



**2015**

**Environmental  
Health & Safety  
Annual Report**

**Knoll**

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Clean Water

*Each year Knoll sponsors an Environmental Health and Safety Art Contest at the Upper Perkiomen Middle School in East Greenville, Pennsylvania. Some of the winning entries from the 2015 contest, chosen by professional artists, illustrate this report.*

# From the CEO

This is the 22nd Annual Environmental Health & Safety Report published by Knoll, Inc. (“Knoll” or the “Company”). We make this information public to inform our customers, employees, vendors, and partners about our organizational values and to highlight our progress towards sustainability.

At Knoll, it is our vision to provide products that improve the quality of work, life, and the environment. We live this vision by being active stewards of the environment.

Knoll associates are committed to developing solutions that impact sustainable growth by conserving our natural resources, developing energy-efficient processes, diverting waste generated from operations and products, and protecting the health and safety of our associates and the communities in which we work.

We are guided by three key areas of focus:

- Providing sustainable products and solutions that help our customers achieve the highest level of sustainable performance in the workplace.
- Improving our own environmental footprint by continually reducing greenhouse gas (GHG) emissions, consumption of water, and by diverting waste from landfill disposal.
- Reporting progress toward our goals in a transparent and consistent manner.

Our diverse product portfolio affords our customers the opportunity to improve performance in the built environment. Products that contribute to sustainable development include our GREENGUARD Children & Schools<sup>SM</sup> certified Generation<sup>®</sup> and Remix<sup>®</sup> families of chairs, and our BIFMA Level 3 certified Antenna<sup>®</sup> Workspaces open plan and private office products, amongst many others.

We are proud that we engage our employees in our approach to sustainability, from design and manufacturing to community outreach. And we continue to partner with leading institutions and thought leaders to focus on the “net positive” impact that our business, technologies and people can make. For nearly 80 years, Knoll has been thinking about how people interact with their environments and how these spaces impact what they do. Our stewardship of the environment is a natural extension of this credo.

Andrew Cogan  
Chief Executive Officer

# Highlights from 37 (1978–2015) years of Sustainable Design

## 1978

We hire a full-time environmental engineer and redesign the wastewater treatment plant at our East Greenville, PA facility, in order to reduce harmful effluents.

## 1984

We set a goal to eliminate VOCs (Volatile Organic Compounds) from all manufacturing operations. Today, Knoll is more than 95% VOC-free.

## 1986

Our Lubin manufacturing facility in East Greenville is completed. This environmentally advanced building, designed for sustainability, earned LEED® Gold in 2004.

## 1988

We work with a consultant to inaugurate emissions testing of office furniture in a protocol that is the precursor of UL GREENGUARD.

## 1993

Our Bulldog® Chair is developed and manufactured using clean technology from start to finish, including returnable and reusable packaging.

## 1996

We are the first major OEM to make panel fabrics from 100% producer-colored polyester fibers that are completely recyclable, use benign pigments, and produce no effluents.

## 1998

We are the first U.S. OEM to receive ISO14000 Standard for Environmental Management Systems certification.

## 2005

Our East Greenville facility is designated OSHA VPP Star Site for the first time.

## 2006-2009

We join The Clinton Global Initiative and, with capital investments of more than \$2 million, increased CO2 reduction beyond the 10% reduction goal.

## 2009

Generation by Knoll® becomes the first product in the contract furniture industry to earn SMaRT® Sustainable Platinum certification.

## 2010

We are the first contract furniture company to earn BIFMA level® 3 in multiple product categories for Knoll Dividends Horizon®, Antenna® Workspaces and Autostrada® systems, Generation by Knoll and MultiGeneration by Knoll® chairs, Calibre® storage, and Reff® wood casegoods.

## 2011

Our Full Circle Program, the first of its type in the industry and developed in partnership with the non-profit ANEW, diverts 326.1 tons of decommissioned furniture, fixtures, and equipment from landfill through resale, repurpose, recycling, or the conversion of waste to energy.

## 2012

Our Boston Showroom is awarded LEED® Platinum certification, raising the total number of Knoll LEED certified facilities to 11.

## 2014

Our East Greenville facility goes landfill-free. Retail and corporate facilities in New York and San Francisco achieve LEED certification, bringing the total number of Knoll LEED certified spaces to 14.

## 2015

Our Grand Rapids operations achieves a landfill diversion rate greater than 98%, joining our East Greenville facility in its pursuit of landfill-free manufacturing.



