

A child-like drawing of a landscape. On the left, there is a large tree with a brown trunk and green foliage. In the center, there is a green hill. On the right, there is a large, multi-colored rainbow arching across the sky. Below the rainbow, there is a grey, rocky area with several colorful shapes (blue, red, orange, green) that look like small structures or objects. The background is a light blue sky with some faint, wavy lines.

**Knoll**

**2014**

**Environmental  
Health & Safety  
Annual Report**



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This is the 21st 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.



“As we continue to pioneer products for inspiring workspaces worldwide, our sustainability standards inform our product development activities and shape the processes of the Knoll facilities that produce them”

—Andrew Cogan, Knoll CEO

*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 2014 contest, chosen by professional artists, illustrate this report.*

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# Highlights from 36 years of Sustainable Design

## 1978

Knoll hires a full-time environmental engineer and redesigns the wastewater treatment plant at its East Greenville, PA facility, in order to reduce harmful effluents.

## 1984

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

## 1986

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

## 1988

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

## 1993

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

## 1996

Knoll is 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

Knoll is the first U.S. OEM to receive ISO14000 Standard for Environmental Management Systems certification.

## 2005

Knoll's East Greenville facility is designated OSHA VPP Star Site for the first time.

## 2006-2009

Knoll joins The Clinton Global Initiative and, with capital investments of more than \$2 million, increases CO<sub>2</sub> reduction beyond the 10% reduction goal.

## 2009

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

## 2010

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

## 2011

Knoll's 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

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

## 2014

Knoll's East Greenville facility goes landfill-free.

Retail and corporate facilities in New York and San Francisco achieve LEED certification, bringing total Knoll LEED certified spaces to 14.





# INTRODUCTION

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In 2014, Knoll continued to pursue the many facets of sustainability in multiple areas of our business. The eight *Principals That Guide Us* 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. *How We Do It* is through a range of rigorous standards, such as those incorporated into our product Live Cycle Assessments, as well as third-party certifications from recognized organizations including BIFMA level®, UL GREENGUARD, and the USGBC's LEED program. Knoll aims to achieve the goal of zero waste when it comes to *Our Facilities* and *Our Processes*. In 2014, 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.



