶ Waste is divided into two types: "Recyclable waste" and "Disposable waste"

▶ Under the heading of biological diversity, we take into consideration the land use of the built-on surface area

▶ Taking these factors (fuel oil, electricity and motor fuel) it is possible to calculate emissions as a CO<sub>2</sub> equivalent

### Key indicator

	FY 2013	FY 2014	FY 2015	FY 2016	Unit	FY 2013	FY 2014	FY 2015	FY 2016	Unit
Energy efficiency	8441	7439	7263	7164	MWh	166	123	105	100,1	MWh / Mill. €
Material efficiency	18610	19045	17963	20285	t	366	316	298	271	t / Mill. €
Water	5673	5788	4591	5322	m <sup>3</sup>	112	96	66	71	m <sup>3</sup> / Mill. €
Waste	1643	1811	1901	2177	t	32	30	27	29	t / Mill. €
Biological diversity	29460	29460	29460	29460	m <sup>2</sup>	579	489	426	394	m <sup>2</sup> / Mill. €
Emissions as CO <sub>2</sub> equivalent	3353	3867	3539	4040	t	66	64	51	54,01	t / Mill. €

By means of input-output analyses, we are able to trace the direct and indirect environmental impact of our industrial activities along the production chain. As a control instrument, these analyses help in the identification of deviations and initiation of countermeasures. We use the results of these analyses as the basis for defining new targets, with a view to creating sustainable cycles and making the most efficient use of our resources.

**INPUTS ARE:**

Raw materials and supplies, consumables, energy and water.

**OUTPUTS ARE:**

Products, ancillary products, air emissions, effluent, waste and noise.

Input / Output

	2012	2013	2014	2015	2016
Employees	568	578	591	594	637
Production units	834.142	817.394	838.062	860.319	963.394
Energy input / electricity	3,54	3,29	3,22	3,16	3,17
Energy input fuel oil [l]	437.052	466.334	387.194	376.628	399.245
Water input [m <sup>3</sup> ]	5.806	5.673	5.788	4591	5322
Total waste [t]	1.794	1.643	1.811	1.901	2177
Waste used for recycling relative to total incidence of waste [%]	98,2	94,2	97,8	99,8	93,8
Special incidence of waste [kg / production unit]	2,1	2,0	2,1	2,2	2,3
Special oil consumption [l / production unit]	0,52	0,57	0,46	0,44	0,41
Special electricity consumption [kWh / production unit]	4,24	4,02	3,84	3,67	3,29
Special water consumption [l / production unit]	6,96	6,94	6,91	5,33	4,76

## 6.1 INPUT

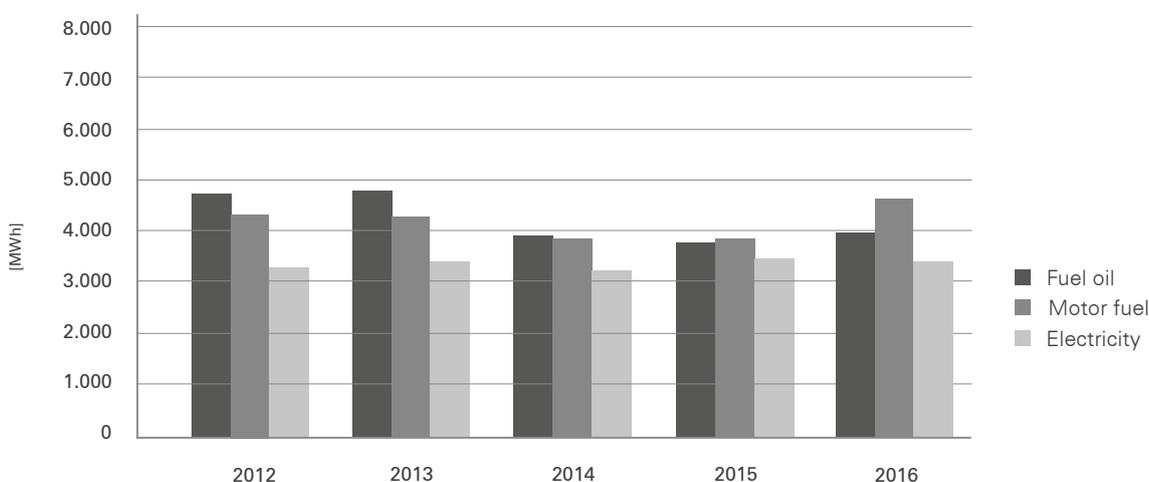
### ENERGY INPUT: DISTRIBUTION

Machines, heating systems, electrical devices and lighting all require energy. This can be provided from renewable or non-renewable energy sources. The main energy provider remains fuel oil, followed by motor fuel used predominantly for our field service and business vehicles. Our products are de-

livered by a contract shipping agent. The ratio between the required energy sources may be seen as virtually constant over recent years. According to current estimates, no shift is expected to occur in this ratio over the next few years. A substantial additional reduction in use of heating oil can be

expected as a result of starting to use waste heat from a biogas plant. Due to technical problems, it is not possible to attach any meaningful values.

### DISTRIBUTION OF ENERGY CONSUMPTION



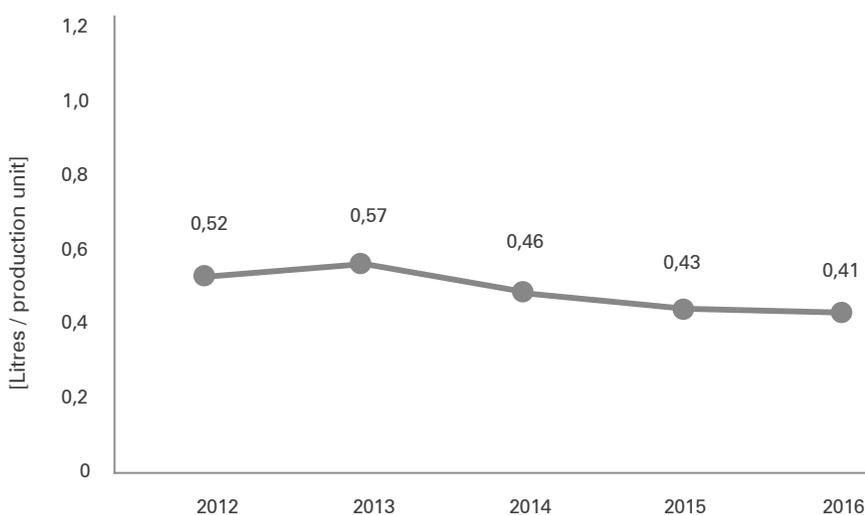
### FUEL OIL (ABSOLUTE AND SPECIFIC)

Although production and administration buildings were extended several times during recent years, it is gratifying to be able to report that fuel oil consumption has not increased. A particularly positive impact was achieved by our thermal insulation measures. Another technical measure which contributed to this result was a reduction of the temperature control in the coating plant

and its phosphatizing bath. The low consumption of fuel oil in October 2014 can be attributed to the mild winter, as inactive heating circuits were completely disconnected from the heating cycle. The fuel oil input is almost independent of the number of production units. This is because the production and administration building has to be heated even if only a small num-

ber of employees is working. Further technical measures have been taken. The success of the measures can only be determined over the course of 2017. The slight increase in the consumption of heating oil can be ascribed to the long winter and an increase in production volume.