## Report Profile

Knoll North America reports our performance on an annual basis with the most recent report issued in 2014. This report provides information on our performance for the calendar year 2015.

Our 2015 EHS Annual Report follows the 'Core' option in accordance with the GRI Standard. The Core option contains the essential elements

of a sustainability report and provides the background against which we as an organization communicate the impacts of our economic, social, environmental, and governance performance.

Although not currently externally assured, Knoll recognizes the benefits and virtues of having our reports externally validated. We aim to

meet all G4 Core reporting standards for 2016 and to have our report externally assured in the future.

Should the reader have any questions regarding our report, our Sustainability Coordinator is available via email at [sustainability@knoll.com](mailto:sustainability@knoll.com).



## Introduction

In 2015, Knoll continued to pursue many facets of sustainability in multiple areas of our business. Our guiding principles allow us to focus on key practices that offer the most comprehensive and promising approach to reducing the environmental footprint of our manufacturing, products, facilities, and business operations.

Knoll achieves this through a range of rigorous standards, such as those incorporated into our product Life Cycle Assessments, as well as third-party certifications from recognized organizations including BIFMA level®, UL GREENGUARD, and the USGBC's LEED program.

Knoll continues to pursue the goal of zero waste when it

comes to Our Facilities and Our Processes. In 2015, we diverted 92% of our waste from landfills.

Knoll also prioritizes a focus on Community. Through various social equity practices, we act responsibly to give back to our associates and the places in which we do business.



## The Principles That Guide Us

### “The Knoll 8”

Knoll creates workplaces and homes that inspire, evolve, and endure. The success of this vision is based on a holistic understanding of how people live, work, and interact with their environment. We bring this knowledge to bear on all of our work—from product design and manufacturing techniques to employment practices and service to the community—to support a sustainable world.

Early on, Knoll articulated the **foundational principles that shape our culture and practice of sustainability:**

1. Protection of the Biosphere
2. Sustainable Use of Natural Resources
3. Waste Reduction and Disposal
4. Conservation
5. Risk Reduction
6. Safe Products and Services
7. Environmental Restoration
8. Informing the Public

Guided by these “Knoll 8”, we have developed new processes, analytic tools, and management philosophies to make our business sustainable. We know that transparency and knowledge sharing are essential to this goal. To this end, we work with third-party certifiers to approve our practices, and then share those results with the public.



## How We Do It

### Design for the Environment (DfE) — establishes standards

DfE means that Knoll products are imagined, designed, and manufactured with the environment in mind. The program sets criteria for embodied energy and emissions of materials, defines a minimum for recycled content, and mandates low energy consumption and the use of clean technology in manufacturing. When we source new materials, suppliers must provide us with documentation regarding their material sources, chemical constituents, and manufacturing locations. Furthermore, we request details of any post-consumer and post-industrial recycled contents.

### Life Cycle Assessment (LCA) — measures impacts

We use powerful software-based tools to evaluate the entire life cycle of a product, from raw materials extraction to what happens at the end of the product's useful life. This holistic vision of environmental impact means that we can adjust designs, materials, or production processes to maximize sustainability. Knoll structures its LCA process in three phases, collecting three large sets of data:

1. **Cradle to Gate**, which includes supply chain inputs, from raw materials extraction to transportation and secondary manufacture of parts purchased by Knoll.
2. **Gate to Gate**, which measures the processes that turn materials and parts into finished products.
3. **Gate to Grave/Cradle**, which looks at what happens to a product at the end of its useful life. Our LCA process also produces transparency: we pass on the findings of our analysis to our customers

in the form of an Environmental Product Declaration (EPD), a standardized tool for communicating the environmental performance of a product. The EPD uses a consistent set of indicators to relay information about raw material acquisition, energy use, emissions, and waste generation. EPDs are third-party certified, and they help our customers earn points under the new LEED v4 standard.

Life Cycle Assessments and Environmental Product Declarations were completed for all seating products in 2015. Consumers are requesting to know full material transparency in the products they purchase. The Generation chair was the first Knoll product to acquire a Health Product Declaration in 2015. A Health Product Declaration details the materials and health risks associated with a finished product. With this HPD, consumers have the information to make informed and educated decisions on the furniture they purchase.

A goal was set for 2016 to complete LCAs and EPDs for all systems furniture.



**Third-party certification**  
*tells Knoll customers our  
commitment is serious*

**BIFMA level®**

BIFMA level is a voluntary product standard developed by the Business and Institutional Furniture Manufacturers Association to support safe, healthy, and sustainable workplaces. Products, organizations, and facilities are scored on sustainability criteria in four areas: materials, energy and atmosphere, human and ecosystem health, and social responsibility.