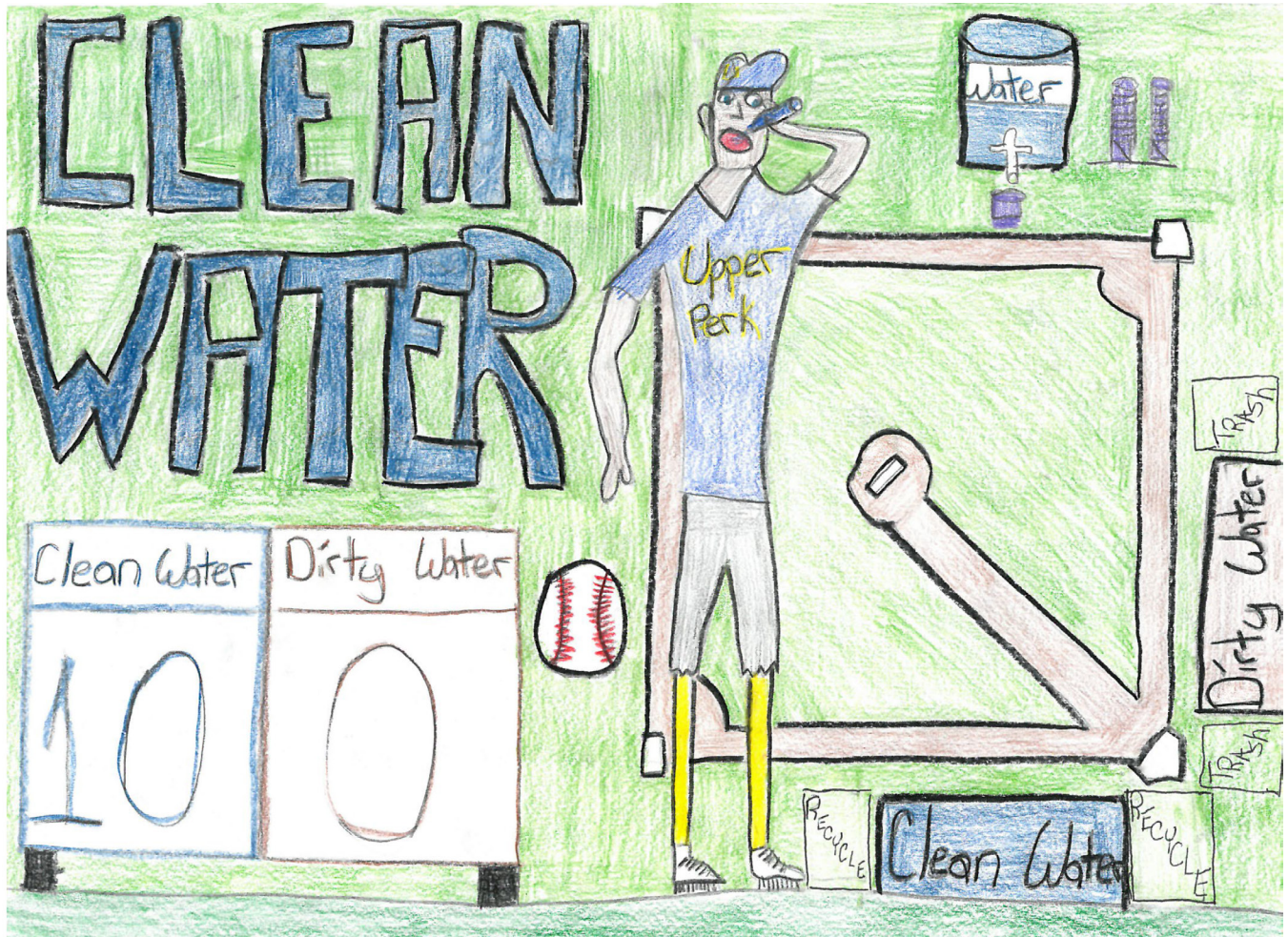


## ONE

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# The Principles That Guide Us





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.



Sustainable Use  
of Resources



## TWO

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# How We Do It



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

DfE means that Knoll's 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.

DfE requires sustainability down our entire supply chain. When Knoll explores working with a new vendor, we document their sustainability practices and then have those practices reviewed by third-party auditors. When we source new materials, suppliers must provide us with documentation regarding their sources, as well as data on any post-consumer and post-industrial recycled contents.



## Life Cycle Assessment (LCA) measures impacts.

We use powerful computer 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* includes supply chain inputs, from raw materials extraction to transportation and secondary manufacture of parts purchased by Knoll.
2. *Gate to Gate* measures the processes that turn materials and parts into finished products.
3. *Gate to Grave/Cradle* 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.

**Third-party certification** tells our customers that Knoll's commitment is serious.

### BIFMA level®

The BIFMA level standard 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 the highest certification level 3 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 system, seating, and storage products were certified at level 3 in 2014:

### Systems

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

### Casegoods and Storage

Calibre®  
Series 2™  
The Graham Collection

### Seating

Chadwick®  
EWC  
Generation by Knoll®  
Life®  
Moment™  
MultiGeneration by Knoll®  
ReGeneration by Knoll®  
Remix®  
RPM®  
Sapper

## Forest Stewardship Council

Curbing deforestation is essential to combating climate change. For more than a decade, we have been developing supply chains that enable us to verify where our wood comes from and how it is harvested. Today, 95% of the wood we use is certified by the Forest Stewardship Council (FSC), the international standard-setting body for sustainable wood. We have led the industry in making sustainable wood the norm: FSC wood is not a more expensive option in Knoll furniture. It comes standard.

Today, Knoll is one of the largest contract suppliers of FSC-certified furniture in North America, as well as one of the largest commercial manufacturers of FSC products in the world.



## 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.





## 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.



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## FULL CIRCLE

Knoll's Full Circle program worked with customers to divert more than 1,132 tons of office surplus from the landfill in 2014.

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.



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## Furnishing Healthier Hospitals

In the fall of 2014, the Healthier Hospital Initiative (HHI) convened leaders from the furniture industry to discuss a new effort to improve the built environment in hospitals and other facilities across the country.

This group of health care leaders challenged us to document exactly which chemicals are contained in our products so that customers can choose furniture and materials that meet the Initiative's healthy interiors goal.

By the end of 2014, we were able to certify that a wide range of Knoll's office systems and all of Knoll North America's office seating can be ordered to comply with HHI standards.

How did we do it so quickly? Carol Crane, Knoll's vice president for health-care and higher education, explains: "We had an edge. Our long history of sustainable design means we know how to verify supply chains quickly and effectively. And so we can say with confidence, 'We provide products that are high quality, sustainable, and safe.'"

This "Safer Chemical Challenge" reflects a trend: more and more clients from across industries demand chemical transparency. Knoll provides it.





