



J A N U S e t C i e®

Sustainability Report 2024





J A N U S e t C i e®

Sustainability Report 2024

Table of contents

Letter to our Stakeholders	4
Highlights 2024	6
Navigating the document	8
Driving design excellence (<i>General</i>)	11
JANUS et Cie at a glance	12
A snapshot of 2024 iconic products and collaborations	18
History	19
Geographical presence	20
Main activities and value chain	23
Value-driven organization	23
Our sustainability journey	24
Methodological considerations and double materiality assessment	25
Our sustainability strategy around our values	26
Governing sustainability	26
Our engagement with stakeholders	29
Our commitment to the environment (<i>Environment</i>)	30
Global sustainability context	32
Climate change: the increasing cost of inaction	36
Circular economy: shaping the furniture sector with ecodesign	41
We work to make the world better	42
Energy efficiency and emissions reduction	43
Waste management	45
Pollution	46

We lead with design	48
Sustainable materials	49
Sustainable packaging	53
Circular design	54
Building excellence together (<i>Social</i>)	56
Global sustainability context	59
People: the future of work in two main challenges	60
We rely on our members	62
Our members' well-being	64
Diversity, Equity, Inclusion and Belonging (DEIB)	67
We embrace continuous learning	68
Member training and development	70
We create value	71
Responsible value chain	73
Workers in the value chain	74
We listen to our customers	75
Service excellence	76
Product quality and safety	79
Leading with integrity (<i>Governance</i>)	80
Global sustainability context	83
Governance: increasing demand for corporate transparency on ESG	84
We honor integrity	86
Our governance	89
Business ethics and human rights	90
ESRS and GRI content index	91

Letter to our stakeholders

A year of change and possibility, 2024 pushed all of us here at JANUS et Cie to adapt, evolve, and strengthen our overall sustainability approach. The global economic landscape is evolving rapidly, impacting industries across both the United States and Europe. At the same time, the regulatory environment around sustainability is shifting, and compliance efforts slowing, which have contributed to a sense of uncertainty. In this context, **we have chosen to see this change as an opportunity to strengthen our commitment to sustainability, and position ourselves as drivers of resilience and growth, honoring our long-term values.**

An industry leader in design-driven furnishings for the outdoors, JANUS et Cie was founded in 1978, joining the **Haworth Lifestyle family** of brands in 2016. Over the years, we have expanded our reach across continents, evolving into a global, award-winning design brand offering a catalog of over 6,000 pieces—each design distinguished in concept and form. This global growth calls for greater transparency and alignment, key principles that guide our fourth sustainability report.

Within the 2024 Sustainability Report, JANUS et Cie has adopted the European Sustainability Reporting Standards (ESRS) approach, mirroring the methodology already embraced by Haworth Lifestyle. We recognize that navigating an increasingly complex global context demands a common language and shared metrics, not only to ensure compliance, but to drive informed decision-making, foster trust, and align our long-term objectives.

By aligning with the ESRS, we are building a framework that allows us to anticipate challenges, measure progress, and integrate sustainability into our business strategy in a deliberate way. **Transparency becomes a tool for learning and innovation; alignment becomes a foundation for scale and resilience.** Together, they enable us to evolve not just as a company, but as a cohesive ecosystem with one common goal: we are ready to shape the future, responsibly.

At JANUS et Cie, **our values are aligned with those of the Haworth family**: we listen to our clients, we trust in our members, we honor integrity, we embrace continuous learning, we lead with design, we create value, and we work to make the world better. These values organically intertwine with ESG principles as we believe a strong company culture is rooted in attention to client needs, member empowerment, design excellence, and environmental responsibility.

As part of this approach, we established a voluntary **DEIB Committee** in 2022 to uphold our commitment to **diversity, equity, inclusion, and belonging**. In parallel, we continue to engage both internal and external stakeholders through initiatives such as the plastic detox challenge which our brand launched as an incentive to foster behavior change that extend beyond the workplace. The initiative features a 20-tip guidebook and a two-week challenge which aims to help reduce daily plastic consumption through practical alternatives.

Our journey toward innovation and progress is made possible by those who walk alongside us: our members, clients, and partners, who share our vision of a better future. We are deeply grateful to all those who have contributed to this year's sustainability report through their insights, collaboration, and dedication.

JANUS et Cie's strength lies in our **distinct identity**, which is enriched by our connection to the broader Haworth organization. Together, we are building a future shaped by continuous learning, shared values, and meaningful impact. We invite you to explore this report to discover how we intend to move forward, building legacy for generations to come.



Bill Ward
Chief Executive Officer



Highlights

45+

years of experience, making JANUS et Cie a leader in outdoor furnishings

330+

members spanning five continents

71%

engagement score from the 2024 survey

100%

new seating products tested using BIFMA standards

≈85%

bio-based and recyclable packaging

1,091

total hours of training total hours of training provided during the year

DEIB Committee

with 36 members of JANUS et Cie

Net-Zero target

JANUS supports the Group's science-based pathway to net-zero target, prioritizing emissions reductions

14,245

pounds (7.12 tons) of material that JANUS et Cie recycled through its partnership with Shred-it and for which it was recognized with an Environmental Accomplishment Certification



Navigating the document

The **JANUS et Cie Sustainability Report** (also referred to here as “the Report”) begins with a **Letter to our Stakeholders**, a statement from CEO Bill Ward addressing all stakeholders, followed by an **Executive Summary** outlining the brand’s 2024 performance, key achievements and projects.

JANUS et Cie (hereinafter also the “brand”) is part of Haworth Lifestyle—the division of Haworth Inc. focused on luxury furniture and lifestyle. Throughout the document, Haworth Lifestyle is referred to as “the Group,” while Haworth Inc. is cited as “Haworth Inc.” or “parent Group.”

The document voluntarily follows the **European Sustainability Reporting Standards** (ESRS) and is divided into four main sections: Driving Design Excellence (General), Our Commitment to the Environment (Environment), Building Excellence Together (Social), and Leading with Integrity (Governance). Each section is further organized into thematic chapters coherent with ESRS material topics. Each topic outlines policies, objectives, KPIs and initiatives implemented throughout 2024. This structure reflects the brand’s commitment to conforming with recognized sustainability frameworks, integrating ESRS disclosure with indicators for performance measurements from the Global Reporting Initiative (GRI), along with other entity-specific information. This supports the Group to promote transparency and industry’s best practices.

The first section, **Driving Design Excellence**, introduces JANUS et Cie’s business model, mission and value chain, showcasing the brand’s global presence and portfolio and highlighting the value-driven approach that defines its unique identity.

The second section, **Our Commitment to the Environment**, focuses on climate action, energy efficiency, responsible resource management and decarbonization efforts, as well as research on innovative materials, packaging and circular design.