Certification is awarded at three levels. Knoll was the first manufacturer in the contract furniture industry to achieve level 3, the highest certification, for a systems product (Dividends Horizon®), as well as the first company in the industry to earn level 3 certification for products in multiple categories.

The following Knoll Office systems, seating, and storage products are certified at level 3:

**Systems**

- |                     |                |
|---------------------|----------------|
| Antenna® Workspaces | Morrison       |
| AutoStrada®         | Reff Profiles™ |
| Currents®           | Template®      |
| Dividends Horizon®  | Upstart®       |

**Casegoods and Storage**

- Calibre® Series 2™
- The Graham Collection

**Seating**

- Chadwick®
- EWC Pro
- Generation by Knoll®
- Life®
- Moment™
- MultiGeneration by Knoll®
- ReGeneration by Knoll®
- Remix®

The following products also achieved level 2:

- Anchor Storage
- Toboggan

**Forest Stewardship Council**

Knoll offers wood certified by The Forest Stewardship Council® (FSC), the international standard setting organization for defining and measuring a well-managed forest and providing traceability through a chain of custody certification. Knoll FSC certification (FSC® C028824) ensures that Knoll products bearing the FSC mark are manufactured with wood from forests that protect environmental, social, and economic values. FSC principles represent the industry's most rigorous standards of forest stewardship.

Our FSC Certified Standard Program covers all general office plan open systems, casegoods, and tables, with the exception of certain products from the KnollStudio Collection. The standard applies to the core of all Knoll products with laminate and domestic cherry, maple, oak, and walnut.



**UL GREENGUARD**

UL GREENGUARD ensures that products meet rigorous chemical emissions standards, helping reduce indoor air pollution. All Knoll North America systems and seating is UL GREENGUARD certified. A select range of Knoll products have received the UL GREENGUARD Gold certification, which imposes even more stringent standards to ensure products are acceptable for use in environments such as schools and healthcare facilities. All Knoll Office seating, Template and Calibre storage systems, Antenna and Morrison systems, and wood casegoods are UL GREENGUARD Gold certified.



Remix, launched last year, is GREENGUARD Gold certified, BIFMA level 3, and can contribute to LEED points.



## LEED®

LEED® (Leadership in Energy & Environmental Design) is the certification program of the US Green Building Council, recognizing best-in-class building strategies and practices. The latest LEED criteria include a new focus on transparent supply chains for materials and products. Knoll maintains LEED databases for all office products to facilitate LEED certification for our customers' workplaces.

To date, Knoll has fourteen facilities that are LEED certified. We incorporate the "Knoll 8" initiatives in everything we do, which allows us to achieve these certifications. All seating is manufactured in East Greenville's Lubin building which runs on 100% green energy.

Knoll LEED Certified Facilities:

Silver	Gold	Platinum
San Francisco	Atlanta	Toronto
Philadelphia	Dallas	Boston
Miami	Chicago	
New York	Washington, D.C.	
	Phoenix	
	Seattle	
	East Greenville's Lubin building	

## FULL CIRCLE

Knoll's Full Circle program worked with customers to divert more than 119 tons of office surplus from the landfill in 2015. We consider our products' environmental impact long after they leave our hands. The Knoll Full Circle program, established in 2009, is the first integrated, sustainable, end-of-life program for office furniture, fixtures, and equipment in the industry. Full Circle helps businesses resell, repurpose,



and recycle products that have reached the end of their useful life, diverting many hundreds of tons from landfills each year. The program applies to projects of all sizes, includes Knoll and non-Knoll furnishings, and encompasses all furniture, fixtures, and equipment, from desks, chairs, and workstations to carpeting and other materials. Knoll developed Full Circle in partnership with ANEW, a national non-profit foundation dedicated to extending the life cycle of office furniture and equipment in a socially and environmentally responsible way.