# WASTE MINIMIZATION



## THREE

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# Our Facilities Our Processes



## The Numbers (Table I)\*

	2014
<b>CO2 Emissions (Tons)</b>	
Scope 1	18,171
Scope 2	36,108
<b>Water Use (Gallons)</b>	
Total	34,544,479
Recycled	xxxx (xx%)
<b>Non-Hazardous Solid Waste (Tons)</b>	
Landfill	1,287 (8%)
Recycled	5,538 (34%)
Waste to Energy	9,577 (58%)
Total	16,402
<b>Material Use (Tons)</b>	
Total	xxxxx
Recycled	xxxx (xx%)
<b>Hazardous Liquid Waste (Gallons)</b>	
	<b>13,786</b>
<b>Hazardous Solid Waste (Tons)</b>	
	<b>36</b>

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

## Conservation

We aim to be a zero-waste organization, and we are close to accomplishing that goal. In 2014, Knoll facilities diverted 92% of waste from landfills. This means we recycled, reused, or converted to energy:

- **7,617 tons of wood scrap and 1,505 tons of sawdust**
- **124 tons of aluminum**
- **2,999 tons of steel**
- **705 tons of corrugated cardboard**
- **116 tons of paper**
- **88 tons of fabric and leather**

The benefits of conservation are measurable. Our practices resulted in:

### Paper recycling:

- 1,979 trees saved
- 814,730 gallons of water saved in processing

## Towards Zero Waste

Across North America, only eight percent of Knoll's non-hazardous waste ends up in landfills. At our East Greenville, Pennsylvania facility—where we produce all office seating, Morrison panels, and laminate work surfaces—that number is zero.

In partnership with a local vendor, our Environmental Coordinator, Rachel Koder, developed a plan to consolidate the plant's waste into two streams, and divert them both from the dump.

Before, associates working on the floor had to choose one of six different waste receptacles, each of which was processed by a different vendor with varying levels of sustainability.

Now they have just two options—recycling or trash—both of which avoid the landfill. A single-stream recycling process ensures everything that can be reused, is: trash is delivered to a nearby facility where it is converted into energy for area homes and businesses.

The system that Rachel put in place is a holistic approach to waste management, and we are working to roll it out across our facilities. The East Greenville plan brings the kind of transparency we demand from our supply chain to bear on our waste. We know exactly where every ounce of aluminum, cardboard, and laminate goes. And we know that none goes to the landfill.

### Steel recycling:\*\*

- 7,498,550 tons of iron ore saved
- 359,930 tons of limestone saved
- 4,199,188 tons of coal saved

### Aluminum recycling:\*

- 929 KWH of electricity saved

\* Based on EPA reporting standards  
([epa.gov/osw/conserve/tools/localgov/benefits](http://epa.gov/osw/conserve/tools/localgov/benefits))

\*\* American Iron and Steel Institute standards

## Our own workspaces are sustainably designed.

Knoll has 14 LEED certified workspaces, including our 350,000 square foot Lubin Manufacturing Facility in East Greenville, Pennsylvania, which is LEED Gold Certified. In 2014, three new Knoll spaces received LEED certification:

- Knoll San Francisco showroom - LEED CI Gold
- Knoll New York showroom and corporate offices - LEED CI Silver
- Knoll New York Retail Shop - LEED Gold

## Health and Safety

Two numbers demonstrate Knoll's 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 standard in both.

In 2014, the TCIR at Knoll manufacturing facilities was 2.47 incidents per 100 fulltime employees. The DART was 1.22 days per 100 fulltime employees.

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## Exceptional Safety

In 2014, our manufacturing facility in East Greenville, Pennsylvania received the highest "Star" rating from the Voluntary Protection Program of the U.S. Occupational Safety and Health Administration (OSHA).

Knoll is one of only 2,400 organizations in the country to receive this rating, which is reserved for companies that demonstrate exceptional long-term success in reducing risk and protecting the health and safety of employees. The program is based on comprehensive on-site audits and extensive interviews with employees.

Knoll is recognized as a national leader in occupational safety. Knoll's corporate safety manager, Kenneth Mueller, assists OSHA as a special government employee, helping to conduct safety audits across the country. Each October, Knoll co-hosts a Best Practice Workshop, sharing our expertise with dozens of other companies.

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**FOUR**

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# Social Responsibility

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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. For example, in 2014, more than 100 employees donated blood at Knoll’s Pennsylvania manufacturing facility. Free flu shots were provided at all North American 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 how to secure resources so they will provide income for the long-term.

