



Green Cross for Safety® Awards 2020 Finalist - Excellence

La-Z-Boy Manufacturing

La-Z-Boy Incorporated is the most recognized furniture brand in the world and proud to be made in America for over 94 years. With very high production demands and over 70% of orders being custom, speed is of the essence to meet the La-Z Boy brand promise of delivery within 28 days of ordering. These demands are met by skilled craftsmen who assemble and upholster each piece of furniture in lean manufacturing plants.

The residential furniture industry has traditionally been a work arena filled with multiple ergonomic challenges. In the manufacture of large, heavy products such as sofas, sofa beds, sectionals and lift chairs, the heaviest product when fully assembled is over 450lbs. This type of work historically has required extreme ergonomic postures, high repetition and forceful exertions resulting in high rates of musculoskeletal disorders coupled with higher than average workers compensation costs. An added complexity is an incentive based pay structure that rewards employees for production speed.

In 2013, La-Z-Boy committed to tackle ergonomics within the company and implement a robust ergonomics process in order to:

- Develop standards and protocols that ensure every new project, program and change is an opportunity for improvement
- Promote inclusion in manufacturing by fitting jobs to people
- Reduce ergonomic injuries by 25% within 5 years

By any measurement, the ergonomics program has been an incredible success. Between FY 14 and FY19, La-Z-Boy branded manufacturing operations have seen:

- A 64% decrease in ergonomic injury rates
- Reduced the average cost of workers compensation claims by 73%
- The average efficiency of manufacturing employees as measured by Equivalent Units Produced / Hour (EUPH) increased nearly 8%
- Reduced the number of quality events recorded in the first 90 days of a product's life by 5.5% compared to FY'16, the first year data was recorded in this manner

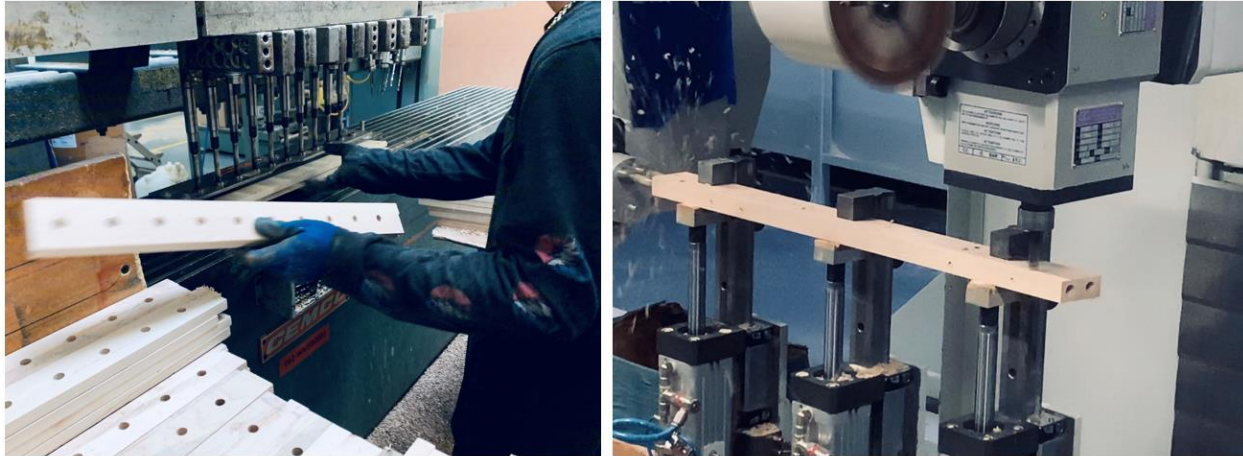
The ergonomics-focused incentive based manufacturing process has not only made employees safer, but also allowed them to earn a higher wage while doing it. La-Z-Boy wants to be the



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an **nsc** award

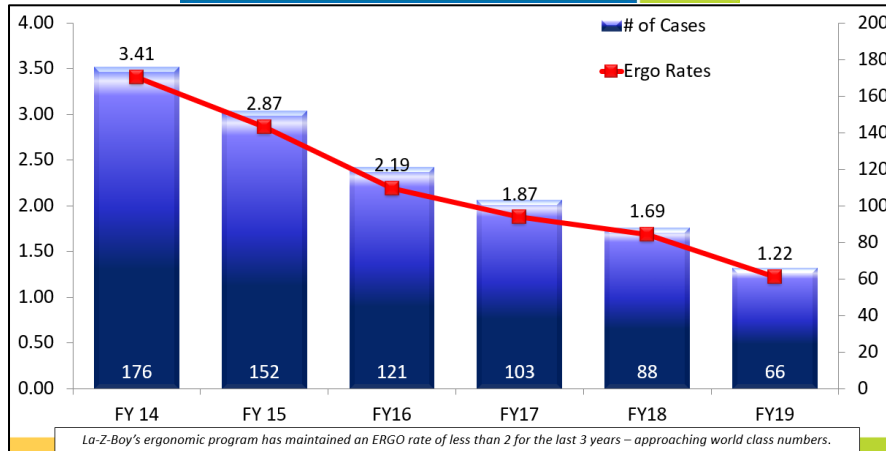
employer of choice in the communities where we do business by providing employees safe, well-paying and secure jobs. Building products can be a labor-intensive task, so we need to make building furniture as easy as possible. By putting people first, our goal is to create an inclusive environment where employees of all levels of physical capacity can earn a great wage building great products.



Shown above on left: an operator performing the task of hand feeding antiquated Ten Spindle equipment vs the Cube performing the same task on the right.



The team shown above is a high efficiency team performing their stretches with Ergonomist Sarah Spiker, Supervisor Carol Rucker and Manager Katie Gentry.



La-Z-Boy's ergonomic program has maintained an ERGO rate of less than 2 for the last 3 years – approaching world class numbers.