The third section, **Building Excellence Together**, emphasizes the brand’s commitment to people, addressing member well-being, diversity and inclusion, talent development, as well as considering workers in the value chain management and customer relationships and engagement.

The final section, **Leading with Integrity**, explores responsible business practices, including corporate governance, business ethics, risk management and human rights.

Finally, the Report concludes with the ESRS and GRI content index, ensuring transparency through a structured disclosure of key performance indicators, inspired by ESRS and GRI reporting frameworks.

This Report is part of Haworth Inc.’s broader commitment to transparency. To ensure comprehensive and structured reporting, the Report is aligned with and complemented by the following key publications.

- **Haworth Lifestyle 2024 Sustainability Report:** this Report provides in-depth insights into key sustainability topics relevant across all brands within the Haworth Lifestyle portfolio. The Report can be accessed at the following [link](#).
- **Haworth Inc. 2024 CSR Report:** this publication covers material topics within the parent company Haworth Inc., including brands and initiatives outside the scope of Haworth Lifestyle. It offers a holistic perspective on the parent company’s global sustainability strategy. This Report can be accessed at the following [link](#).





JANUS et Cie at a glance

Founded in 1978 in West Hollywood by Janice Feldman, JANUS et Cie has established itself as the North American leader in premium outdoor furniture.

Over the years, the brand emerged at the heart of the famed indoor-outdoor modernist architecture movement, identifying and driving demand for premium outdoor furnishings in an underserved market. As part of the Haworth Lifestyle family of companies, JANUS et Cie serves commercial, hospitality, marine and residential clients through a targeted focus on outstanding quality, superior craftsmanship and unparalleled service.

The brand's transformation from distributor to award-winning design brand is proof of its sustained creative drive and strategic vision. Collaborations with renowned designers including Philippe Starck, Patricia Urquiola, Piero Lissoni, André Fu, Paola Navone, Sebastian Herkner and Patrick Norguet reflect the brand's commitment to innovative design excellence. This collaborative approach has resulted

in a diversified catalog of **over 6,000+ pieces**, each with a distinct concept and form, encompassing furniture, decorative accessories and performance textiles.

By 2024, JANUS et Cie had earned **202 juried product design awards**, including multiple Red Dot and Good Design honors, establishing significant milestones in design recognition. Notable recent accolades include the Red Dot Award (2024) for the Serengeti Sofa 2 Seat with Canopy by Philippe Starck, multiple GOOD DESIGN® Awards (2024) for products including Osprey Sofas, the Heron Lounge Chair, Tahoe ADA Dining Tables, Chill Benches and the Ria Open Weave Armchair, and the MetropolisLikes at NeoCon Award (2024) for the Chill collection in the Outdoor category.



A snapshot of 2024 iconic products and collaborations

Through strategic partnerships, JANUS et Cie plays a pivotal role in elevating and emphasizing the significance of designers and design at-large. These efforts in forging partnerships are driven by a desire to enrich the broader community with culture and knowledge, in the belief that design excellence is a shared asset that enriches society.

Gina Collection

In 2024, JANUS et Cie launched tables in the Gina collection in a Natural finish, designed in collaboration with Piero Lissoni—a renowned architect, designer, and art director, and one of the most respected figures in contemporary Italian furniture design.

The Gina collection is a comprehensive ensemble of sophisticated dining and lounge elements, characterized by sensuous contours and sleek lines, precisely executed in harmonious proportion across a refined palette of soft neutrals.



History

JANUS et Cie's timeline



1978

JANUS et Cie is founded by Janice Feldman and opens its first showroom in West Hollywood, bringing California's indoor/outdoor lifestyle to the residential, hospitality and commercial sectors around the world.



1979

The historic symbol honoring the landscape gardener, the iconic topiary tree, becomes the brand's logo.



2000

JANUS et Cie opens its first showroom in New York City—its second in the United States.



2002 - 2009

Major U.S. expansion begins with showroom openings in Houston, Miami, Chicago, Boston, San Francisco, DCOTA, High Point, Washington D.C. and Dallas.



2010 - 2011

JANUS et Cie introduces over 300 woven products from its proprietary JANUSfiber®, a 100% recyclable and highly durable material.



2016

The brand joins the Haworth Lifestyle division, operating alongside the prestigious family of renowned furniture brands Cassina, Cappellini and Poltrona Frau, which were already part of the division at that time. JANUS et Cie now stands shoulder-to-shoulder with some of the most prolific modern designers.



2018

During this 40th Anniversary year, JANUS et Cie reaches the milestone of selling \$1 billion in products.



2021

Greg Gainer is named Chief Executive Officer, only the second CEO in the brand's history.



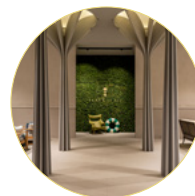
2021

The brand launches the inaugural Global Student Design Competition for students to support emerging talents around the world. Focusing on the needs of an urban playground with inclusivity top of mind, students were challenged to design a piece of furniture for the playground's perimeter. The renowned jury includes Giulio Cappellini and Champion of Inclusivity, Olivia Bloomfield.



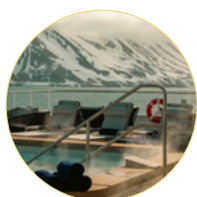
2022

As part of the Haworth Lifestyle portfolio, JANUS et Cie partners with Poltrona Frau to launch the Italian brand's first-ever outdoor furniture collections: The Secret Garden and Solaria.



2022

JANUS et Cie makes its debut at Milan's Salone del Mobile, the global benchmark event for the furnishing and design sector, with a pavilion designed by Calvi Brambilla.



2023

JANUS et Cie officially reaches all seven continents with a marine installation on Swan Hellenic Vega, an Antarctic ship.



2023

The Chicago Athenaeum presents JANUS et Cie with six prestigious Good Design Awards for the Fiore Stackable Armchair, Rally Round Dining Table, Rondo Lounge Chair & Ottoman, Mattone Modular Sofa, Zebra Up & Down Table and Ares Sofa 3 Seat.

2024

JANUS et Cie expands its global presence with the opening of flagship showrooms in Bethesda, Maryland and London. The brand reaches a milestone of 202 juried product design awards since its foundation. Recent accolades include the Red Dot Award for the Serengeti Sofa 2 Seat with Canopy by Philippe Starck, multiple GOOD DESIGN® Awards for the Osprey, Heron, Tahoe ADA, Chill and Ria collections, and the MetropolisLikes at NeoCon Award for the Chill collection.