## Completed 2015 Full Circle Projects

Project Name	Year	Solution	Total Tons Diverted
Ameriprise Financial	2015	Repurpose	6.79
Broussard Group – Harland Clarke	2015	Repurpose+Resale	112.5



## Waste Minimization — Our Facilities/Our Processes

### The Numbers (Table I)\*

#### 2015 CO2 Emissions (mT)

Scope 1**	23,898
Scope 2***	147,388

#### Water Use (m3)

Total	158,611
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#### Non-Hazardous Solid Waste (Tons)

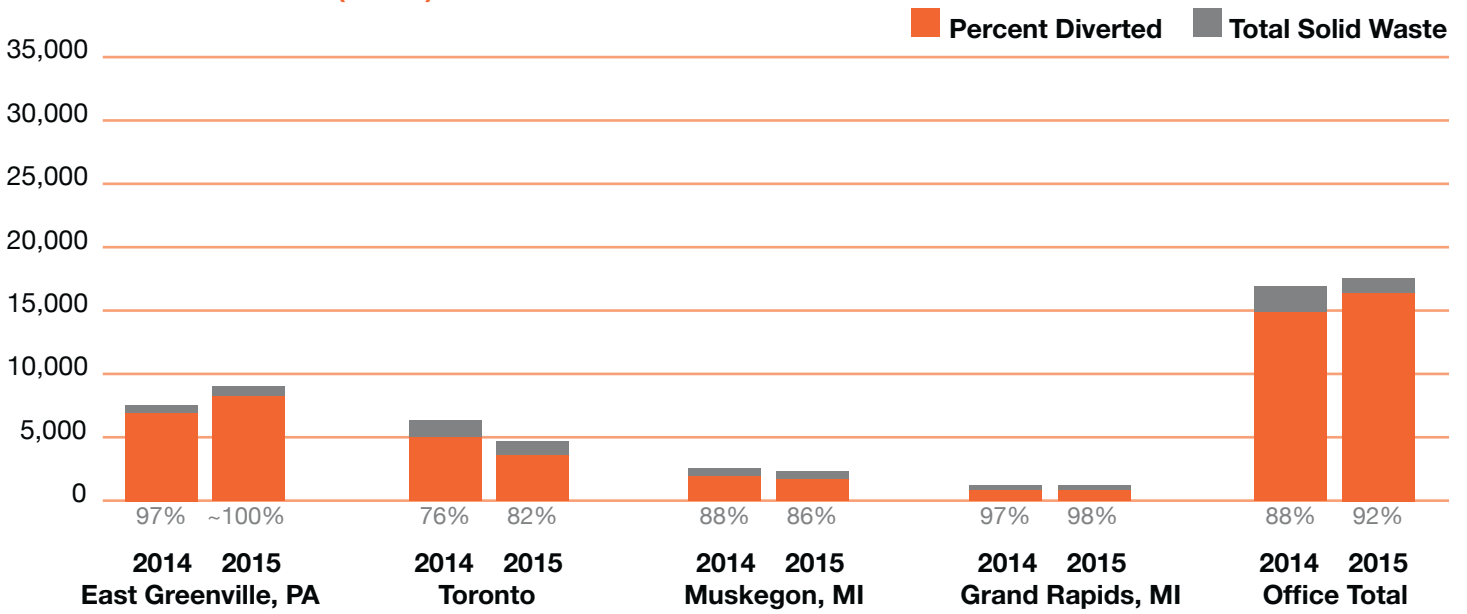
Total	17,003.86
Recycled/ Reused or W2E:	15,788.55 (92%)
Landfill	1,215.01 (8%)

\* These numbers represent the activities of Knoll North American Office facilities. They do not include the activities of KnollStudio, KnollTextiles, Spinneybeck, Edelman, or Holly Hunt, which are separate business units.

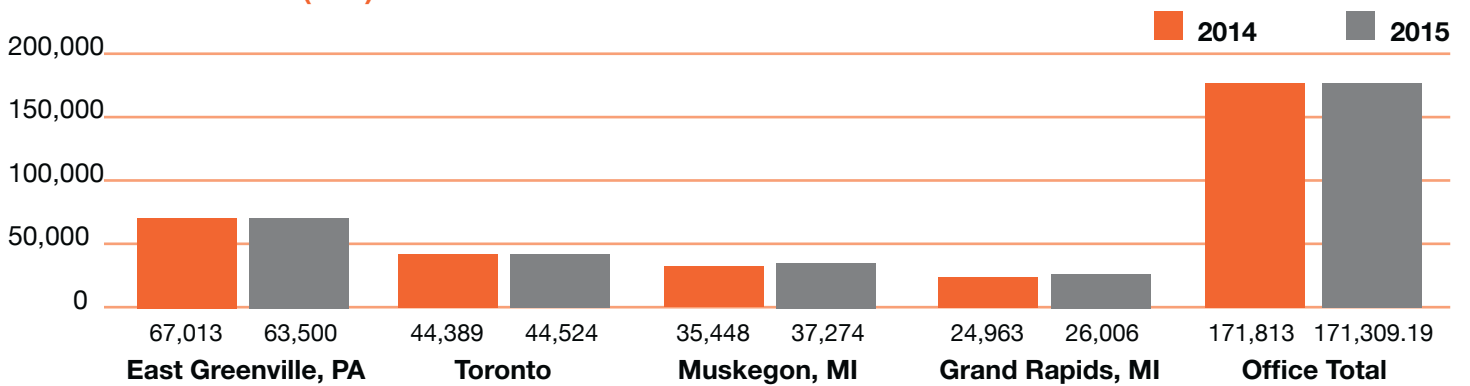
\*\* Scope 1: Greenhouse gas emissions resulting from the direct combustion of fuels at Knoll's North American manufacturing facilities.