### FUEL OIL CONSUMPTION PER PRODUCTION UNIT



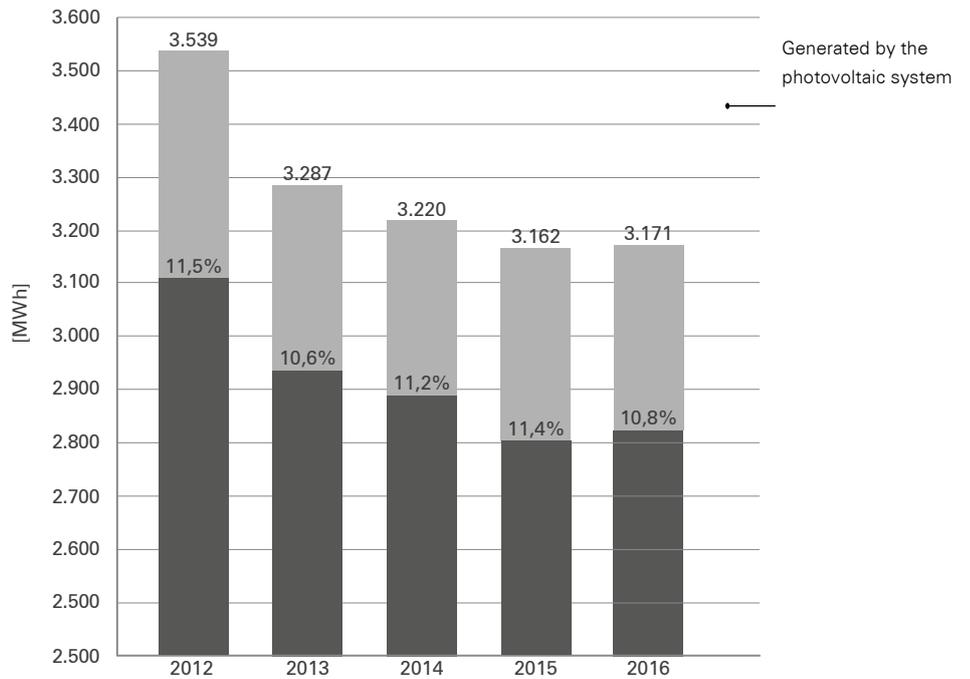
## ELECTRICITY INPUT (ABSOLUTE AND SPECIFIC)

The most significant electrical energy consumers are deployed in production and in the supply facilities:

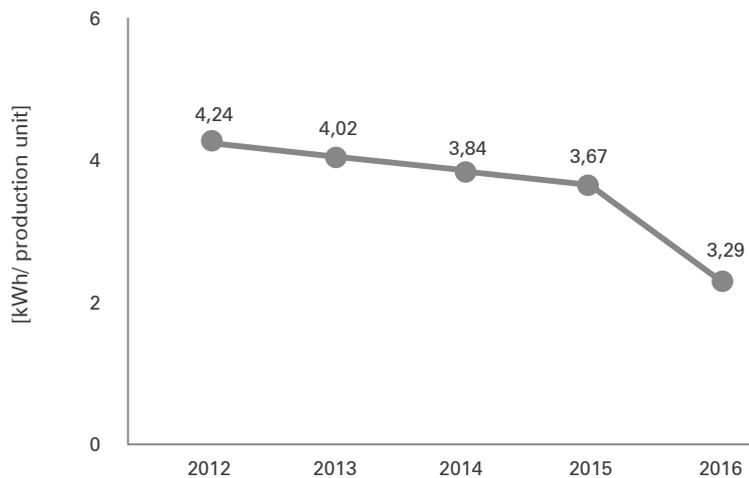
- ▶ Presses in the steel construction sector
- ▶ Powder coating shop
- ▶ Welding robots
- ▶ High-bay warehouse
- ▶ Assembly and conveyor belts
- ▶ Workstation and hall lighting

A photovoltaic system was commissioned in 2010. It has an output of 410 kWp. Up to the end of 2016 we generated a total of 1,551 MWh, the overwhelming majority of which was directly used. A small surplus was fed back into the grid.

