

interstuhl



SUSTAINABILITY REPORT
WITH INTEGRATED
ENVIRONMENTAL STATEMENT
2018



CONTENTS

ENVIRONMENTAL STATEMENT

1. Introduction	3
2. Company portrait	
2.1 Introducing the company.....	4
2.2 Strategic fields of business.....	5
2.3 Location and scope	6
2.4 Mission/values.....	7
3. Fields of responsibility	8
4. Environmental aspects	9
4.1 Direct environmental aspects	9
4.2 Indirect environmental aspects	9-10
5. Environmental programme	
5.1 Retrospective.....	11
5.2 Outlook	14
5.3 Environmental objectives 2018	14
5.4 Review of objectives 2017	15
6. Key indicators and environmental data	16
6.1 Input.....	18
6.2 Output.....	22
7. Declaration of validity	25

SOCIAL REPORT

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

ECONOMIC REPORT

1. General economic principles	36
2. Investments	36
3. Financing, liquidity and equity	36
4. Profitability	37
4.1 Company success	37
5. Resilience	38
6. Risk management	38
7. Fighting corruption	39
8. Memberships/Commitment	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. The ministry also commended us on our EMAS management approach 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 2018 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

ACCORDING TO AND UP TO BIFMA X5.1
2010 OFFICE CHAIRS

Zertifiziertes EnM-System



Zertifiziertes UM-System



Management
System
OHSAS
18001:2007
www.tuv.com
ID: 8109812714

GEPRÜFTES
UMWELTMANAGEMENT

DE-094-000006



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BETRIEBE
FÜR
EINE
HOHE
EFFIZIENZ
BADEN-WÜRTTEMBERG
Interstuhl Möbel & Co. KG
Metzingen Tübingen



Emissionsgeprüft
Schadstoff-
geprüft
Abfall-
produkte-
geprüft
www.tuv.com
ID: 0000052191





Helmut und Joachim Link

ENVIRONMENTAL STATEMENT

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 Tieringen 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 Tieringen to all corners of the world. What has never changed is our strong commitment to our origins. We are a part of Tieringen, and Tieringen is an integral 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 Link
Founded: 1961

Headquarters

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

Subsidiaries

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

Group sales

2016: 153 million euro
Export ratio: 42,15%

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:

Joachim Link as the Managing Director for Development, Production, Logistics and Purchasing, Finance and Controlling, Quality and Environment, and Helmut Link as the Managing Director for Marketing, Sales, Human Resources, IT and Organisation.

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:

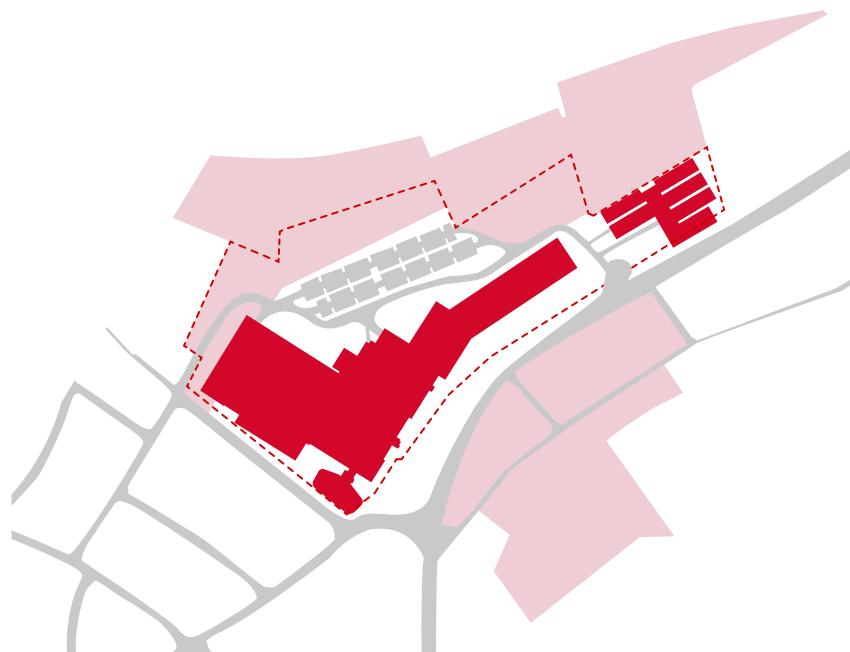
Herr Axel Bitzer
Tel: 07436 871 178
Fax: 07436 871 881 78
email: a.bitzer@interstuhl.de