\*\*\* Scope 2: Greenhouse gas emissions from the purchased electricity brought into the organizational boundary of our North American manufacturing facilities.

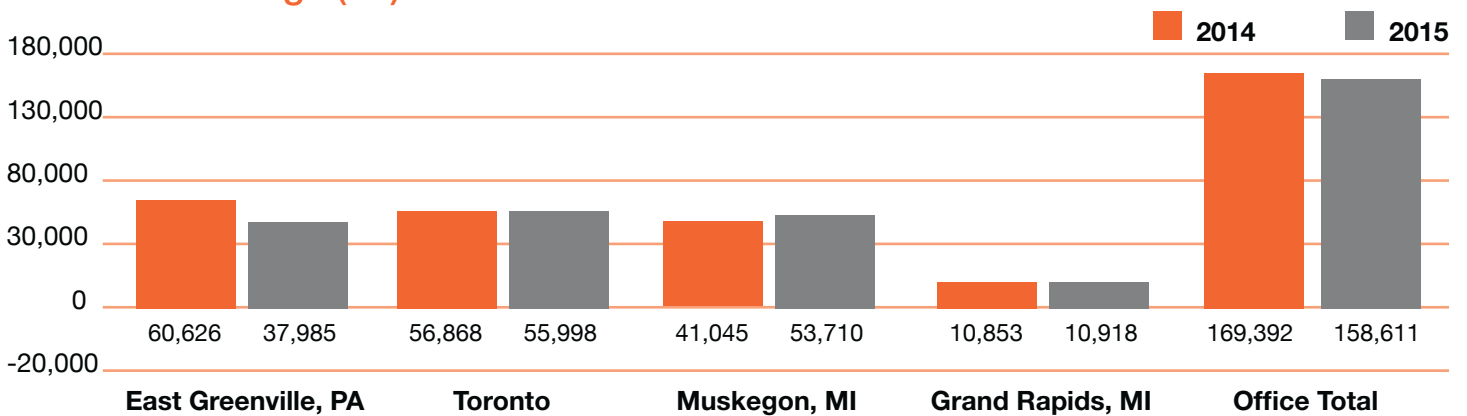
## Knoll Office Waste (Tons)



## Knoll GHG Co2e (mT)



## Knoll Water Usage (m<sup>3</sup>)



## Conservation

We aim to be a zero-waste organization, and we continue to get closer to accomplishing that goal. In 2015, Knoll facilities diverted 92% of waste from landfills. This means we recycled, reused, or converted to energy:

- **8,310.72 tons of wood scrap and 1,077.19 tons of sawdust**
- **186 tons of aluminum**
- **2,605 tons of steel**
- **302 tons of corrugated cardboard**
- **97.98 tons of fabric and leather**

We also value sustainability through the design of our own workspaces. Knoll has fourteen LEED certified facilities, including our 350,000 square foot Lubin Manufacturing Facility in East Greenville, Pennsylvania, which is LEED Gold Certified.

Our East Greenville on-site waste water treatment facility has been adapted to eliminate any risk of the chemically pre-treated water flowing into the local creek. Our non-contact cooling water, from our boilers, is now contained in holding tanks. The holding tanks are pumped out by our local waste vendor and the waste water is transported to a local publicly owned treatment works for safe disposal.