## POWER CONSUMPTION



## SPECIFIC POWER CONSUMPTION

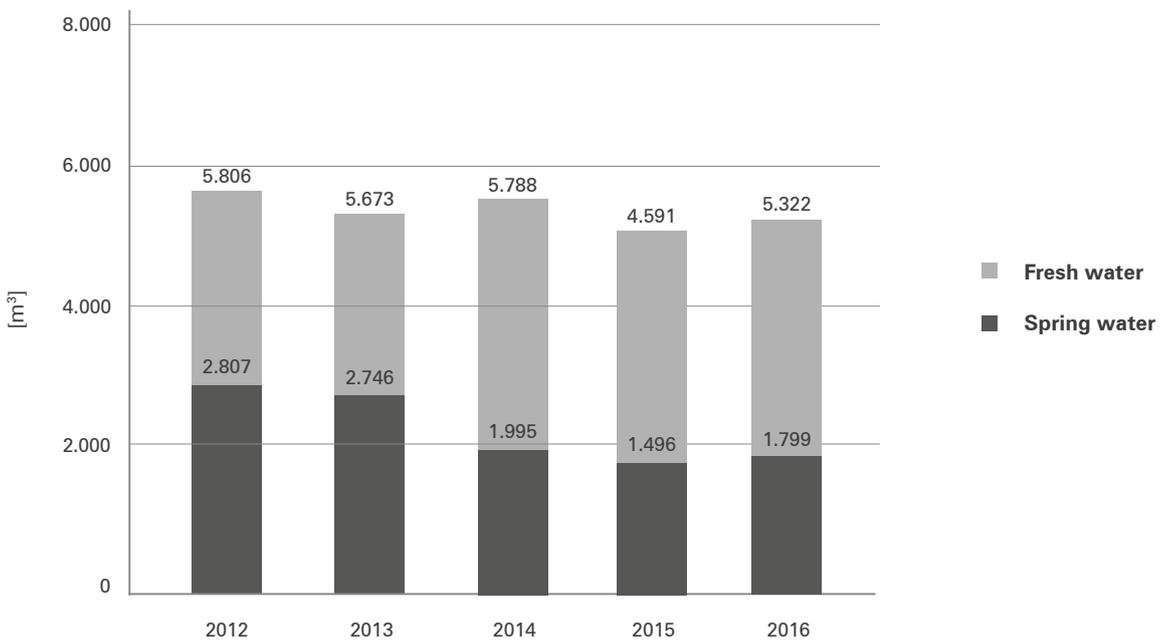


**MATERIAL INPUT - WATER CONSUMPTION  
(ABSOLUTE – SPECIFIC)**

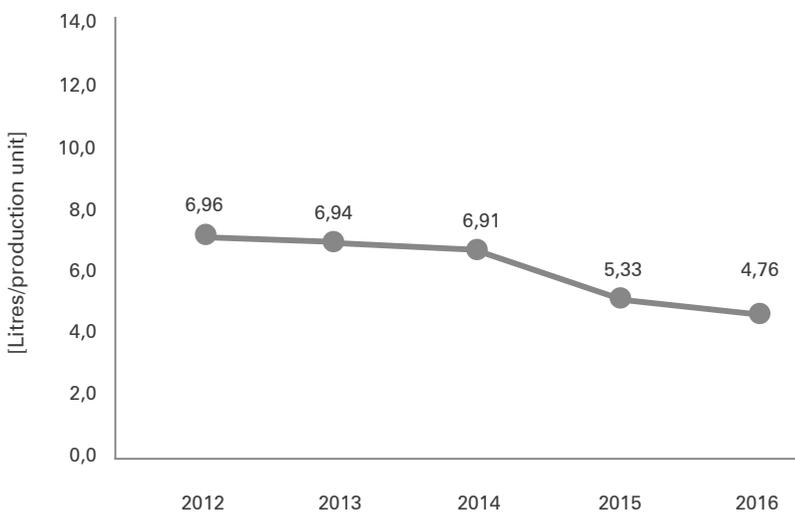
Our overall water consumption is reduced through the use of spring water. The spring, for which we own the utilisation rights, is located on the company site. The graph shown here illustrates the development of specific water consumption per production unit.

The increase in water consumption is due to construction projects (e.g. steel construction) and the increased number of employees. The increase in the volume of spring water used can be traced back to the increase in production units.

**ABSOLUTE WATER CONSUMPTION**



**SPECIFIC WATER CONSUMPTION**



## MATERIAL INPUT

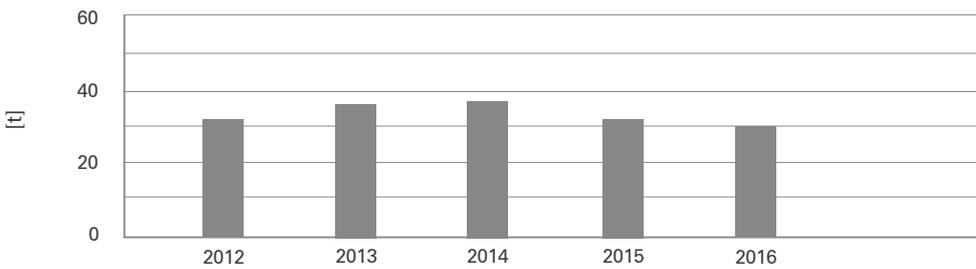
We check that all the materials used in our products are physiologically harmless. Our development guidelines define the use of high-quality materials.

Metals in the form of tubes, slit strip, sheet and NF metals as well as gas springs and mechanical components account for the greatest percentage. Plastic parts lend themselves particularly well to recycling, and are provided with a material identification right from the tooling stage. The mini-

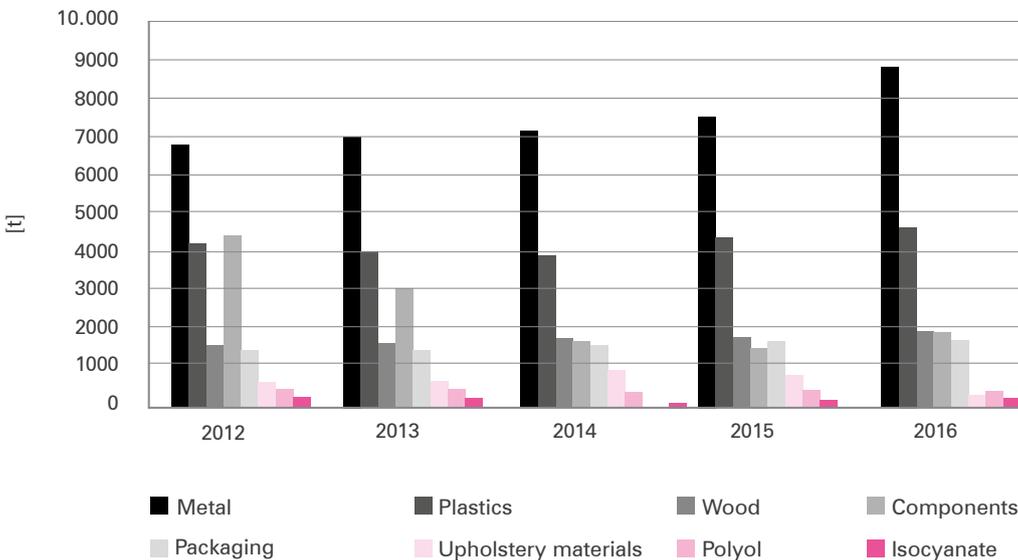
mal amount of packaging can be explained by our communication with customers in recent years, who are enthusiastic about the significant reduction in sheet packaging. Our procurement process also features a recycling system in which packaging materials are used a number of times. The padding materials used largely comprise the foam components isocyanate and polyol (appr. 60%) and textile covers which comply with the most stringent ecological criteria. When working with leather, we carry out on going tests to ensure that statutory limiting values of PCP, formaldehyde and chrome (VI) compounds are never exceeded. All

wood types or timber derived materials are sourced from sustainably managed forests. We only use grade E1 MDF or chipboard panels or better in the production of tables and box furniture. The use of auxiliary materials depends on the production units. These are glues and powder lacquer materials which are used in particular in the powder coating plant. Following the restructuring of various groups of products in 2014, various components have been combined and implemented within larger groups of commodity codes.

## AUXILIARY MATERIALS



## MATERIAL CONSUMPTION



## 6.2.1 OUTPUT WASTE BALANCE SHEET (EXTRACT)

All waste is collected separately at Interstuhl (paper, plastics and metal) and passed on to a regional recycling company. Hazardous waste (occurring only in minimal quantities) is handed over to a certified disposal service provider.