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

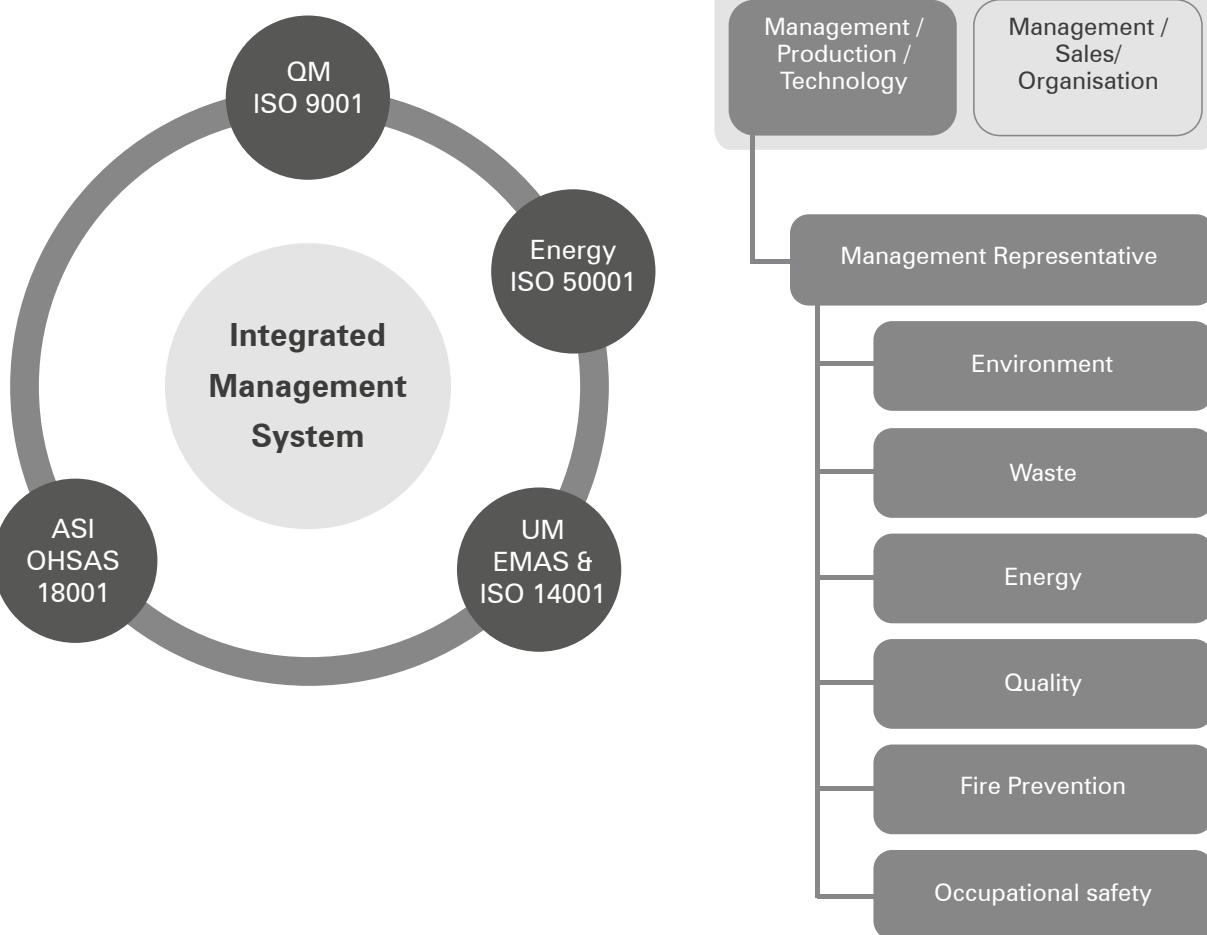
We always aim to achieve more with less. We deal with all kinds of resources – ecological, economic and also human – sensitively and sustainably, to the greatest possible degree.

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 re-sponsibility 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 14001:2015, DIN EN ISO 9001:2015, 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. Some of these departments produce waste oil. This oil is subsequently reprocessed offsite before being reintroduced into the commercial cycle.

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 accrual 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^{IS1} general-purpose stool - German Design Award Gold (highest possible award) Vintage^{IS5} swivel armchair and conference chairs - German Design Award Winner, Neocon Silver and Innovation Award

2014

NESTY^{IS3} - German Design Council
German Design Award - Special Mention

EVERY^{IS1} 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^{IS5}

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^{IS5} German Design Council - German Design Award - Winner
TANGRAM^{IS5} 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^{IS1} Design Center Baden-Württemberg - Focus Open Special Mention
KINETIC^{IS5} reddot design award - winner

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

KINETIC^{IS5} received the red dot design Award. MOVY^{IS3} was given the FIRA Excellence Award. EVERY^{IS1} and VINTAGE^{IS5} both received the FX Award 2013. EVERY^{IS1} 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 Institut

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

2018

Interstuhl's intergenerational contract awarded the nationwide prize from the Bertelsmann Foundation „Mein gutes Beispiel“ (English: „Setting a great example“) for regional commitment with an interregional interest

2016

Environmental Award for companies based in Baden-Württemberg; Jury Award for entrepreneurial responsibility and social engagement

2013

Certification to BS 18001:2007 Occupational Health and Safety Management System

2010

Winner of the Baden-Württemberg Environmental Prize in the category "Entrepreneurial responsibility and regional commitment"

1997

Certification in accordance with the Environmental Management Standard DIN EN ISO 14001

2016

Recognition from the Federal Ministry for the Environment, Nature Conservation and Nuclear Safety regarding the operational environmental management system "EMAS Umweltmanagement 2016"

2014

Certification in accordance with DIN EN ISO 50001:2011 Energy management system

2011

DGNB - Silver Award Certification for the Interstuhl Arena (showroom)