## Safety

Knoll uses two indicators to demonstrate our commitment to creating a safe workplace: the Total Case Incident Rate (TCIR), which records how many injuries are sustained by Knoll associates, and Days Away or Restricted Time (DART), which indicates the severity of the injuries. Knoll is consistently below the industry average of 5.10 for TCIR and 1.60 for DART (<http://www.bls.gov/>)

In 2015, the TCIR at Knoll manufacturing facilities was 1.45 incidents per 100 fulltime employees. The DART was 0.68



days per 100 full-time employees. Our 2015 figures were favorable in comparison to 2014 (TCIR -2.47/DART-1.22) and show that we continue to improve upon our practices, policies, and procedures. We continue to use our skills to discover areas of improvement and identify risks. We have set ourselves ambitious targets for 2016 that will help us along on our journey towards our ultimate goal of zero incidents.

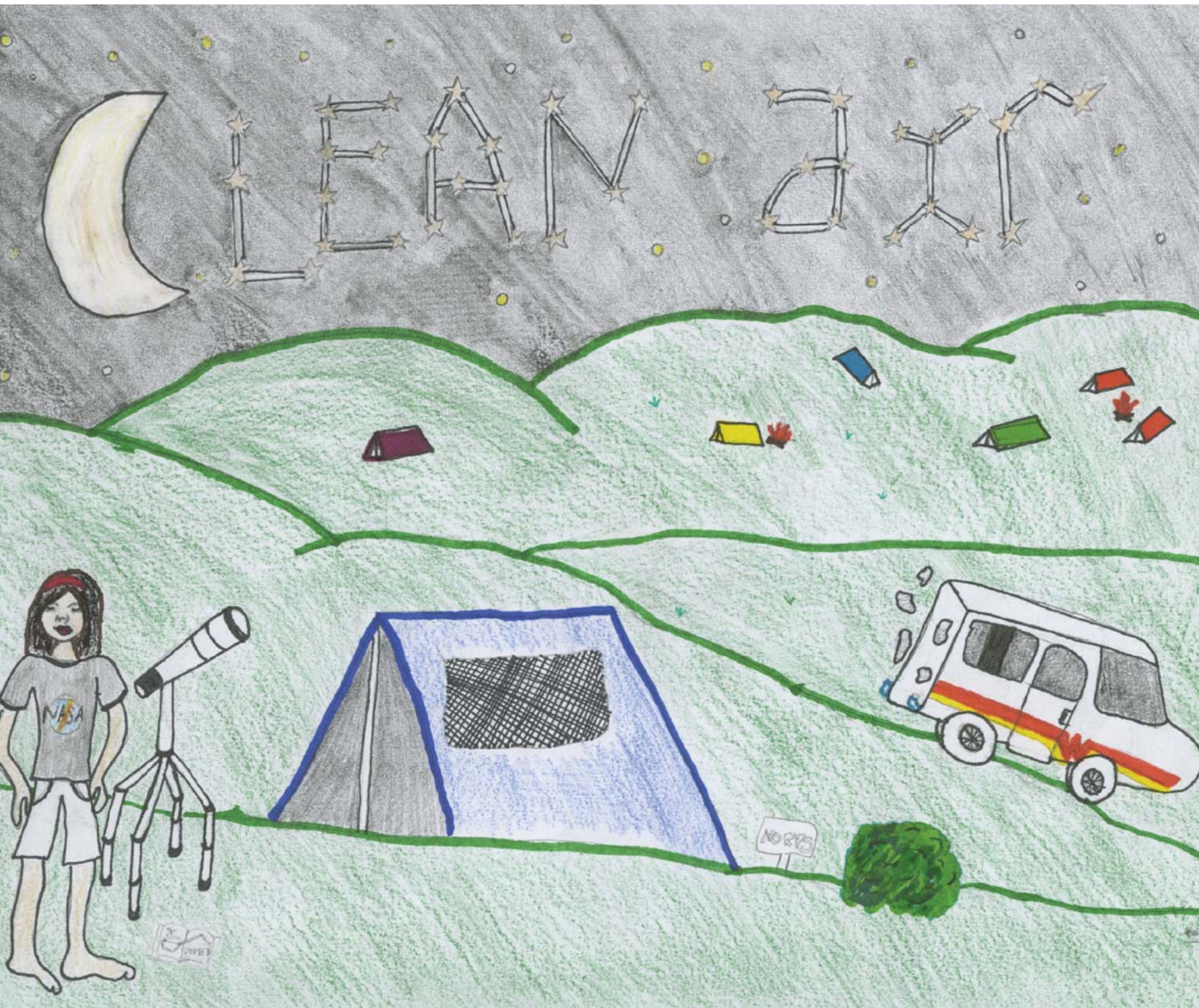
## VPP

In 2009, our East Greenville location recertified its “Star” rating under the Occupational Safety and Health Administration’s (OSHA) Voluntary Protection Program (VPP). A Star rating is the highest rating a company can obtain in OSHA’s premier partnership program. To achieve this rating, our East Greenville site demonstrated a comprehensive safety and health process with a strong management leadership, included all employees as active participants, and ensured an injury rate substantially below the average for the industry. The Star rating allows us to join an elite and exclusive group of less than 2,500 companies nationwide that have demonstrated the dedication and commitment to safety.