Generally speaking, we adhere to the principle of prioritizing recycling over disposal. Waste for disposal is consequently waste

which is not (cannot be) recycled. Below is an extract from our waste balance sheet for 2012 to 2016. The increase in the incidence of waste in 2012 is due to the increased degree of in-house production of components such as mechanisms and armrest connections, as well as warehouse clearance of old stock and tools (see table no. 1.3 and 6). Due to the purchase of a channel baling press, from July 2012 the mixed recycle pa-

per was pressed together with cardboard (table number 2.2). In addition, external packaging from suppliers was reduced (table number 2.1). Notably, the increase in the recycling quota of 84% (financial year 1996) to on average 98% in recent years was successfully maintained at this consistently high level. This is only possible due to consistent adherence to the principle of waste separation.

No.	Designation	Waste for recycling [t]				
		2012	2013	2014	2015	2016
<b>1</b>	<b>Metal scrap</b>					
1.1	Punchings	496	446	626	590	701
1.2	Mixed scrap	100	87	117	140	112
1.3	Aluminium (castings, chips)	62	4	11	16	39
1.4	Other (machine scrap, cable etc.)	43	7	1	1	3
Total		701	544	755	747	855
<b>2</b>	<b>Paper, cardboard boxes, cardboard</b>					
2.1	Cardboard boxes	379	305	367	472	437
2.2	Mixed waste paper	19	0	0	0	0
2.3	Files for shredding	10	3	4	5	0
Total		408	308	371	477	437
<b>3</b>	<b>Wood</b>					
3.1	Mixed wood	166	172	212	239	310
3.2	Pallet timber	0	0	0	0	0
Total		166	172	212	239	310
<b>4</b>	<b>PE film</b>	<b>37</b>	<b>34</b>	<b>47</b>	<b>35</b>	<b>60</b>
<b>5</b>	<b>Mixed municipal waste / mixed refuse</b>	<b>279</b>	<b>297</b>	<b>311</b>	<b>350</b>	<b>336</b>
<b>6</b>	<b>Chair parts</b>	<b>149</b>	<b>78</b>	<b>46</b>	<b>26</b>	<b>21</b>
<b>7</b>	<b>Canteen scraps</b>					
7.1	Food waste/biological waste	10	9	9	10	7
7.2	Deep frying fat	1	1	5	4	4
Total		11	10	14	14	11
<b>8</b>	<b>E scrap</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>0</b>
<b>9</b>	<b>Mixed building and excavation rubble</b>	<b>6</b>	<b>27</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>10</b>	<b>Old glass</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>2</b>
<b>11</b>	<b>Leather offcuts</b>	<b>5</b>	<b>2</b>	<b>1</b>	<b>5</b>	<b>4</b>
<b>12</b>	<b>Paint/lacquer waste</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>2</b>	<b>5</b>
<b>13</b>	<b>Emulsions and oils</b>	<b>6</b>	<b>1</b>	<b>11</b>	<b>6</b>	<b>4</b>
<b>14</b>	<b>Mixed batteries and rechargeable batteries</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>1</b>	<b>0</b>
Total		1781	1550	1772	1901	2045
Nr.	Designation	Waste for disposal [t]				
		2012	2013	2014	2015	2016
5	Mixed municipal waste / mixed refuse	31	33	35	0	0
14	Extraction and filtration materials	0	2	4	4	2
15	Building rubble	0	68	0	0	130
Total		31	103	39	4	132

## 6.2.2 OUTPUT

### EMISSIONS DUE TO FOSSIL ENERGY SOURCES

Greenhouse gases such as CH<sub>4</sub>, N<sub>2</sub>O, hydrofluorocarbonate, perfluorocarbonate and SF<sub>6</sub> do not occur at Interstuhl. Negligible quantities of SO<sub>2</sub> are produced due to the use of low-sulphur fuel oil. Due to reorganization of the transport logistics (trucks), no

detailed information could be gathered after April 1, 2013, as no further influence was possible in terms of the use of energy. Particulate emissions from motor fuel were very low in the financial year 2013 (<0.12 t) due to continuous upgrading of the vehicle

fleet. All vehicle engines comply with the requirements of pollutant class Euro 5 as a minimum. By using renewable energy, such as district heating and solar energy, we save approximately 243 tons of CO<sub>2</sub> annually.

Energy source	INPUT energy utilization									
	Absolute values [MWh]					Percentage [%]				
	2012	2013	2014	2015	2016	2012	2013	2014	2015	2016
Fuel oil	4.807	5.130	3.872	3.766	3.992	38	41	35	35	34
Electricity	3.539	3.287	3.220	3.162	3.171	28	27	29	29	27
Motor fuel										
• Business trips / servicing and in-house fleet	2.365	2.104	1.947	1.975	2.502	19	17	18	18	21
• Transport (external sales with own trucks)	71	18	0	0	0	1	0	0	0	0
• Employee journeys	1.811	1.844	1.886	1.895	2.032	14	15	17	18	17
Total	12.593	12.383	10.925	10.798	11.697	100	100	100	100	100

Energy source	OUTPUT emissions (exhaust)										SO <sub>2</sub> -equivalent	Particulate PM (t)
	Absolute value CO <sub>2</sub> (t)					Absolute value NO <sub>x</sub> (t)						
	2012	2013	2014	2015	2016	2012	2013	2014	2015	2016	2016	2016
Fuel oil	1.528	1.631	1.231	1.197	1.269	0,93	0,99	0,75	0,73	0,77	1,69	0,10
Electricity	2.080	1.932	1.892	1.858	1.864	2,00	1,85	1,82	1,78	1,79	2,48	0,11
Motor fuel												
• Business trips / servicing and in-house fleet	552	553	512	519	790	1,10	1,10	1,02	1,03	1,57	1,94	0,17
• Transport (external sales with own trucks)	20	5	-	-	-	0,10	0,03	-	-	-	-	-
• Employee journeys	433	441	496	498	642	0,34	0,34	0,39	0,39	0,50	0,93	0,14
Total	4.613	4.561	4.131	4.072	4.564	4,46	4,31	3,97	3,93	4,63	7,03	0,52

### TRAFFIC

Due to the absence of a railway connection in Meßstetten-Tieringen and the difficult public transport situation in the area, employees are generally dependent upon the use of private cars for travel.