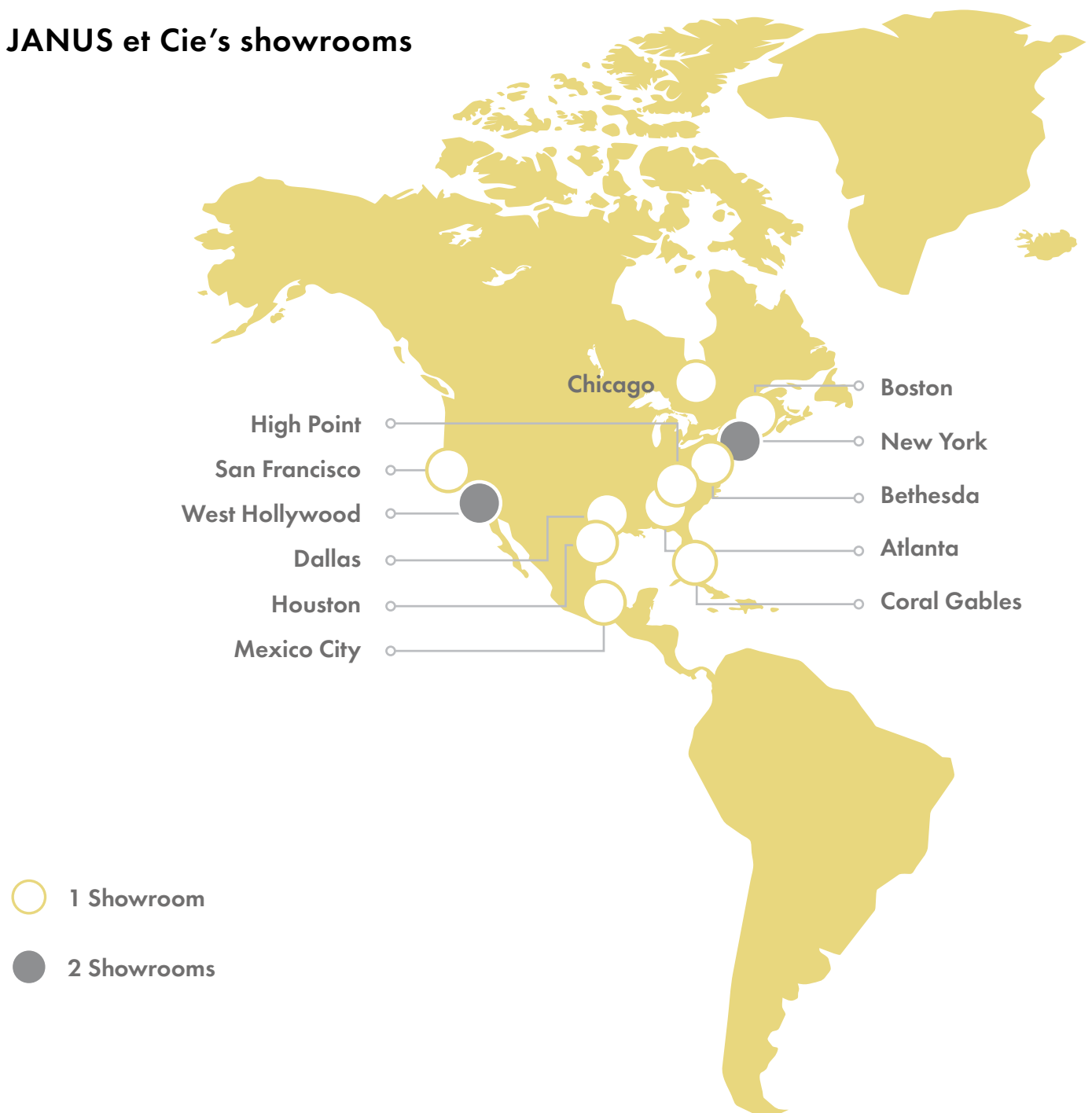
Geographical presence

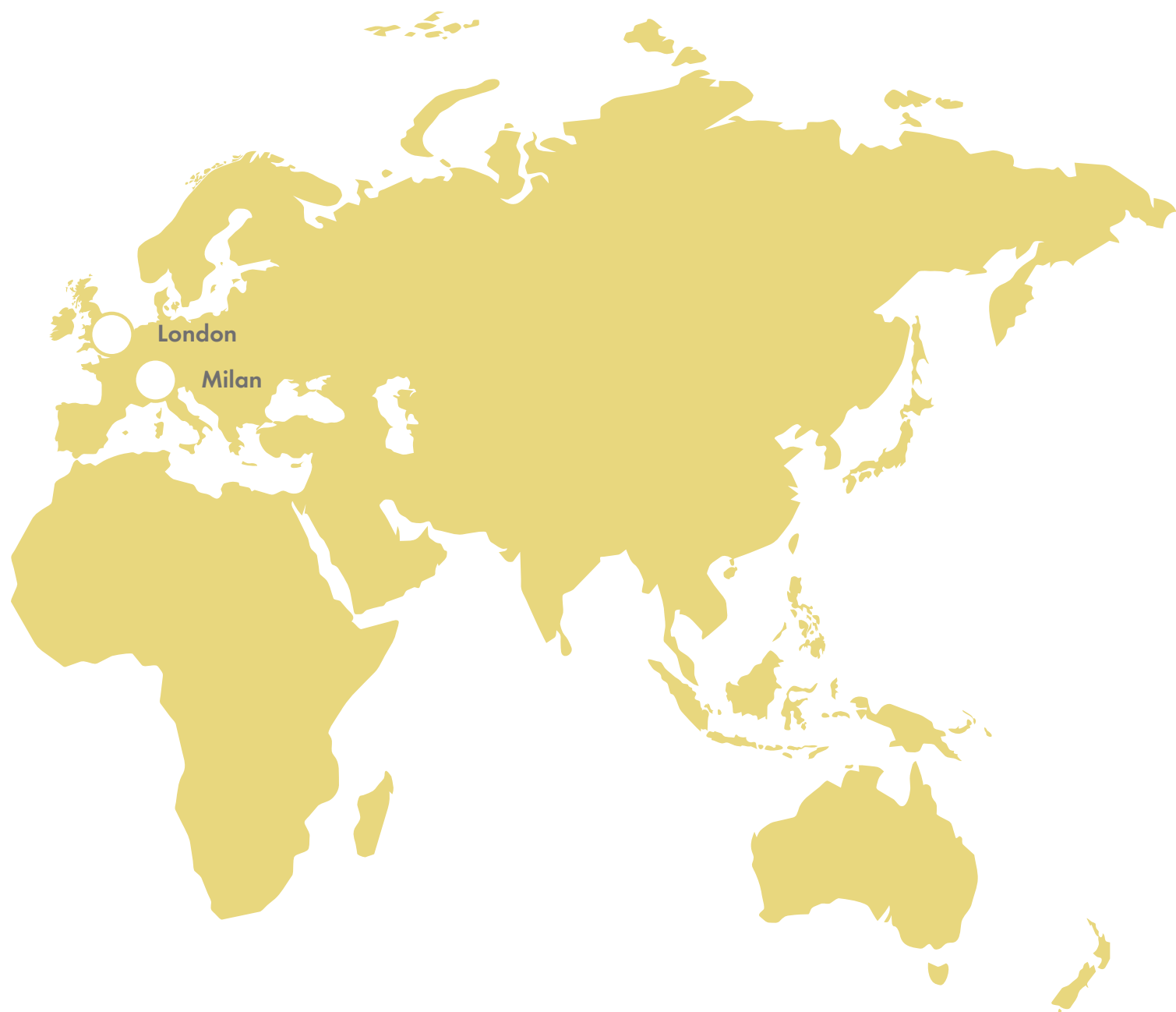
[ESRS 2 SBM-1]

For over 45 years, JANUS et Cie has set the standard in design-driven outdoor furnishings. In the years following the brand's founding in 1978, JANUS et Cie has evolved from a single showroom headquartered in West Hollywood, CA, to a global design resource serving stakeholders in all regions: the Americas, EMEA (Europe, the Middle East and Africa) and the Asia-Pacific.