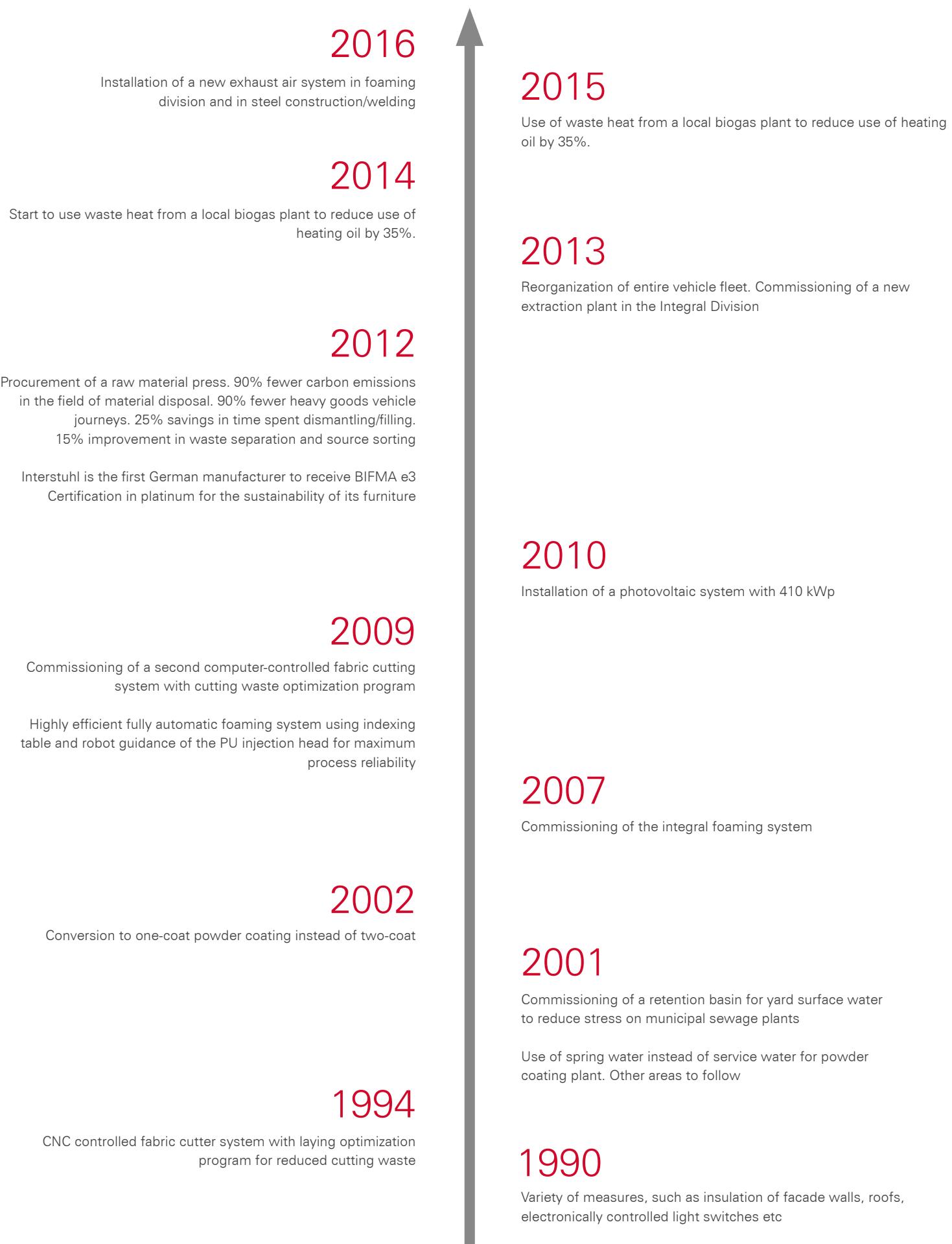
2003

Amalgamation of Environmental Management System with Quality Management System and Occupational Safety into one integrated process-oriented system

1996

EMAS I – Entry in the Location Directory of the Reutlingen Chamber of Commerce (EEC Reg. no. 1836/93)

SAVING RESOURCES – REDUCTION OF WASTE AND EMISSIONS



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
- ▶ 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 2018

- ▶ Purchase of a system container for the outdoor storage of hazardous substances
Responsible: Foam Production Manager
- ▶ Purchase of additional multi-functional devices (copying stations) while taking into consideration the „Energy Star“ and „Blue Angel“ energy labels, thus eliminating the need for individual printers
Responsible: Organisation & IT Manager
- ▶ CO2 savings thanks to reducing the number of journeys by supplying parts directly
Responsible: Supply Chain Manager

- ▶ Purchase of an additional virtualisation server, which replaces up to 30 servers
Responsible: Organisation & IT Manager
- ▶ Equipping of a new server room, including a new cooling system to protect the data
Responsible: Organisation & IT Manager
- ▶ Replacement of the skylights in Hall 2 on the ground floor of the Steel Construction department to reduce heat loss
Responsible: Steel Construction Manager
- ▶ Reuse of returned packaging film
Responsible: Logistics/Shipping Manager

- ▶ Integration of an additional customer service team into the journey planning in order to reduce kilometres travelled and, therefore, save CO2 emissions
Responsible: Logistics/Shipping Manager
 - ▶ Reduction of kilometres travelled thanks to direct delivery to customers within a 200 km radius using forwarding agents
Responsible: Logistics/Shipping Manager
 - ▶ Expansion of our energy-controlling system
Responsible: Building Manager
 - ▶ Reduction of hazardous substances by 5% compared to 2016.
Responsible: Plant Management
- 0% complete**

5.4 REVIEW OF OBJECTIVES 2017

- ▶ Product certifications from Femf (European Federation of Office Furniture)
Responsible: Test laboratory manager
25% complete
- ▶ Integration of further presence detectors for lighting.
Responsible: Facility management
100% complete
- ▶ Extension of measuring points in our building control system.
Responsible:
Head of facility management
100% complete
- ▶ Conversion of industrial trucks from gas-driven to electrically driven
Responsible: Sourcing, storage/
production logistics managers
100% complete
- ▶ Ongoing conversion to LED lights and economical long-life fluorescent bulbs
Responsible: Facility management
100 % 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
100% complete
- ▶ Roofing of stairs to employee car park with integrated solar panels for electricity production
Responsible: Facility management
100% 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
100% complete

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 CO₂ equivalent

Key indicator

	FY 2014	FY 2015	FY 2016	FY 2017	Unit	FY 2014	FY 2015	FY 2016	FY 2017	Unit
Energy efficiency	7439	7263	7164	7133	MWh	123	105	100,1	92,52	MWh / Mill. €
Material efficiency	19045	17963	20285	19339	t	316	298	271	251	t / Mill. €
Water	5788	4591	5322	5863	m ³	96	66	71	76,05	m ³ / Mill. €
Waste	1811	1901	2177	2076	t	30	27	29	26,93	t / Mill. €
Biological diversity	29460	29460	29460	29460	m ²	489	426	394	382	m ² / Mill. €
Emissions as CO ₂ equivalent	3867	3539	4040	4150	t	64	51	54,01	53,83	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