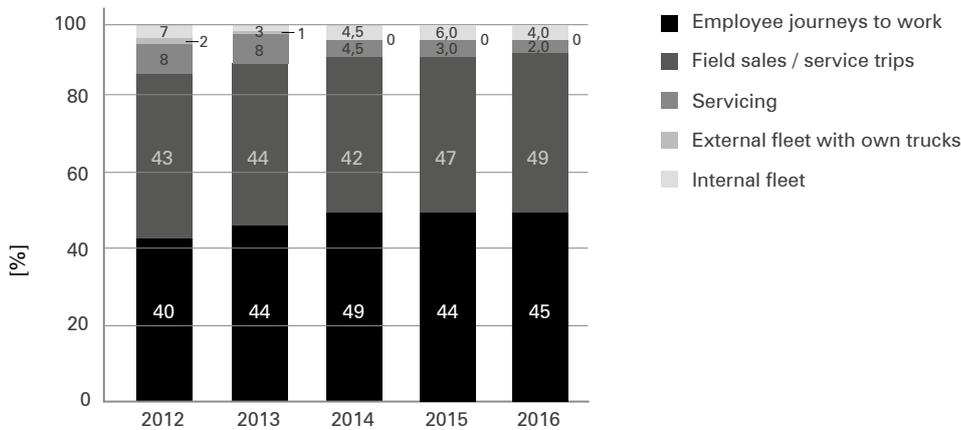
### BIOLOGICAL DIVERSITY

The entire Interstuhl site covers an area of 129,209 square metres. Of this, buildings cover approximately 29,460 square metres, equating to a proportion of 23% of the total site. 18% per cent of the total area is sealed and 5% is paved and water permeable. To compensate for the built-up area, a green area plan was drawn up, which earmarks spaces to be used as green land for planting with appropriate indigenous trees and shrubs. This green area accounts for 54% of the total site.

### ADHERENCE TO REGULATIONS

Interstuhl does not operate any equipment requiring approval in compliance with the German emission standard BImSchG. The waste water passing through our waste water treatment plant is analysed at regular intervals by an external laboratory. The limiting values have always been adhered to (see table Waste Water Analysis 2016). For disposal of our hazardous waste, we are able to use a collective disposal system. We periodically determine any regulations pertaining to our operations with the aid of a service provider and also by participation in a working group. We review our adherence to any such regulations by means of internal audits and tours of inspection.

### BREAKDOWN OF MOTOR FUEL CONSUMPTION



### ANALYSIS OF WASTE WATER 2016

Determination of the reviewed metals / overall phosphor took place according to the stipulations of the Waste Water Ordinance (AbwV) in the relevant valid draft.

Parameter	Unit	Test result	Limiting value
Total iron	mg/l	0,8	3
Total chrome	mg/l	< 0,1	0,5
Zinc	mg/l	< 0,1	2

## 7. VALIDATION

The undersigned Peter Fischer, EMAS Environmental Verifier registered under number DE-V-0060, accredited or licensed for scope 31 (NACE Code), confirms having assessed the entire organization as specified in the updated Environmental Statement of

**INTERSTUHL BÜROMÖBEL  
GMBH & CO. KG  
BRÜHLSTRASSE 21  
72469 MESSSTETTEN-TIERINGEN**

Registration Number D-168-00006 to determine its compliance with all requirements of European Parliament and Council Regulation (EC) no. 1221/2009 dated November 2009 appertaining to the voluntary

participation of organizations in a community Eco Management and Auditing system (EMAS).

By issuing this validation, the undersigned confirms that

- ▶ The assessment and validation have been performed in full agreement with the requirements of Regulation (EC) no. 1221/2009.
- ▶ The result of the assessment and validation confirms that no evidence of failure to adhere to valid environmental regulations exists.

- ▶ The data and information contained in the updated Environmental Statement of the organization provide a reliable, credible and truthful reflection of all activities of the organization within the scope outlined in the Environmental Statement.

This Validation is not equivalent to an EMAS Registration. EMAS Registration may only be attained through a competent body in accordance with Regulation (EC) no. 1221/2009. This Validation may not be utilized as an independent platform for general publication.

Meßstetten, 13.09.2017



Peter Fischer, Environmental Verifier  
DE-V-0060

The deadline for submission of the next complete Environmental Statement is July 2018. Every Environmental Statement must be validated by the Environmental Verifier and published.



# 1. SOCIAL SUSTAINABILITY

We are very aware of the great corporate social responsibility we bear towards our employees, and we have created a wealth of measures and projects to this end which are well in excess of the norm.

Interstuhl is committed to its current location in Meßstetten-Tieringen and continues to create new jobs which are guaranteed even in economically challenging times.

We protect and respect the rights of our employees on the local and global level by ensuring that forced or involuntary labour is never used or supported in any form, that any employment takes place on a consensual basis and that child labour is not supported in any form. We also take great responsibility for our environment, and practice committed and sustained involvement in the social, cultural, educational, ecological and economical concerns of our entire region. Different support measures for our own employees and for the region as a whole are implemented on a regular basis. Every year, Interstuhl invests around 0.5% of its turnover in support of social aspects in the following fields:

- ▶ Financing and organization of a relief fund for employees in need
- ▶ Health management
- ▶ Support of our own in-house canteen serving breakfast and lunch and for events
- ▶ The canteen is also accessible to persons not employed in the company
- ▶ Places in an all-day kindergarten
- ▶ Primary school/secondary schools
- ▶ Sporting and cultural associations in the region
- ▶ Continued professional development opportunities (especially in language-learning)
- ▶ Individual funding and support programs and opportunities

We are gratified that our work has received public recognition. Environmental Minister Tanja Gönner conferred the "Company Environmental Prize 2010" on Interstuhl on December 1, 2010, while the special prize for "Corporate Responsibility – Regional Commitment" also went to Interstuhl. The panel of judges was particularly impressed by the company's exemplary and holistic regional commitment and its implementation of

environmental principles. According to the judges, Interstuhl clearly demonstrated how corporate responsibility and regional commitment can be implemented through a variety of different approaches affecting various local community groups, and involving all the dimensions of sustainability (ecology, economy and social affairs). Environmental Award for companies based in Baden-Württemberg 2010  
Special category: entrepreneurial responsibility – regional commitment





SOCIAL REPORT

## 2. OCCUPATIONAL HEALTH AND SAFETY

As with all companies, occupational health and safety is a key concern, because healthy, productive employees are the number one resource.

In observing the requirements in accordance with BS OHSAS 18001 (will become DIN EN ISO 45001) we take all the

conditions of the modern world of work into account, and systematically add fresh elements in this area.



Management  
System  
OHSAS  
18001:2007

[www.tuv.com](http://www.tuv.com)  
ID 9108612714



## 3. HEALTH PROMOTION

The demographic transition calls for a rethink of our staffing policy. Thus, it is necessary to keep employees healthy throughout their careers.

Our employees are actively involved in shaping their working conditions. Their needs and concerns are ascertained in order to reach solutions that work for everyone. Only in so doing can we guarantee that they are comfortable in the workplace.

Health and fitness opportunities at and outside work are intended to increase our employees' awareness, helping them to take care of themselves and their health. This is facilitated by our implemented company health management system. Various activities are planned and run each year. The division and department managers offer opportunities to participate in various ventures, provide impetus and lead the way in their

position as role models. They encourage employees to take full advantage of the opportunities on offer. Furthermore, they take up their colleagues' suggestions and pass them on to the working committee of our company health management system.