With more than 330 members worldwide, JANUS et Cie boasts a global presence with 16 showrooms across the United States, Italy, the United Kingdom and Mexico, and offices in Santa Fe Springs, CA, Carpinteria, CA and Singapore.

JANUS et Cie's showrooms





Main activities and value chain

[ESRS 2 SBM-1]

The brand has always honed its expertise, serving a broad clientele for residential, hospitality, commercial, and marine projects worldwide. Today, JANUS et Cie's product portfolio includes a range of furniture, from seating to tables and homeware, designed for indoor and outdoor environments.

The process begins with the creative vision of designers whose ideas are transformed into designs. They work in synergy with the brand to ensure that products reflect its artistic identity, working simultaneously with production teams to shape functional design and select materials that align with quality and durability standards. **Raw materials and key semi-finished products, like fabrics, leathers, and wood, are sourced from selected suppliers, establishing a collaborative supply chain.** The design and product development process is cyclical, with products being continuously refined between designers, suppliers, and production sites.

In the production phase, upholstery specialists sew and fit fabrics, while carpenters construct frames and structures. Throughout the process, steps such as cutting, and assembly are carried out. **Once the final details are added and the quality checks are completed, the products are prepared for distribution.** Distribution takes place through different channels, including land, sea, and air transport. Whether destined for retail stores, private homes or commercial projects, products are carefully packed and shipped to ensure they reach their destination in good condition. Outbound logistics operations are handled centrally by Haworth Lifestyle to optimize efficiency and coordination. **Designed to last, many pieces become part of modern heritage, valued for their craftsmanship and durability.** Some products continue their lifecycle through resale markets that extend their usefulness over time.



Our sustainability journey

Methodological considerations and double materiality assessment

JANUS et Cie's 2024 Sustainability Report is based on the European Sustainability Reporting Standards (ESRS) issued by the European Financial Reporting Advisory Group (EFRAG). In line with Haworth Lifestyle, the brand has voluntarily adopted the new ESRS standards, widely used by European companies both to meet compliance requirements and on a voluntary basis. This methodology ensures that sustainability data are presented clearly, consistently and comparably, enabling meaningful benchmarking against peer performance.

The quantitative data presented in the tables along the document are **inspired by the ESRS**, with some simplifications to enable easier consultation. For a detailed overview, please refer to Haworth Lifestyle report, where data are presented on a consolidated basis across all brands in the Group.

Where useful, the report **integrates ESRS** disclosures with indicators for performance measurements derived from the previously used international standard, the **Global Reporting Initiative (GRI)**, along with other **entity-specific information**. A comprehensive list of the disclosed data points can be found in the ESRS 2 IRO-2 Disclosure requirements section in the sustainability statement, on page 68.

Methodology considerations [ESRS 2 BP-1] [ESRS 2 BP-2]

The reporting scope includes JANUS et Cie, including all its legal entities, and the reporting period corresponds to the **2024 financial year** (January 1, 2024-December 31, 2024). Every data point included in the Report has been identified as material according to the **Double Materiality Assessment (DMA) carried out during the year at the Haworth Lifestyle level** and covers the entire value chain, including upstream, downstream and own operations. Reporting on policies, actions, targets and metrics focuses on the brand's own operations. Since this document represents JANUS et Cie's first year of sustainability reporting under the ESRS, no historical data is provided, and no significant reporting errors are noted in relation to prior reporting periods.

Double Materiality Assessment

[ESRS 2 IRO-1] [ESRS 2 SBM-3]

In 2024, JANUS et Cie took part in the **Double Materiality Assessment conducted by Haworth Lifestyle, in line with CSRD requirements**. As required by ESRS, the analysis was shared with key stakeholders, including JANUS et Cie internal teams, who contributed with insights to the results.

The analysis aimed at identifying the sustainability topics that are material, i.e., relevant both to the Group's business and to its stakeholders. The DMA evaluates both:

- **impact materiality**, following an **"inside-out"** approach, to identify the organization's actual and potential, positive and negative impacts on the environment and society.

- **financial materiality**, applying an **"outside-in"** perspective, to assess how external environmental and social factors create risks or opportunities that influence financial performance.

The materiality assessment led to the identification of 7 relevant ESRS topics and 16 associated subtopics, forming the basis of both Haworth Lifestyle and JANUS et Cie's sustainability reporting for this year. The list, provided below, provides the basis of the sustainability disclosure and will also serve as a reference for defining future actions on the most relevant sustainability issues.

List of relevant sustainability topics

Environment	Social	Governance
E1 Climate Change	S1 Own Workforce	G1 Business Conduct
• Climate change adaptation • Climate change mitigation • Energy	• Working conditions • Equal treatment and opportunities for all	• Corporate culture • Management of relationships with suppliers including payment practices • Corruption and bribery
E2 Pollution	S2 Workers in the Value Chain	
• Substances of concern • Substances of very high concern	• Working conditions • Other work-related rights	
E5 Circular Economy	S4 Consumers and End-users	
• Resource inflows, including resources • Resource outflows, including products • Waste	• Personal safety of consumers and/or end-users	

For further details and for full list of identified Impacts, Risks, and Opportunities (IRO), please refer to [Haworth Lifestyle's Sustainability Report](#).

Our sustainability strategy around our values

[ESRS 2 SBM-1]

JANUS et Cie's commitment to sustainability is coherent with the overall vision of Haworth Lifestyle and Haworth Inc. Haworth Lifestyle's sustainability strategy is built around seven core priorities, establishing a **unified framework across all Group brands**. While ensuring a consistent approach, this strategy provides each brand the flexibility to develop tailored initiatives and set objectives that reflect its distinct business model.

The table below illustrates how **values**, long-term **sustainability priorities** and **material topics**—identified through the materiality assessment—are interconnected, thus shaping its commitments and guiding its actions.