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

### United Way

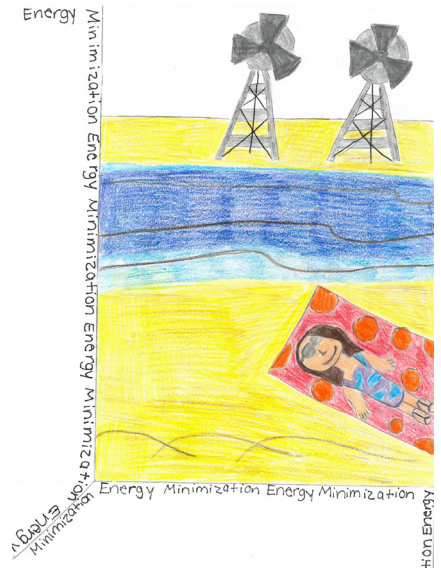
Knoll has been a major contributor to United Way. We have matched employee contributions and funds raised during special events to donate nearly \$200,000 to the organization.

### Education Scholarship Program

The Knoll Educational Scholarship Program assists dependents of Knoll associates (age 25 and under) to pursue undergraduate education in college, university or vocational school. It awards scholarships of up to \$8,000 each year for full-time study at an accredited institution of the student’s choice. Students may reapply and receive awards up to four times.

### Go Red Campaign

At our East Greenville headquarters, the Go Red campaign for women’s health featured a silent auction, luncheon, and one-mile run that raised funds for the Lehigh Valley Chapter. On the day of the event, cholesterol and blood pressure screenings were offered to people in the community along with information to help them to make healthy decisions. In partnership with the non-profit *In Ian’s Boots*, associates collected, cleaned and distributed new and gently used shoes, winter boots and soccer cleats to families in the Pennsylvania area. Partnering with Open Line of Pennsburg, Knoll associates donated gift items and assembled Christmas stockings for distribution to underserved families in the community. Associates also participated in the annual Stream Clean Up at Perkiomen Creek.





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## Special Olympics

In Muskegon, 15 hearty Knoll associates took a February Polar Plunge into Muskegon Lake, raising about \$1,200 for the Michigan Special Olympics. Muskegon facility nurse, Deb Bosma, served as a member of the Business Group for **1 in 21**, a county wide program aimed at making Muskegon the fittest county in the state. The program – a collaboration between businesses, neighborhood groups, schools and churches – provides information and incentives to promote healthy eating, exercise and other health-focused life choices.

## World Monuments Fund

Our global social responsibility efforts also include protection of the cultural assets of countries in which we do business. Knoll is the recipient of the World Monuments Fund 2013 Watch Award, which recognizes individual advocacy, activism, and significant achievement on behalf of heritage preservation. Knoll is the Founding Sponsor of World Monuments Fund's Modernism at Risk initiative and the biennial World Monuments Fund/Knoll Modernism Prize. WMF honored Knoll CEO Andrew Cogan at the Hadrian Gala in New York City on October 22, 2013, noting, "Andrew B. Cogan and Knoll exemplify the spirit of the Watch Award. Under his leadership as Chief Executive Officer, Knoll has earned the distinction as a leading supporter of great works of twentieth century architecture and received recognition for its commitment to modern and sustainable design."

## Table II: General Standard Disclosures

### Strategy and Analysis

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

### Organizational Profile

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

### Identified Material Aspects and Boundaries

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

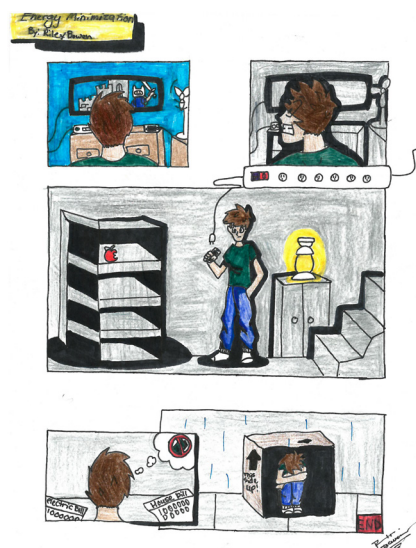
<sup>1</sup> <http://phx.corporate-ir.net/phoenix.zhtml?c=66169&p=irol-reportsannual>

### Report Profile

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

### Ethics and Integrity

<b>G4-56</b>	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 1
G4-EN2	Percent materials used that are recycled	Table 1
<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