	2013	2014	2015	2016	2017
Employees	578	591	594	637	704
Production units	817.394	838.062	860.319	963.394	1.007.556
Energy input / electricity	3,29	3,22	3,16	3,17	3,24
Energy input fuel oil [l]	466.334	387.194	376.628	399.245	369.002
District heating (kWh)			174.727	443.739	541.474
Water input [m ³]	5.673	5.788	4591	5322	5863
Total waste [t]	1.643	1.811	1.901	2177	2076
Waste used for recycling relative to total incidence of waste [%]	94,2	97,8	99,8	93,8	99,7
Special incidence of waste [kg / production unit]	2,0	2,1	2,2	2,3	2,06
Special oil consumption [l / production unit]	0,57	0,46	0,44	0,41	0,37
Special electricity consumption [kWh / production unit]	4,02	3,84	3,67	3,29	3,24
Special water consumption [l / production unit]	6,94	6,91	5,33	4,76	5,82

6.1 INPUT

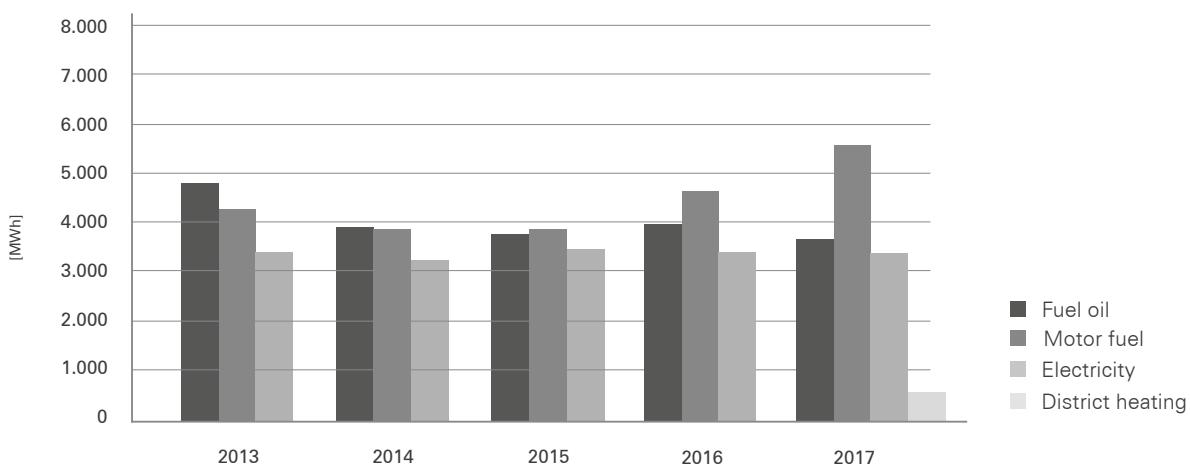
ENERGY INPUT: DISTRIBUTION

Machines, heating systems, electrical devices and lighting all require energy. This can be provided from renewable or non-renewable energy sources. Our main source of energy is still petrol and diesel, which are

primarily needed for our field service vehicles and commercial fleets. Our products are delivered by a contract haulier. The proportions of the different energy sources required has changed in recent years.

A further significant reduction in the consumption of heating oil has been made by using the waste heat from a biogas plant.

DISTRIBUTION OF ENERGY CONSUMPTION



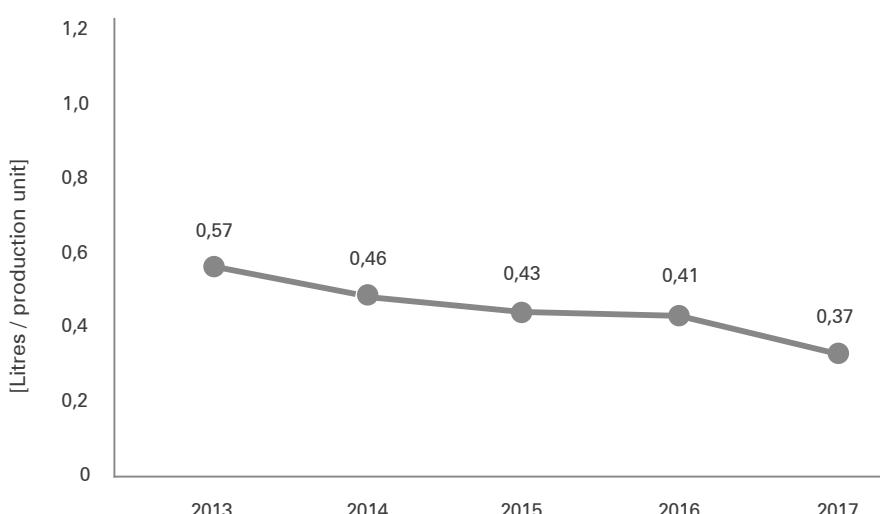
FUEL OIL (ABSOLUTE AND SPECIFIC)

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 2018. 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