Health and fitness initiatives 2016:

- ▶ For one week every month, fresh fruit and vegetables are made available for free to all employees
- ▶ We offer weekly ergonomic back training ("Rückenfit") sessions with a professional trainer in order to prevent back complaints
- ▶ Day-long bowling competition

- ▶ Participation of our Interstuhl football team in various recreational tournaments
- ▶ Day outing to well-known ski resorts with skiing, walking or cross-country skiing opportunities
- ▶ Talk on sleep disturbances – A good night's sleep at last
- ▶ ADAC (General German Automobile Club) driver safety training
- ▶ Health day (back checks, "quattro" checks, heart scans and more)

## 4. EDUCATION AND TRAINING

### STEPPING INTO A NEW CAREER

We are ambitious. We aim to become Europe's most innovative and successful manufacturer of efficient seating solutions over the coming years. But we are also aware that this will only be achievable with the support of an efficient up-and-coming generation of talented young employees trained to the highest standards. For this, we need young people who are motivated and committed, have a desire to perform, want to connect theory with practice from day one, and who would like to take on responsibility. In return, we have a lot to offer. An equally high-quality standard of training for those choosing a commercial or technical career

path. This includes regular internal feedback meetings, learning progress controls and joint activities, as well as involvement in projects. Our committed expert team of tutors and training mentors has a key role to play in this process. Learning by doing is only one aspect of the training experience we offer. Those who decide for a career with us also learn to question, to manage themselves under stress and to drive forward the work process as part of a team. We are looking for self-assured and independent employees who enjoy being involved in thought processes, and in shaping, changing and implementing but who can also commit to playing a part of a team to achieve a common goal. The term we have

coined for this goal: "Enjoy Seating Performance". There is far more to successful vocational training than practical skills and factual knowledge. Equally if not even more important are a healthy curiosity and lively interest. We firmly believe that these attributes play a key role for professional success. Only those with a true enthusiasm for what they do can encourage a similar attitude in others. We invest heavily in providing modern, high-quality training which will ensure that young people find both enjoyment and success in their chosen career, helping them to do what they always wanted.

### ELEMENTS OF OUR TRAINING PROGRAM:

#### MODERN TRAINING SYSTEM

- ▶ High level of self responsibility
- ▶ Motivated, experienced tutors and training mentors
- ▶ Quality assurance through company training plans and checklists
- ▶ Regular feedback and assessment meetings

#### TRAINING COURSES AND PROGRAMS

- ▶ Rights and obligations of trainees
- ▶ Product and ergonomics training
- ▶ Creative thinking
- ▶ Good use of written and spoken German
- ▶ Etiquette manual for trainees
- ▶ Driving safety training courses

#### TRAINING AND EDUCATION FOR EMPLOYEES AND MANAGEMENT

We consider good employee qualifications to be pivotal to successful and sustainable company activity. Because of the age structure of our company, maintaining and extending the qualification base of our employees through to retirement age is becoming

#### EVENTS, INTERNSHIPS AND PROJECTS

- ▶ Training meeting
- ▶ Internship in production
- ▶ Internship in a social institution
- ▶ Involvement in training fairs and careers information events
- ▶ Involvement in specialist projects
- ▶ Development and execution of apprenticeship community projects
- ▶ Involvement in our trainee Facebook page
- ▶ Opportunity for internships abroad

#### APPRENTICE ACTIVITIES

- ▶ Excursions
- ▶ BBQ party
- ▶ Regular informal gatherings
- ▶ Christmas party
- ▶ Football tournament

#### OUR BENEFITS

- ▶ Trainee salary in line with industrial Metal Union IG Metall collective bargaining agreement
- ▶ Additional summer holiday and Christmas bonus
- ▶ Contribution to company pension scheme
- ▶ Monthly motor fuel voucher
- ▶ Accident insurance
- ▶ 30 days' paid holiday per year (dual study candidates 24 days per year)
- ▶ Flexi-time model
- ▶ Company-subsidised canteen
- ▶ Events organised as part of the Company Health Management Program
- ▶ English, French and Spanish courses

an increasingly important factor. Our management team is also involved in this process, providing events such as motivation training/lectures by the renowned diploma psychologist and behaviour therapist Jens Corssen on the topic "Motivating the self-

developer", and the insights he has gained as a result.



SOCIAL REPORT

## 5. IDEA MANAGEMENT

We encourage our employees to actively get involved through idea management. One way in which they can get involved is by making suggestions to help improve our environmental performance. In this

way they not only contribute towards the improvement of our products but also towards saving precious resources and enhancing the work climate.

SOCIAL REPORT

## 6.1 WORKING TIME MODELS

For many years, we have offered a number of successful variable work time models, predominantly in production, with time accounting systems of -100 and +150 hours. These work accounts make a contribution towards safeguarding jobs and income, by allowing better adaptation of capacity to

economic or market-related fluctuations. We are able to provide an employment guarantee until the year 2017, and have also pledged to invest a minimum of 12 million Euro in the Meßstetten-Tieringen location. With this policy, we are able to ensure a consistent and steady monthly salary, to guar-

antee that the location will remain competitive and that jobs can be safeguarded.

## 6.2 EQUALITY

Employees who are motivated, committed and healthy are the most important success factor for our company. Our employees are partners who enjoy equal rights and who help to shape our corporate policy and objectives.

## 6.3 FEMALE QUOTA / PROPORTION OF FOREIGN NATIONALS

Since the company was founded, gender equality has been a matter of course in the day-to-day running of the company and is firmly entrenched in our corporate culture. In the year 2000, women still accounted for only just under 15% of the Interstuhl workforce, and today this figure has risen to 26%.

While the debate surrounding the statutory allocation of management positions to women occasionally arises in the public domain, the quota of women occupying middle and top management level posi-

tions (head of department, head of division, head of business sector) at Interstuhl is between 10% and 15%. The principle of equality also applies to foreign national employees, who account for 15,2% of our total workforce. Our colleagues from abroad help to culturally enrich our day-to-day working lives. Also a matter of course at Interstuhl is our policy of non-discrimination on grounds of religion or world view, age, sexual orientation or disability.

Interstuhl also funds German courses for migrants.

### Percentage of female employees

2015	2016
28 %	26,4 %

### Percentage of foreign employees

2015	2016
13,8 %	15,2 %



## 7. DISABLED PEOPLE

Interstuhl also offers employment for disabled colleagues, who accounted for 6,6% of our workforce in 2016. We also demonstrate our support for the disabled community by placing regular orders with charitable organizations such as Lebenshilfe ZAW (life aid association) and other recognized workshops for the disabled.

### WORKING WITH LEBENSILFE ZAW GGMBH

Lebenshilfe ZAW gGmbH is a self-help charity for the disabled with branches located in Bisingen and Lautlingen, and has become an established and regular supplier to our company. Since 1999, we have continuously extended our cooperation with the charity, and the scope of the production range and vertical depth of production have grown continuously over this period. The charity

responds quickly to changing requirements and is well equipped with technical facilities. Our many years of cooperation with the charity have been characterized by high quality and smooth running. The reliability and commitment of its employees provide daily confirmation that our decision to enter into cooperation was not only right, but has helped make a difference. Both Interstuhl and the Lebenshilfe organization have benefitted hugely from this successful partnership.