Sustainability Priorities and Commitments

Value	Sustainability Priority	Material Topic	Material Sub-Topic	Commitment
We work to make the world better	Impact Reduction	Climate Change	- Climate change adaptation - Climate change mitigation - Energy	Combat climate change through energy efficiency initiatives, increased use of renewable energy and a reduction in greenhouse gas emissions in line with science-based targets.
		Pollution	Substances of concern and substances of very high concern	Minimize environmental pollution by continuously improving production processes, reducing emissions and preventing contamination of air, water and soil through responsible material selection and waste disposal.
We lead with design	Materials and Packaging	Circular Economy	- Resource inflows, including materials - Resource outflows, including products - Waste	Transition to renewable, recyclable and recycled materials in product design and packaging, prioritizing sustainability, biodegradability and responsible sourcing.
	Product Circularity			Integrate circular economy principles into product design to extend product life cycles, prevent waste and enhance recovery and reuse.

Value	Sustainability Priority	Material Topic	Material Sub-Topic	Commitment
We rely on our members	Valuing People	Own Workforce	• Working conditions • Equal treatment and opportunities for all	Foster member well-being through comprehensive welfare initiatives, equal opportunities and a strong culture of diversity, equity, inclusion and belonging.
We create value	Transparent Value Chain	Workers in the Value Chain	• Working conditions • Labor-related rights	Ensure ethical, social and environmental (ESG) responsibility throughout the supply chain by progressively integrating ESG criteria into supplier evaluation and monitoring.
We listen to our customers	Product and Service Excellence	Consumers and End-users	• Personal safety of consumers and/or end-users	Develop high-quality, safe and compliant products while actively engaging with clients to enhance service excellence and sustainability performance.
We honor integrity	Strong Governance	Business Conduct	• Corporate culture • Management of relationships with suppliers, including payment practices • Corruption and bribery	Uphold transparency, ethical decision-making and accountability while ensuring respect for human rights and responsible business practices throughout all operations and the value chain.

Governing sustainability

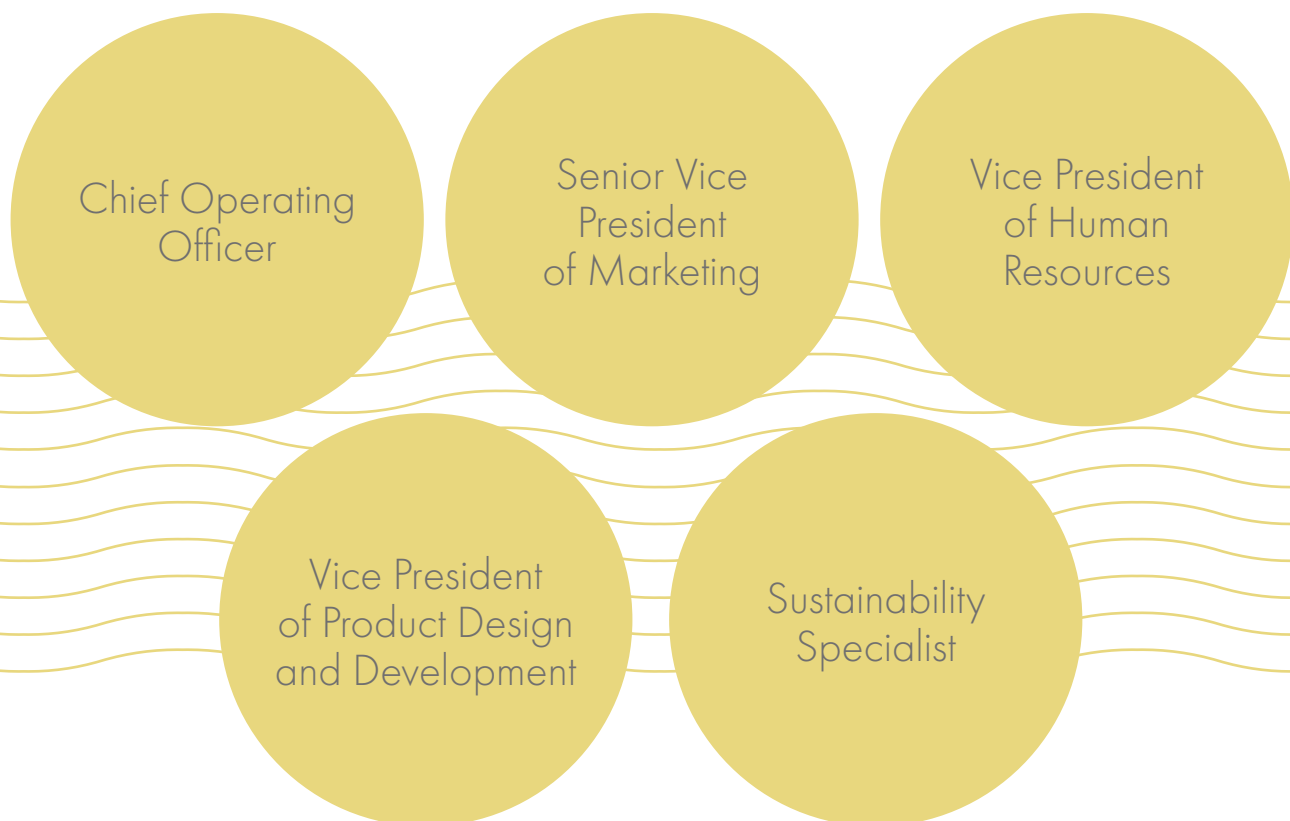
[ESRS 2 GOV-2] [ESRS 2 GOV-5]

To ensure effective governance and integration of sustainability into operational activities, ESG-related topics at JANUS et Cie are managed within the broader framework established by Haworth Lifestyle. At Group level, the Corporate Social Responsibility (CSR) team, part of the Operational Excellence Division, defines the long-term sustainability strategy in alignment with Haworth Inc. and ensures its integration across all brands.

At the brand level, JANUS et Cie began integrating sustainability into its core business practices with the

publication of its first Sustainability Report in 2021 aligning with other Haworth Lifestyle brands. Through this collective initiative, the brand has comprehensively assessed ESG risks, opportunities and impacts across its operations and value chain. As part of this commitment, JANUS et Cie has created a **Sustainability Committee** comprised of 4 independent executive members and 1 independent non-executive member, bringing together diverse expertise and perspectives. Also joining the Sustainability Committee in 2024 is JANUS et Cie's new Chief Operating Officer.

JANUS et Cie's Sustainability Committee



The Sustainability Committee oversees the approval of policies and goals to anticipate challenges and opportunities from an economic, environmental and social point of view. It also involves the CEO in reviewing the ESG and Sustainability Plan, and the CFO in setting the budgetary needs for Sustainability Plan initiatives.

The Committee works continuously with other Haworth Lifestyle brands to foster the exchange of best practices through topic-specific working groups. In 2024, the Committee contributed to the publication of the **first Haworth Lifestyle Sustainability Report based on ESRS**, which marked a pivotal milestone in the Group's commitment to integrate sustainability into its operations.