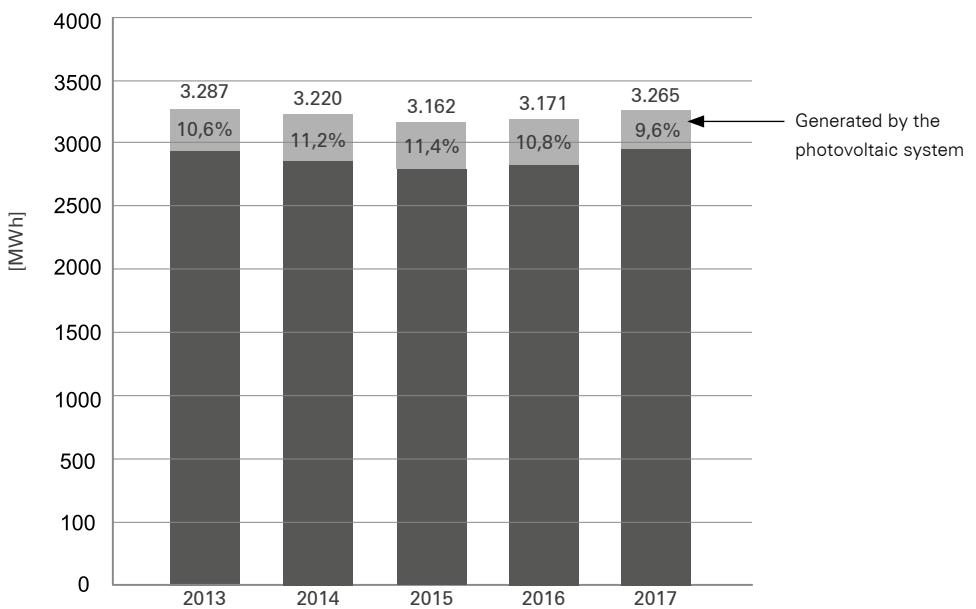
ELECTRICITY INPUT (ABSOLUTE AND SPECIFIC)

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

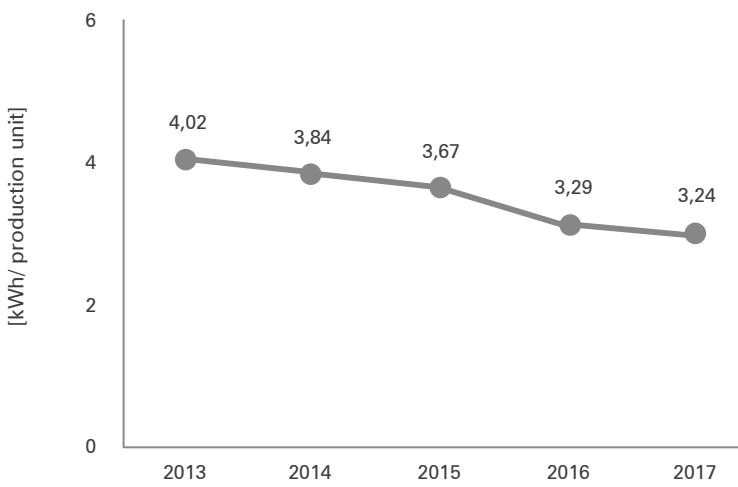
- ▶ Presses in the steel construction sector
- ▶ Powder coating shop
- ▶ Welding robots
- ▶ High-bay warehouse
- ▶ Assembly and conveyor belts
- ▶ Workstation and hall lighting

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



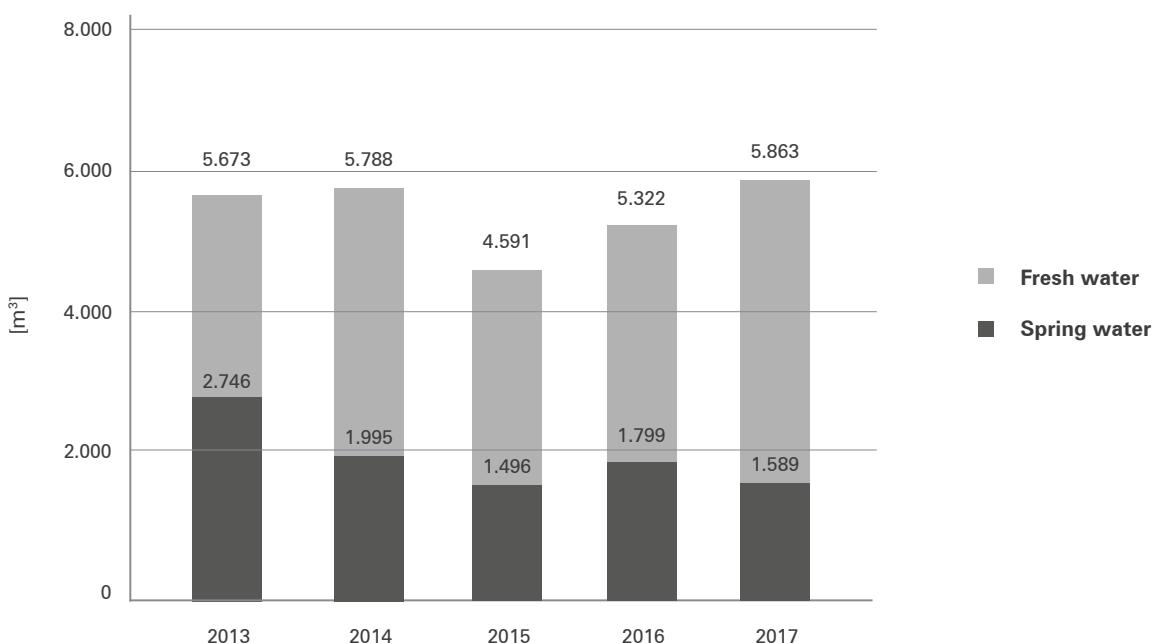
MATERIAL INPUT - WATER CONSUMPTION (ABSOLUTE – SPECIFIC)

The total figure for water consumption was reduced by using spring water for our powder-coating facility. The fluctuations in the use of spring water are down to the product portfolio, or more specifically the coated parts. The increase in water consumption is the result of a burst water