Disabled employees at Interstuhl

2015	2016
6,6 %	5,0 %

## 8. CONSUMER INTERESTS

Sustainable manufacture  
of our products



Interstuhl has received Bifma e3 certification for sustainability of furniture for all core products. This means that we are the first German manufacturer whose products have been distinguished across the range by the Bifma e3 platinum certification. With the Bifma e3 certification, the NSF (National American Institute for Standards) and BIFMA (Business and Institutional Furniture Manufacturers Association) have created a meaningful standard for the market that harmonizes standards of sustainability for the office furniture industry, and so helps to identify office furniture that is environmentally preferable.

FEMB



We are also involved in the creation of a new European standard FEMB for the sustainable manufacture of office furniture. Our motivation here is to support the creation of a basis for a certification that encompasses all the relevant aspects of sustainability in relation to products, manufacture and company conduct. In addition, the standard is a suitable place to assemble all the existing national requirement documents and systems of certification under a single roof. It is anticipated that the new standard will start to be applied in mid-2016.

Blue Angel



The Blue Angel is the oldest ecolabel in the world. It is a product label relating to environmental protection. The Blue Angel shows that throughout their whole useful life and right up to their recycling and disposal, our products generate less environmental pollution and damage to health.

Tested for harmful  
substances



The label "tested for harmful substances" indicates that the minimum legal requirements (e.g. Hazardous Substances Ordinance, Chemicals Prohibition Ordinance) as well as further test requirements of the LGA in relation to content of harmful substances have been complied with. This test may be of particular interest to the growing number of allergy sufferers.



## 9. COMMUNITY INVOLVEMENT

As a company with entrenched regional roots, taking social responsibility within and for the region has always been integral to the Interstuhl corporate ethos. We benefit from those members of the regional community who work for us, and consequently people of every generation and every group within the population should benefit from social facilities and projects supported by Interstuhl. Our local commitment is currently focused on projects in the fields of education, sport, work and social events.

We also provide active support particularly to youth work in various organizations and associations. We contribute towards the support and encouragement of children from an early age, taking responsibility for sporting and social training and development.

### ALL-DAY NURSERY

In sparsely populated regions it is all the more important for us to engender long-term relationship between the company and its employees. Particularly the many young couples employed at Interstuhl often used to find themselves facing a conflict when reconciling their wish to have a family with their career. In response to an initiative from Interstuhl, the local nursery was extended to become an all-day nursery

For example, Interstuhl pays for office supplies and teaching aids for Tieringen/Oberdigrisheim primary school and offers financial support through the sponsors' association.

(KITA), and receives funding on an annual basis. The nursery also receives active support with a range of other measures such as lunches cooked and paid for by the Interstuhl canteen kitchen. In return, Interstuhl employees are provided with nursery places for their children, representing a win-win situation for all those involved.

In addition, Interstuhl has cooperation agreements and education partnerships with Meßstetten grammar school, Schömberg secondary and "Werkrealschule" schools and Kallenberg secondary and "Werkrealschule".



SOCIAL REPORT

## 10. INTERSTUHL TRAIL

The Interstuhl trail offers an open invitation to explore and discover more about different aspects of seating. The inspiration for the project came from right outside the gates of the company headquarters: from

the awe-inspiring natural beauty of the landscape around Tübingen and from the aspiration to think beyond the chair, the office or the factory. Unusual seating opportunities are strategically placed along the route like

sculptural signposts, marking the most breath-taking viewpoints and just waiting to be discovered and tried out.

[www.interstuhlpfad.de](http://www.interstuhlpfad.de)

SOCIAL REPORT

## 11. APPLE TREE PLANTING CAMPAIGN

### APPLE TREE PLANTING CAMPAIGN FOR THE NEXT GENERATION OF "INTERSTUHL CHILDREN"

Trees are long-lived and beautiful and one of nature's most precious gifts. They shape our gardens, our avenues and entire landscapes. They embody the cycle of the seasons, they are symbols of life itself.

We could not do better than to plant trees for posterity, for the generation to come – trees that will grant them life, vitality and sustenance. The tree planting campaign has already become a tradition for us.

Every family plants an apple tree sapling for their newborn baby and receives a "sponsorship board".

# 1. GENERAL ECONOMIC PRINCIPLES

Our economic activity is aimed at securing the company for the coming generations and safeguarding our producing location for our employees and for the region, and focuses on the achievement of organic growth to a turnover of 200 million Euro by 2020. We aim to achieve this by not only generating growth in Germany but also by

targeting a disproportionately high increase in our export share. We do not consider the economic dimension as something detached from sustainable development. Particularly as a third-generation family business, we see it as our special responsibility to leave behind an intact economical, ecological and social environment for our chil-

dren and grandchildren. We are and will remain an owner-run family business with our headquarters in Tieringen. Looking to the future, we will continue to offer people secure employment and opportunities for individual development.

# 2. INVESTMENTS

Investment decisions are always taken with due consideration to economic, social and ecological aspects. Where the effects are expected to provide sustainability or qualitative and/or environmental benefits, then we may well be satisfied with a medium or long-term return on investment (ROI). Over the past 5 years, Interstuhl has invested more than 25 million Euro in safeguarding

the future of its producing location, in particular in new buildings (Arena and Development Centre), in production facilities, the latest manufacturing technologies and in improving internal and external logistics. We invest continuously in the latest innovative products and the on-going further development of our IT systems (hardware, E-Net, CRM, new finance software, quality

network etc.). In the medium term, Interstuhl plans to plough considerable sums in the high double-digit million range into the producing location. In 2015, it invested around 0.91% of its turnover in charitable, cultural and social projects, the majority of which benefited our employees and the region.

# 3. FINANCING, LIQUIDITY AND EQUITY

The company held a relative high equity quota of 44% in 2015, and aims to achieve a continuous and sustainable crease of this quota to over 50%. For the most part, the company is financed in the long term through large international and regional

banks with which good, long-term relationships have already existed over many years. As regards short-term financing, existing overdraft facilities are fully adequate to cover any fluctuations in liquidity. Existing credit with banks takes the form of fixed-rate

loans with monthly or quarterly repayments. Minimal use is made of current account overdraft facilities, leaving adequate liquidity headroom. Liquidity planning takes place precisely to the day.



## 4. PROFITABILITY

Company profits are not distributed but ploughed back into the company in the form of a shareholder loan, and so made fully available for investments. In the long-term, the company aims to achieve an 8% return on sales after taxes in order to allow it to invest sufficiently in the producing location and further company development and to

increase its equity quota. Over the past 10 years, Interstuhl has not sustained any losses, even during the years of economic crisis 2003 and 2009. Seen over the long term, in other words over the past 10 years, Interstuhl has consistently achieved profitability at the upper end of the scale in comparison to other companies in the

sector. The company's long-term profitability is safeguarded for the future by a detailed business plan stretching forward to 2020, in other words by a detailed 7-year plan.