Our engagement with stakeholders

[ESRS 2 SBM-2]

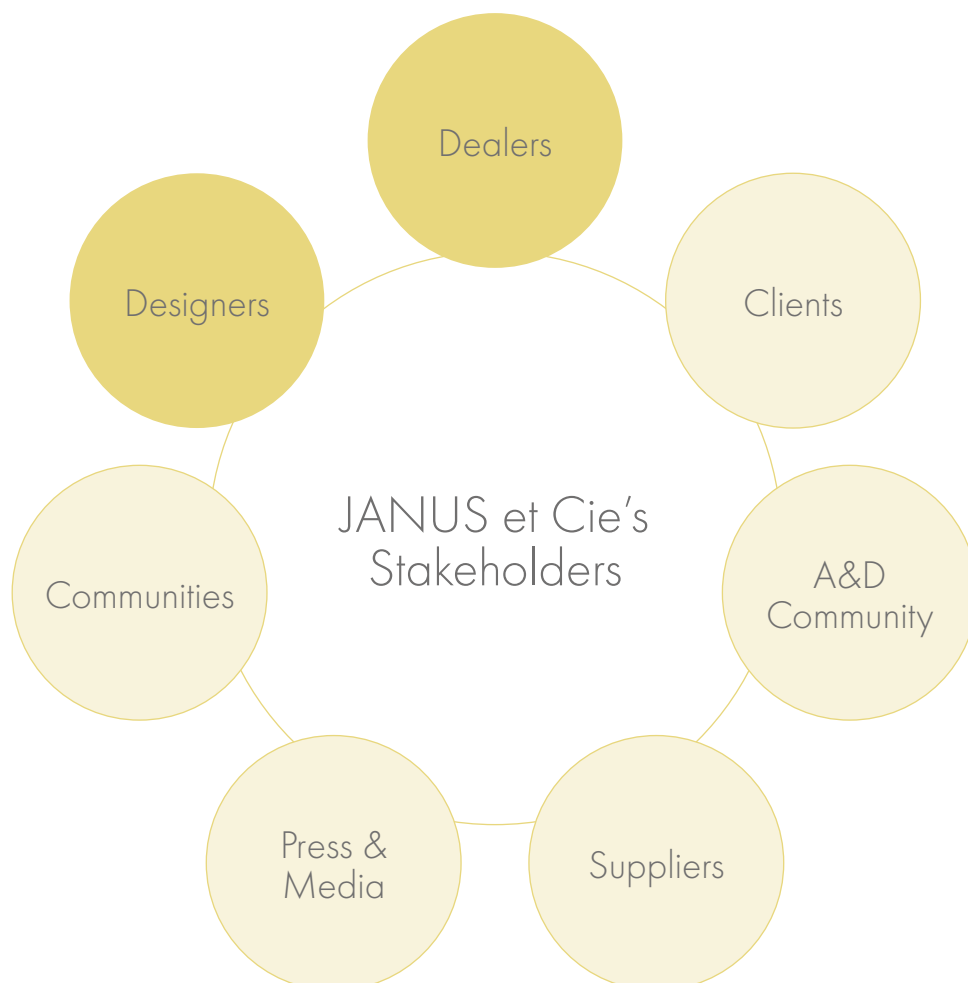
At the core of its business operations, JANUS et Cie prioritizes identifying, understanding and addressing the needs and expectations of its stakeholders. Through open dialogue and meaningful collaboration, the brand ensures its initiatives align both with internal and external stakeholders to drive sustainable growth and long-term value creation.

JANUS et Cie relies on a range of communication channels such as websites, showrooms, emails and newsletters, events, social media and specialized platforms for information exchange. Dedicated meetings are organized regularly throughout the year to maintain direct dialogue with key stakeholders.

The brand has established an internal engagement framework that encourages active participation and ensures alignment with the brand's sustainability goals.

Internal stakeholders include members, management and shareholders, who contribute directly to operational activities and strategic decision management. A broad range of **external stakeholders**—including clients, suppliers, designers, dealers, the A&D community, press and media, communities—play a vital role in shaping the brand's sustainability initiatives and broader impact.

JANUS et Cie is committed to creating value not only for the business but also for the local communities it serves. By reinvesting a portion of the value generated, the brand ensures that those who contribute to and are affected by its operations benefit directly. The most significant community engagement activities carried out during the year are presented in the next page.



Environmental Stewardship

In 2024, the JANUS et Cie London showroom established a **small urban garden** to support local biodiversity by attracting bees from London's population of over 200 species. This green space provides benefits such as helping to maintain air quality, increasing ecological resilience and enhancing community well-being.

In addition, in August 2024, JANUS et Cie partnered with the **Surfrider Foundation** for a beach cleanup. Forty volunteers removed 215 pounds of debris, nearly filling an entire dumpster. Beyond the physical impact of waste removal, the event served as a platform to raise awareness about the ongoing threat to oceans, beaches and marine life. A post-cleanup discussion with the volunteers reinforced the importance of sustainable choices, such as opting for reusable materials over single-use plastics.

Local Business Partnerships

JANUS et Cie collaborates with small businesses to strengthen local communities. In 2024, the brand renewed its partnership with Cornelia Home—a woman- and Black-owned business led by double breast cancer survivor Kianna Riley—to develop the **Sun Kissed Candles** line, featuring a fragrant orange blossom scent inspired by its Southern California roots and crafted with toxin-free, high-quality ingredients. A portion of the proceeds supports **Little Pink Houses of Hope**, an organization assisting individuals facing breast cancer.

This initiative was built upon the partnership with **Wake Enterprises**, a non-profit that employs adults with intellectual and developmental disabilities, who supported JANUS et Cie and Cornelia Home by inspecting, inventorying, labeling and packaging all candle gift components, thereby creating employment opportunities and supporting product development.

Youth Development

To support emerging talents, JANUS et Cie hosts a **global student design competition** involving **students from 46 universities worldwide every year**. In 2024, the brand introduced its second competition, focused on placemaking and developed with the international design collective RIOS. Students were asked to design 3 manufacturable pieces that cluster together to establish spaces for community dialogue, featuring three key principles: Play, Inclusion and Environmental Connection. They then tested their designs across diverse urban sites in Los Angeles, Atlanta and Chicago to ensure adaptability in different community contexts. The initiative fostered innovation and design excellence while providing emerging designers opportunities to showcase their creativity and connect with industry professionals.





Our
commitment
to the
environment
(Environment)

Global sustainability context

Climate change: the increasing cost of inaction

2024 has already set the record as the hottest year ever, with global temperatures crossing the critical threshold of 1.5°C (34.7 degrees Fahrenheit) above pre-industrial levels¹. The financial cost of extreme weather events—floods, storms, and wildfires—has reached trillions of dollars globally, with businesses at growing risk.