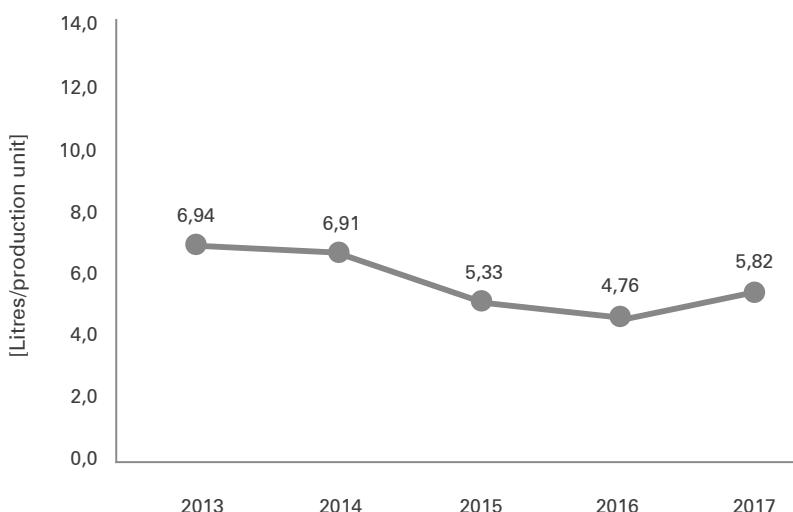
pipe and a slide valve that was left open. The spring, which we have been granted the right to use, is located on the production site. The charts represent the overall trend as well as the specific water consumption per production unit.

The increase in water consumption is due to construction projects (e.g. steel construction) and the increased number of employees. The reduction in the volume of spring water is attributable to changes in the production process (shift times, product range, repair work, etc.).

ABSOLUTE WATER CONSUMPTION



SPECIFIC WATER CONSUMPTION



MATERIAL INPUT

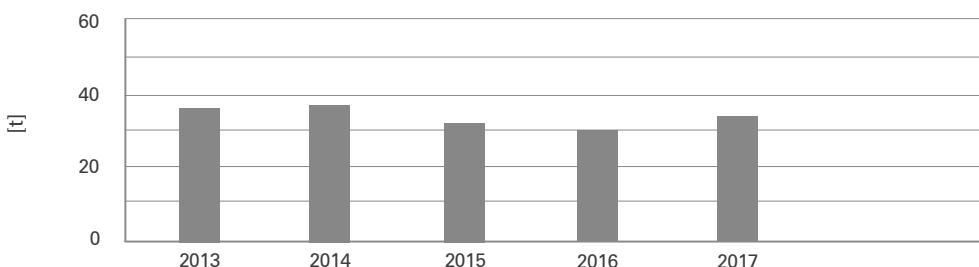
We check that all the materials used in our products are physiologically harmless. Our development guidelines define the use of high-quality materials.

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

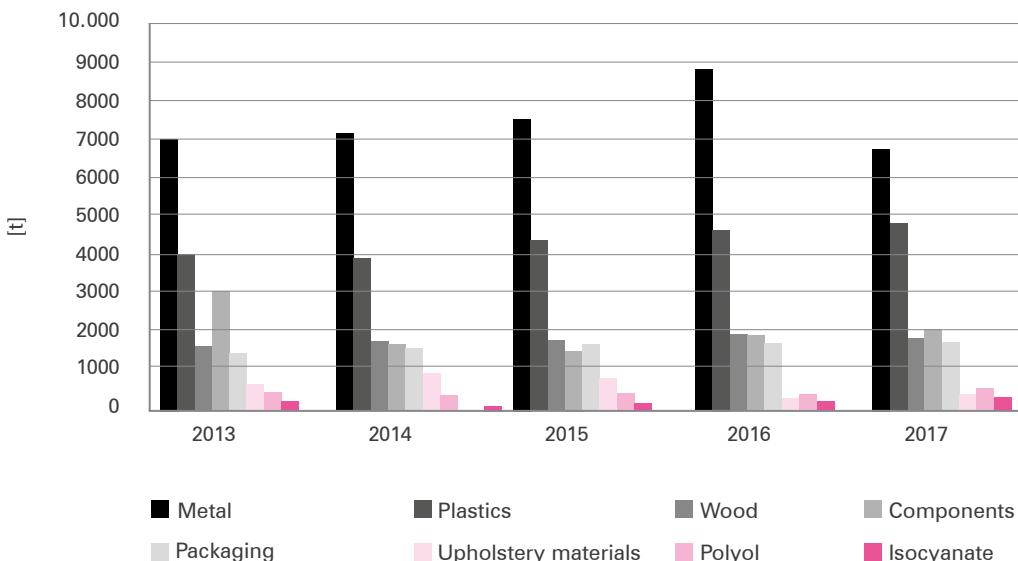
minimal amount of packaging can be explained by our communication with customers in recent years, who are enthusiastic about the significant reduction in sheet packaging. Our procurement process also features a recycling system in which packaging materials are used a number of times. The padding materials 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 ongoing 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 2013 to 2017. 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 paper 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]				
		2013	2014	2015	2016	2017
1	Metal scrap					
1.1	Punchings	446	626	590	701	593
1.2	Mixed scrap	87	117	140	112	120
1.3	Aluminium (castings, chips)	4	11	16	39	14
1.4	Other (machine scrap, cable etc.)	7	1	1	3	1
Total		544	755	747	855	728
2	Paper, cardboard boxes, cardboard					
2.1	Cardboard boxes	305	367	472	437	470
2.2	Mixed waste paper	0	0	0	0	0
2.3	Files for shredding	3	4	5	0	0
Total		308	371	477	437	470
3	Wood					
3.1	Mixed wood	172	212	239	310	372
3.2	Pallet timber	0	0	0	0	0
Total		172	212	239	310	372
4	PE film	34	47	35	60	64
5	Mixed municipal waste / mixed refuse	297	311	350	336	383
6	Chair parts	78	46	26	21	22
7	Canteen scraps					
7.1	Food waste/biological waste	9	9	10	7	6
7.2	Deep frying fat	1	5	4	4	4
Total		10	14	14	11	10
8	E scrap	3	1	2	0	0
9	Mixed building and excavation rubble	27	0	0	0	0
10	Old glass	3	0	0	2	1
11	Leather offcuts	2	1	5	4	3
12	Paint/lacquer waste	3	4	2	5	3
13	Emulsions and oils	1	11	6	4	2
14	Mixed batteries and rechargeable batteries	-	1	1	0	0
16	Isocyanate waste (080501*)					2
Total		1550	1772	1901	2045	2062