### 4.1 COMPANY SUCCESS

Our economic activity is aimed at securing the company for the coming generations and for our workforce. Our focus here is on the achievement of organic growth, particularly in our export markets. We do not consider the economic dimension as something detached from sustainable development.

#### WE ARE A FAMILY BUSINESS

As a third-generation family business, we see it as our special responsibility to leave behind an intact economic, ecological and social environment for our children and grandchildren.

We are and will remain an owner-run family business, with our headquarters in Tieringen. Looking to the future, we will continue to offer people secure employment and opportunities for individual development. The

long-term profitability of our company is safeguarded predominately by the following aspects: The establishment of a 5-year business plan with the relevant controlling measures, risk management primarily in terms of financing, balanced financing with adequate equity (>30%), financing requirement fulfilled primarily by long-term loans (at least 10 years) and an adequate overdraft facility with banks to cover short-term financing requirements (>8% of turnover). Entrepreneurial decisions are always taken with due consideration of economic, social and ecological aspects. Where investment is concerned we are willing to accept not only short-term return on investment (ROI), but where the effects are expected to provide sustainability or qualitative and/or environmental benefits, then we may well be satisfied with a medium or long-term return (5-10

years). Our business model is designed to allow sufficient flexibility to absorb even major fluctuations (+/- 40% per year) without excessive impact. This means that our fixed costs are not too high. Risks relating to sourced parts from suppliers are managed by ensuring that secondary suppliers are always available in critical fields of supply or critical regions, or that a change of supplier is always possible at short notice. Not only price is decisive, but also an adequate level of supply security in the long term. Over the past 10 years, Interstuhl has not sustained any losses, even during the years of economic crisis 2003 and 2009. Seen over the long term, in other words over the past 10 years, Interstuhl has consistently achieved profitability at the upper end of the scale in comparison to other companies in the sector.



## 5. RESILIENCE

Our business model is designed to allow sufficient flexibility to absorb even major fluctuations (+/- 40% per year). This is only possible by using suitably flexible work time models, by ensuring that our fixed costs are not too high and by con-

structive cooperations between employees, the Works Council and the Management Board. For the foreseeable future, this fundamental basis is guaranteed at Interstuhl.



## 6. RISK MANAGEMENT

Risk controlling is the task of the Commercial Management. The Management Board is informed on a daily basis about on-going risk areas, ensuring that the responsible employees are made aware at a sufficiently early juncture of undesirable developments and are able to initiate the appropriate remedial actions. Debts owing and payment periods are continuously monitored. Credit risks are hedged by credit insurance policies, letters of credit and other instruments as well as by obtaining credit references from credit bureaus, by enquiring with credit insurers and through our field sales team. Selective exchange rate risks are secured where required by using currency hedging instruments. In the company, on principle we do not use

any speculative financial products. General economic risk is estimated on a monthly basis. We anticipate growth of around 10-15% for 2016, and we are not expecting any individual risks posing a threat to the company's existence either at present or in the foreseeable future. Risks relating to sourced parts from suppliers are managed by ensuring that secondary suppliers or secondary tools are always available in critical fields of supply or critical regions, or that a change of supplier is always possible at short notice.

Not only price is decisive, but also an adequate level of supply security in the long term and fulfilment of quality-relevant and environmental stipulations.

## 7. FIGHTING CORRUPTION

Corruption poses a risk to the stability and security of our community. On a worldwide basis, corruption undermines democracy and the rule of law, and places fair and sustainable development in jeopardy. According to the UN Office on Drugs and Crime, damage caused by corruption every year amounts to 2.5 trillion US Dollars. In Germany alone, economists estimate the damage to the economy at 250 billion US Dollars per annum. Corruption in the public

sector undermines not only the confidence of our customers and potential clients, it also favours the enrichment of individuals at the expense of the general public. We develop effective instruments to help combat corruption on a sustained and in-depth basis. We uncover unlawful acts or failure to act, and if we have justifiable suspicion of a criminal offence, we involve the law enforcement authorities immediately.

## 8. MEMBERSHIPS / COMMITMENT

Interstuhl Büromöbel GmbH & Co. KG is currently a member of the following associations and working groups in the field of environmental prevention and sustainable management: FEMB, VNU, EMAS Club Europe, Büroforum. Member of the Chamber of the Zollernalb Commerce Committee, Board Member of the Office,

Seating and Object Furniture Association bso (Verband Büro-, Sitz und Objektmöbel e.V.), member of the Foundation for Family Businesses (Stiftung Familienunternehmen), member of the Furniture Advisory Board of the TÜV Rheinland test inspectorate.



Our sustainability report with integrated environmental statement is geared to the guidelines of the Federal Office of the Environment and the Ministry for the Environment, Nature Conservation and Nuclear Safety.

Interstuhl  
Büromöbel GmbH & Co. KG  
Brühlstraße 21  
72469 Meßstetten-Tieringen, Germany  
Phone +49 7436 871-0  
Fax +49 7436 871-110  
info@interstuhl.de  
interstuhl.com

Interstuhl in France  
Phone +49 7436 871 123  
Fax +49 7436 871 88 123  
france@interstuhl.com  
interstuhl.fr

Interstuhl Limited  
17 Brewhouse Yard  
London  
EC1V 4LA, GB  
Phone +44 20 7250 1850  
Fax +44 20 7250 1890  
assist@interstuhl.com  
interstuhl.com

Interstuhl S.L.U.  
c / José del Hierro, 67  
28027 Madrid, Spain  
Phone +34 91 406 18 41  
Fax +34 91 407 31 27  
info@interstuhl.es  
interstuhl.es

Interstuhl in Austria  
Absberggasse 27  
1100 Wien, Austria  
Phone +43 1 61 64 113  
Fax +43 1 61 64 020  
oesterreich@interstuhl.com  
interstuhl.at

Interstuhl in  
Netherlands and Belgium  
Velto B.V.  
Energieweg 21  
2382 NB Zoeterwoude,  
Netherlands  
Phone +31 71 58 12 400  
Fax +31 71 58 12 404  
info@interstuhl.nl  
interstuhl.nl

Interstuhl in Scandinavia  
Pakhus 48  
Sundkaj 11, Frihavnen  
2150 Nordhavn, Denmark  
Phone +45 32 52 97 40  
Fax +45 32 52 97 42  
scandinavia@interstuhl.com  
interstuhl.com

Please find our international  
partners on  
interstuhl.com



Want to find out more about Interstuhl?  
Just scan this QR code, or visit our website  
at [interstuhl.com](http://interstuhl.com).