Policymakers are taking critical action to curb harmful environmental impacts, as seen in sectors such as furniture and textiles. While federal PFAS oversight remains in flux, states like California continue to pursue independent restrictions on these chemicals due to their long-term effects on health and the environment.

Over \$3.6 trillion in damages caused globally by climate-related events since 2000²

Between 5% and 25% of EBITDA for business is at risk due to physical climate risks, depending on sector and geography³

Investing 3% of global GDP in climate action could reduce net GDP losses by up to 15%⁴

JANUS et Cie's response

- Monitoring environmental impacts to make data-driven decisions
- Improving energy efficiency to reduce consumption and emissions
- Working toward the group's SBTi targets, in alignment with its strategy and global climate goals
- Strengthening supply chain monitoring to involve suppliers in decarbonization efforts

1. Copernicus, Global Climate highlights 2024, 2025.

2. WEF, The cost of inaction, 2024

3. WEF, The cost of inaction, 2024

4. Benayad, A. et al., Why investing in Climate Action Makes Good Economic Sense, BCG, 2024

Circular economy: shaping the furniture sector with ecodesign

By 2060, global resource consumption is expected to rise by 60%, intensifying pressure on industries toward sustainable production⁵. In the U.S., particularly California, regulatory measures like the Plastic Pollution Producer Responsibility Act⁶ are establishing circular economy frameworks that move away from “take-

make-dispose” models toward greater product durability and recyclability. Consumer expectations are evolving, with growing willingness to pay more for products with lower environmental impact, creating both responsibility and market opportunity for purpose-driven companies.

Global resource
consumption to rise by
60% by 2060⁷

Around 80% of US
furniture waste is sent
to landfill, with ~0.4%
recycled⁸

80%+ of consumers
willing to pay a premium
for sustainable products⁹

JANUS et Cie’s response

- Selecting premium materials to maximize product durability and longevity
- Providing repair and refurbishment services to extend product lifecycles and minimize waste

5. WEF, Our resources are running out. These charts show how urgently action is needed (2024)

6. SB 54 – Plastic Pollution Prevention and Packaging Producer Responsibility Act

7. UNEP, International Resource Panel, 2024

8. EPA, Durable goods (data retrieved on 24.06.2025)

9. PWC, 2024

We work to make the world better

We think beyond our business to our communities. We cultivate hope for the future by embracing diversity, protecting our environment and creating economic value. In our small way, we help make the world a better place for people to work and live.

Energy efficiency and emissions reduction

Approach and commitments

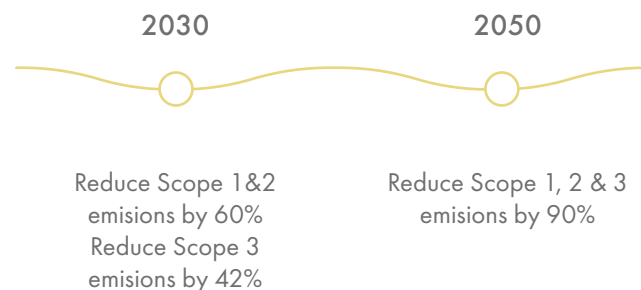
[E1-1] [E1-2] [E1-3] [E1-4]

JANUS et Cie is aligned with the Group's approach in its commitment to achieving 100% renewable energy sourcing for electricity for manufacturing facilities by 2025 and net-zero target by 2050.

Advancing climate accountability requires strong commitment and collaboration. The brand focuses on continuous improvement in procurement, manufacturing and logistics to boost efficiency and reduce long-term environmental impact.

JANUS et Cie contributes to the parent Group's comprehensive decarbonization efforts aligned with the Science Based Target initiative (SBTi)¹⁰.

To support Haworth Inc.'s climate goals, Haworth Lifestyle is developing a comprehensive roadmap to reduce Scope 1, 2 and 3 emissions.



Alongside medium-term efforts to achieve the 2030 target, the Group has introduced a common set of guidelines and actions designed to lower energy consumption across all its brands, with JANUS et Cie committed to its implementation.

VAC

Install centrally commanded temperature controls for heating and air conditioning systems

Heating

Reduce the number of hours the heating system is run per day

Shorten the heating period during the year

Reduce the heating temperature in winter

Stop heating warehouses

Switch off the heating in all offices at the end of the regular working day

Install heat pumps as the preferred heating system

Cooling

Increase the A/C temperature during summer

Shorten the period of the year during which the air-conditioning system is on

Reduce the daily operational hours of the air-conditioning system

Install industrial ceiling fans

Lighting

Install central light controls and automatic light sensors

Introduce 100% LED lighting

Recognizing that a significant portion of its environmental impact lies within its supply chain (Scope 3), JANUS et Cie is taking steps to guide its suppliers toward reducing emissions. In line with the Haworth Inc. Supplier Code of Conduct, suppliers are expected to uphold responsible business practices covering ethics, human rights, workplace safety and environmental stewardship.

This includes progressively integrating systems to measure and minimize greenhouse gas (GHG) emissions across their operations. All suppliers are encouraged to set reduction targets aligned with SBTi criteria and to contribute to a net-zero value chain by 2050, through energy efficiency improvements, renewable electricity use, and engagement with their own supply chains.

2024 progress and actions

[E1-3]

To reduce emissions and enhance energy efficiency, JANUS et Cie is streamlining operations, integrating renewable energy sources and pursuing related sustainability initiatives.

Energy efficiency initiatives

JANUS et Cie has integrated **LED lighting** throughout its production facility, office spaces, warehouses and US showrooms, as a contribution to overall energy reduction goals. As part of its recent energy efforts, the brand made several improvements to its **cushion production facility**. These include two electric vehicle charging stations, adding to the four already in place at headquarters. The facility features automated lighting systems that illuminate areas only when necessary, thus reducing energy waste. Additionally, Nest thermostats optimize energy use by analyzing patterns, auto-adjusting settings and enabling real-time control via

mobile devices. The system also continuously monitors HVAC performance to ensure peak efficiency.

Optimizing logistics

Logistics has a crucial role in climate change as it is responsible for over a third of global CO₂ emissions¹¹. To minimize its logistics impact, JANUS et Cie focuses on optimizing transport methods, monitoring shipments and preventing damage to reduce waste. With sourcing from over 20 countries and a global customer base, the brand began consolidating small-size shipments into more efficient truck loads in 2023. JANUS et Cie has partnered with its logistics providers to offset CO₂ emissions from ocean freight and to implement carbon offset programs with UPS shipments.