Nr.	Designation	Waste for disposal [t]				
		2013	2014	2015	2016	2017
5	Mixed municipal waste / mixed refuse	33	35	0	0	0
14	Extraction and filtration materials	2	4	4	2	4
15	Building rubble	68	0	0	130	5
17	Polyol waste (070208*)					3
Total		103	39	4	132	12

6.2.2 OUTPUT

EMISSIONS DUE TO FOSSIL ENERGY SOURCES

Greenhouse gases such as CH₄, N₂O, hydrofluorocarbone, perfluorocarbone and SF₆ do not occur at Interstuhl. Negligible quantities of SO₂ 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 2017 (<0.27 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 250 tons of CO₂ annually.

Energy source	INPUT energy utilization									
	Absolute values [MWh]					Percentage [%]				
	2013	2014	2015	2016	2017	2013	2014	2015	2016	2017
Fuel oil	5.130	3.872	3.766	3.992	3.690	41	35	34	33	28
Electricity	3.287	3.220	3.162	3.171	3.265	27	29	29	25	25
District heating	0	0	174	444	542	0	0	2	4	4
Motor fuel										
• Business trips / servicing and in-house fleet	2.104	1.947	1.975	2.502	1.678	17	18	18	21	26
• Transport (external sales with own trucks)	18	0	0	0	0	0	0	0	0	0
• Employee journeys	1.844	1.886	1.895	2.032	3.526	15	17	17	17	17
Total	12.383	10.925	10.972	12.141	12.701	100	100	100	100	100

Energy source	OUTPUT emissions (exhaust)										SO ₂ -equivalent	Particulate PM (t)
	Absolute value CO ₂ (t)					Absolute value NO _x (t)						
	2013	2014	2015	2016	2017	2013	2014	2015	2016	2017	2017	2017
Fuel oil	1.631	1.231	1.197	1.269	1.173	0,99	0,75	0,73	0,77	0,71	1,56	0,09
Electricity	1.932	1.892	1.858	1.864	1.919	1,85	1,82	1,78	1,79	1,84	2,56	0,11
District heating	0	0	0	0	0	0	0	0	0	0	0	0
Motor fuel												
• Business trips / servicing and in-house fleet	553	512	519	790	434	1,10	1,02	1,03	1,57	0,88	1,08	0,10
• Transport (external sales with own trucks)	5	-	-	-	-	0,03	-	-	-	-	-	-
• Employee journeys	441	496	498	642	912	0,34	0,39	0,39	0,50	0,65	1,20	0,19
Total	4.561	4.131	4.072	4.564	4.438	4,31	3,97	3,93	4,63	4,07	6,39	0,49

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.

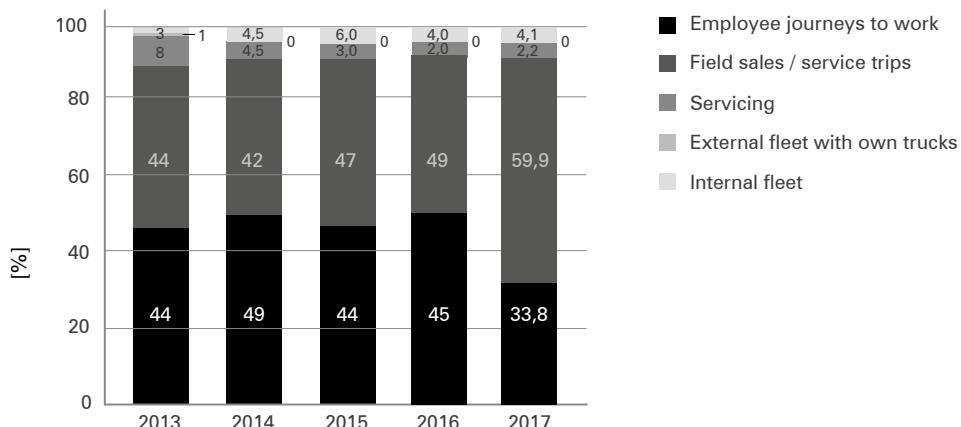
BIOLOGICAL DIVERSITY

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 BlmSchG. 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 2017). For disposal of our hazardous waste, we are able to use a collective disposal system. We periodically determine any regulations appertaining 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	2,16	3
Total chrome	mg/l	< 0,05	0,5
Zinc	mg/l	< 0,02	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 were performed in full compliance with the requirements of Regulation (EC) No. 1221/2009 in its current applicable version (EU 2017/1505).
- ▶ 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, 05.07.2018



Peter Fischer, Environmental Verifier
DE-V-0060

The deadline for submission of the next Environmental Statement is June 2019. Every Environmental Statement must be validated by the Environmental Verifier and published.



SOCIAL REPORT

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 re-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.

In 2017, for the first time, Interstuhl received the TOP 100 award, which is presented to the most innovative medium-sized companies. Interstuhl has again been nominated for this award in 2018. In April 2018, the Bertelsmann Foundation recognised Interstuhl's outstanding commitment to employees and the community by awarding the company the nationwide „Mein gutes Beispiel“ (English: „Setting a great example“) prize.