## Health

Knoll is dedicated to the health and happiness of its associates. In 2015 we initiated multiple programs to achieve this goal. A principal initiative was the Virgin Pulse Healthy Living plan, which encourages associates to make healthier decisions in their everyday lives to ensure a long and happy life with their families. We believe that in order to be healthy, you need to take time for yourself every day.

Our associates walked over **1 million** steps in 2015. Knoll also participates in the American Heart Association’s Walk at Lunch Day every year. As with many businesses today, we understand that travel is a part of many jobs, so we try to make it easy for all associates to access health initiatives and information via our own healthy living website. Our website is dedicated to bringing information on health topics, access to stretching, and yoga for easy access, regardless of location.



## Social Responsibility

We support strong, sustainable, and equitable communities wherever our work takes us—from our Pennsylvania headquarters to the furthest ends of our supply chains. At the facility level, Knoll participates in community events, supports local not-for-profit organizations, and opens its doors to members of the community to provide various services. Free flu shots were provided at all US

facilities to thousands of employees and family members.

Globally, the Knoll commitment to social equity is reflected in our supply chain: we carefully vet all of our vendors and refuse to conduct business with those who use child labor or engage in other predatory labor practices. For example, we choose as partners FSC and the Rainforest Alliance, which work with local residents

and indigenous peoples in areas where natural resources having financial value place people at risk of exploitation or self-destructive resource harvesting. FSC puts people on the ground to teach about managing forests and securing resources to provide income for the long-term.

The following are further examples of our dedication to social responsibility:

## Stream Clean Up & Community Outreach

Each year Knoll East Greenville associates volunteer to clean up the Perkiomen Creek, which lies across from the plant. As a staple of East Greenville's landscape, the Perkiomen Creek gives way to many recreational activities as it flows 38 miles into the Schuylkill River. Knoll wants to keep it as beautiful as we can. Annually, a group of Knoll associates lead by Rachel Miley and Jessica Ahlquist walk a two mile stretch of the river with trash bags in hand, looking for anything that does not belong in the natural environment. In 2015 we pulled four tires and over 15 bags of trash out of the stream. Pictured below are volunteers who stuck around for a photo.



Jessica also visited the local Kindergarten on Earth Day to talk to children about littering into streams. The children learned about what happens when trash is thrown into waterways, and discussed ways to avoid it. The children were able to see the difference between clean water and water polluted by trash. They drew comparative pictures to detail what they saw and how they avoid littering.



## Art Contest

Upper Perkiomen (PA) Middle School participates in our annual art contest. Throughout the year they learn about different subjects that touch environmental, health, and safety topics. Toward the end of the year, students are challenged to illustrate what they have learned throughout the year. Faculty from Penn State's Art Department judge the students' illustrations to pick a winner of each category, an overall winner, and a runner up. You can find the winners' illustrations throughout this report.

## Go Red Campaign

Heart attacks are the number one cause of death in women. The Go Red for Women Campaign raises money to bring awareness to this sobering fact. Knoll donated over \$15,000 to the American Heart Association in 2015. Contributions were raised through multiple raffles throughout the year. Knoll also participates in the Go Red for Women Campaign Luncheon each year. Benefits Manager, Wayne Nemath, leads the campaign for Knoll Inc.

## United Way

Tom Shields leads the Knoll United Way campaign. He has a core committee that puts together campaigns and themes each year to keep the fun in fundraising. The United Way committee organizes trivia days, raffles, and carnival games that associates can participate in during breaks. Our 2015 theme was "Recognizing Everyday Heroes." Heroes included police, firemen, paramedics, military, teachers, and more. Everyone was encouraged to dress up as their favorite everyday hero. The best costume received a prize. Knoll raised over \$101,000 last year for the United Way.

## Relay for Life

Relay for Life is an organization that raises money for cancer awareness. Knoll East Greenville has been donating to Relay for Life for 17 years. It is a yearlong event through various bake and hoagie sales. Each year, Knoll sponsors and participates in the walk-a-thon. Karen Moatz leads our team by organizing and planning all events. In 2015, we donated \$12,000 to Relay for Life.