The respective jury members were particularly impressed by Interstuhl's exemplary and holistic regional commitment, along with the company's implementation of environmental protection measures across all areas. According to the jury, Interstuhl clearly demonstrates how to implement corporate responsibility and regional commitment practically, using many different approaches that benefit various local communities, and address all dimensions of sustainability (ecological, economical and social).



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

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ID 9108612714



SOCIAL REPORT

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.

- ▶ Day outing to well-known ski resorts with skiing, walking or cross-country skiing opportunities
- ▶ ADAC (General German Automobile Club) driver safety training
- ▶ Water dispenser with water bottles

Health and fitness initiatives:

- ▶ For one week every month, free fresh fruit and vegetables are made available to all employees.
- ▶ We offer weekly ergonomic back training („Rückenfit“) sessions with a professional trainer in order to prevent back problems.
- ▶ Day-long bowling competition
- ▶ Participation of our Interstuhl football team in various recreational tournaments

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

For us, well-qualified employees are the most important factor for successful, sustainable business activity. Due to the age composition in our society, maintaining

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

and developing employees' qualifications right into pension age is becoming increasingly important. Our management team is also involved in this matter, for

example by undertaking further training to become technicians or master craftsmen and master craftswomen and taking distance-learning courses, etc.



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 grant employment protection until 2022, and guarantee that we will invest at least €22 million in the Meßstetten-Tieringen site. With this policy,

we are able to ensure a consistent and steady monthly salary, to guarantee 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	Percentage of foreign employees
2016	2016
26 %	15,2 %
2017	2017
26 %	18,4 %



SOCIAL REPORT

7. DISABLED PEOPLE

Interstuhl also offers employment for disabled colleagues, who accounted for 5,7% of our workforce in 2017. 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 LEBENSHILFE 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

2016

5,0 %

2017

5,7 %

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-2018.

Blue Angel



It served as the foundation for the world's first eco-label and now sets high standards for environmentally friendly products. 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 „tested for harmful substances“ certification also proves that the level of harmful substances met not only the minimum legal requirements (e.g. Ordinance on Hazardous Substances, Regulation on Prohibited Chemicals), but also other more extensive testing requirements set by TÜV Rheinland. This test may be of particular interest to the growing number of allergy sufferers.



SOCIAL REPORT

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. Another aspect in which the company is doing well is at the nursery in Hausen am Tann, where two places are reserved for children of Interstuhl

employees between the age of six weeks and three years old. The nursery is actively supported through other measures as well, e.g. the children's lunches are cooked and paid for by Interstuhl's kitchen. In return, Interstuhl employees are provided with nursery places for their children, representing a win-win situation for all those involved.

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

In addition, Interstuhl has cooperation agreements and education partnerships with Gymnasium Meßstetten (grammar school), Haupt- und Werkrealschule (technical secondary school) Schömberg and Haupt-und Werkrealschule Hohenbergschule Albstadt.



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 Tieringen 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

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, eco-logical 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.

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, EK-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 increase 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

The company's profits have not been distributed and will not be distributed. Instead, all profit is being put back into the company as a business loan, fully available

for future investments. A detailed business plan is in place to safeguard the long-term profitability of the company.

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, financing requirement fulfilled primarily by long-term loans and an adequate overdraft facility with banks. 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 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.

5. RESILIENCE

Our business model is designed to allow sufficient flexibility to absorb even major fluctuations. This is only possible by using suitably flexible work time models, by ensuring that our fixed costs are not too high and by constructive 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 management is undertaken by the commercial managers. Senior management is given daily updates on regularly defined areas, to ensure that the relevant employees can be notified in good time of any problematic developments in order to act early with remedial measures. When necessary, we use an exchange rate hedging tool to ensure we are alerted to any currency risks in good time. The risks surrounding suppliers and purchased

parts are managed by always having a secondary supplier or secondary tools in place for critical suppliers or regions, and by ensuring these can be switched at short notice. Price is not the only deciding factor; it is also essential that a long-term and flexible supply can be assured and that the quality and environmental standards are met.

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 indepth 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.

Committee member for the Zollernalbkreis Chamber of Industry and Commerce, member of the Executive Board of the Interior Business Association e.V. (IBA / Industrieverband Büro und Arbeitswelt e.V.), member of the Foundation for Family Businesses (Stiftung Familienunternehmen), and member of the TÜV Rheinland Advisory Board for Furniture.



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.

Headquarters

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

Subsidiaries

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

Interstuhl Spain 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 Inc.
222 Merchandise Mart - suite 341
Chicago, IL 60654, USA
Phone +1 (312) 385-0240
sales@interstuhl.de

Interstuhl LATAM S.A. de C.V.
Ejército Nacional 598, 1er piso
Col. Polanco IV Sección
Del. Miguel Hidalgo
C.P. 11550, Ciudad de México, México
Phone +52 55 7588 3900
informx@interstuhl.com

Interstuhl Furniture Co., Ltd.
Workshop No. 12, No. 533, Yuanzhong Road,
Huiyan Town, PuDong New District,
Shanghai, VR China 201300
Phone: +86 21-5818 7290 #108
china@interstuhl.com

Sales offices

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

Interstuhl in Scandinavia
Kongevejen 400D
2840 Holte, Denmark
Phone +45 32 52 97 40
Fax +45 32 52 97 42
scandinavia@interstuhl.com

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

Interstuhl in GCC
JBC 5, App. 2204 – 2205
JLT, Cluster W, Dubai, UAE
Phone +971 4 454 7660
Fax +971 4 454 7670
gcc@interstuhl.com

Find our international partners on
interstuhl.com/worldwide



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