## Blood Drive

Miller Keystone Blood Center comes to Knoll East Greenville, PA multiple times a year to host blood drives. Every two seconds, someone in the United States requires a blood transfusion. In 2015, a local father and son were injured in an ATV accident resulting in multiple blood transfusions for both. Knoll donated over 150 units of blood that year. Knoll's corporate health nurse, Susan Collins, does a great job organizing each event and thinking of new and exciting incentives to get associates involved.

## Scholarship Program

The Knoll Educational Scholarship Program is open to all full and part-time Knoll Associates. Knoll established the scholarship program to assist associates' children and grandchildren who plan to continue their education in college, university, or vocational school programs. The scholarship program is administered by Scholarship Management Services. Awards are granted without regard to race, color, creed, religion, sexual orientation, gender, disability, or national origin. Students may receive the award up to four times total. Awards are for undergraduate study only. In 2015, Knoll awarded over \$150,000 in scholarships.



## Santa Claus Girls

Knoll Grand Rapids serves as the location for this local charity aimed at bringing Santa Claus to children 12 years of age and under, living within the limits of Kent County, who otherwise might not know the joys of Christmas. To this end, gifts from major donors are wrapped, packaged by age and gender, and delivered by local volunteers, including Knoll Grand Rapids associates.

## Other Events

In 2015, Knoll participated in many charities and events to give back to the community. Muskegon organized a donation competition between departments to see who could collect the most hats and scarves. Those collections were then taken to the Salvation Army to be distributed to children in need. The Knoll Grand Rapids quality team helped build an outdoor area for the retirement community across the street. Knoll East Greenville held multiple drives for canned food, toys, and turkeys to be donated to local shelters and food banks. Knoll also donated over \$1,600 to breast cancer awareness through T-shirt sales.



## Table II: General Standard Disclosures

### Strategy and Analysis

G4-1	Statement from CEO	EHS
G4-2	Description of key impacts, risks, and opportunities	EHS

### Organizational Profile

G4-3	Name of organization	EHS
G4-4	Primary brands, products, and services	AR 3-13
G4-5	Location of headquarters	AR Inside back cover
G4-6	Number of countries where the organization operates, and names of countries with major operations	AR 12
G4-7	Nature of ownership and legal form	AR 9-10, 12
G4-8	Markets served	AR 9-10, 12
G4-9	Scale of organization	
G4-10	Employee metrics	
G4-11	Percent of employees covered by collective bargaining	AR 13, 65
G4-12	Organization's supply chain	AR 11
G4-13	Significant changes during reporting period	

### Identified Material Aspects and Boundaries

G4-17	a. List all entities included in the organization's consolidated financial statements or equivalent documents. b. Report whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report.	AR 112 EHS
G4-19	Material Aspects	Table III
G4-20	Aspect boundaries within the organization	Table III
G4-21	Aspect boundaries outside the organization	Table III

<sup>1</sup> <http://phx.corporate-ir.net/phoenix.zhtml?c=66169&p=irol-reportsannual>

### Report Profile

G4-28	Reporting period	EHS
G4-29	Date of most recent report	EHS
G4-30	Reporting cycle	EHS
G4-31	Contact for questions	EHS
G4-32	Disclosure table	Table II

### Ethics and Integrity

G4-56	Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.	See "Code of Ethics," available online
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## Table III: Specific Standard Disclosures

### Economic

<b>Aspect: Economic Performance</b>		
G4-EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, etc.	AR 45-91
G4-EC3	Benefit plan obligations	AR 19, 40-41, 55-56, 70-74

### Environmental

<b>Aspect: Materials</b>		
G4-EN1	Report the total weight or volume of materials that are used to produce and package the organization's primary products and services during the reporting period, by: Non-renewable materials used Renewable materials used	Table I
G4-EN2	Percent materials used that are recycled	Table I
<b>Aspect: Water</b>		
G4-EN8	Total water withdrawal	Table I
Gr-EN10	Percentage and total volume of water recycled and reused	Table I
<b>Aspect: Emissions</b>		
G4-EN15	Direct Greenhouse Gas Emissions (Scope 1)	Table I
G4-EN16	Indirect Greenhouse Gas Emissions (Scope (2))	Table I
<b>Aspect: Effluents and Waste</b>		
G4-EN23	Total weight of waste by type and disposal method	Table I

### Social

<b>Aspect: Occupational Health and Safety</b>		
G4-LA6	Injury rates	EHS