Energy consumption and emissions

[E1-5] [E1-6]

E1-6 | Gross Scopes 1,2 and total GHG emissions

Scope 1&2 emissions		
	Market based	Location based
U.o.M.	tons CO ₂ eq	tons CO ₂ eq
Scope 1	158	158
Scope 2	559	511
Total	717	669

E1-5 | Energy consumption and mix

Purchased electricity	2024	
U.o.M.	MWh	%
from renewable sources	44	2%
from non-renewable sources	1.904	98%
	2024	
Total energy consumption (MWh)	2.893	

E1-5 | Energy consumption and mix

	2024
Energy consumption from non-renewable sources	2.849
i. Non-renewable sources (MWh)	945
coal and coal products (MWh)	0
diesel for company fleet (MWh)	30
gasoline for company fleet (MWh)	28
natural gas (MWh)	887
other fossil sources (MWh)	0
ii. Consumption of purchased or acquired (MWh)	1.904
Electricity from fossil fuels (MWh)	1.904
Heat from fossil fuels (MWh)	0
Steam from fossil fuels (MWh)	0
Cooling from fossil fuels (MWh)	0
Fossil sources in total consumption (%)	98%
	2024
Energy consumption from nuclear sources	0
Nuclear (MWh)	0
Nuclear sources in total consumption (%)	0%
	2024
Total energy consumption from renewable sources disaggregated by:	44
i. Fuel consumption for renewable sources including biomass (also comprising industrial and municipal waste of biologic origin), biofuels, biogas, hydrogen from renewable sources (Mwh)	0
ii. Consumption of purchased or acquired (MWh)	44
Electricity from renewable sources (MWh)	0
Heat from renewable sources (MWh)	0
Steam from renewable sources (MWh)	0
Cooling from renewable sources (MWh)	0
iii. Self-generated non-fuel renewable energy (MWh)	0
Renewable sources in total consumption (%)	2%
	2024
Production of non-renewable energy (MWh)	0
Production of renewable energy (MWh)	0

Waste management

Approach and commitments

[E5-1] [E5-3]

JANUS et Cie is actively working to reduce waste and maximize recycling. This commitment is seen in the **2025 Zero Waste to Landfill** goal for manufacturing sites and headquarters, along with ongoing efforts to **improve waste recovery and circularity**.

The brand's waste collection process is managed by three specialized third-party providers: one for

non-hazardous waste, compost and recycling; one for recycling only; and one for managing hazardous waste. JANUS et Cie follows waste management and recycling guidelines set by these partners to ensure proper waste separation throughout its offices. These partners also provide the brand with regulatory updates, such as California's SB 1383 composting requirements.



2024 Progress and actions

[E5-2]

JANUS et Cie primarily generates waste from operations, office activities and packaging, and is actively working toward minimizing it through responsible management practices.

Resource efficiency

JANUS et Cie actively advances resource efficiency and waste reduction through a range of initiatives, including its foam repurposing program, which redirects excess foam to suppliers for shredding and reuse, and the use of reusable digital walls at industry events.

In 2024, the brand established a **partnership with Shred-it**. As part of this initiative, JANUS et Cie was awarded the Certificate of Environmental Accomplishment, having recycled 14,245 pounds (7.12 tons) of material. This effort significantly reduced the brand environmental footprint and saved nearly 50,000 gallons of water.

Member awareness

JANUS et Cie also promotes a culture of sustainability by conducting **member awareness campaigns** and providing **training on waste sorting and recycling practices**. These initiatives aim to equip members with knowledge and tools to actively contribute to waste reduction efforts.

Building on this commitment, in 2024 the brand launched the **Plastic Detox Challenge**, an initiative featuring a 20-tip guidebook designed to encourage members to help reduce daily plastic consumption through practical alternatives, from reusable products—such as reusable or glass water bottles, beeswax wrappers—to sustainable personal care items, like plastic-free cosmetics. The two-week challenge encourages participants to implement these practices while tracking their progress, fostering behavior change that extends beyond the workplace.

Pollution

Approach and commitments

[E2-1] [E2-3]

To reduce pollution across its operations and value chain, Haworth Lifestyle follows a structured approach centered on prevention, ensuring compliance with global and regional regulations—a framework embraced by JANUS et Cie.

To strengthen its commitment, JANUS et Cie adopts the **Restricted Substances List (RSL)**, shared across all brands across the Group and covering over 5,000 chemicals. Additionally, the brand follows Haworth Inc.'s group-wide policy on material chemistry transparency, fostering responsible material selection and regulatory compliance across all operations. JANUS et Cie conforms with this approach by working to reduce and phase out substances of concern, with a focus on phasing out substances of very high concern, particularly in non-essential applications and consumer-facing products.

In line with this, JANUS et Cie adheres to key frameworks such as REACH¹² (Registration, Evaluation, Authorization and Restriction of Chemicals), California's Proposition 65, TSCA Title IV and other applicable regulations governing hazardous substances.

Within the broader value chain, Haworth Inc.'s Supplier Code of Conduct requires suppliers to comply with all relevant environmental laws, including those regulating air quality, water use, land management, and waste disposal. Suppliers are also expected to actively reduce their environmental impact through emissions control, pollution prevention and emergency planning.



12. On September 19, 2024, the European Commission adopted new measures under the REACH Regulation (the EU chemicals legislation) to protect human health and the environment by restricting the use of undecafluorohexanoic acid ("PFHxA") and PFHxA-related substances.

We lead with design

Our family business has a rich history of design and research from beautiful products to high-performing solutions to inspiring spaces. Our members are encouraged to think creatively, collaborate, and take risks to bring great ideas to fruition.

Sustainable materials

Approach and commitments

[E5-1] [E5-3]

JANUS et Cie follows a **set of sustainability guidelines** that shape its production process, from the earliest stages of material selection and development. These guidelines reflect the requirements of Haworth Inc.'s on responsible material sourcing and chemical transparency. For the requirements concerning the main materials, please refer to the [Material Chemistry & Transparency Brief of Haworth Inc.](#)

To further reinforce its commitment to responsible material sourcing, JANUS et Cie aligns with Haworth Inc.'s sustainability objectives, which include the gradual transition to wood sourced in compliance with internationally recognized standards. In addition, the brand is taking progressive alignment with the **EU Deforestation Regulation (EUDR)**.

2024 progress and actions

[E5-2]

JANUS et Cie has implemented a range of initiatives, from the development of materials with reduced environmental impact to the introduction of new enabling technologies that support more responsible design and production practices.

Tahoe collection

JANUS et Cie launched its Tahoe table series inspired by Lake Tahoe and celebrating its California roots. With sleek lines and a minimalist aesthetic, this product embodies the beauty of Lake Tahoe capable of

integrating into any outdoor or indoor environment, offering both functionality and elegance for outdoor furnishings. The collection, comprised of two rectangular dining tables, a square dining table, a cocktail table and a side table, reinterprets the modernist Parsons Table by designer Jean-Michel Frank. Consistent with JANUS et Cie's dedication to environmental sustainability, the natural premium teak used for this collection is sourced from sustainably managed plantations in Thailand and represents the first collection of the brand to be produced with Forest Stewardship Council® (FSC®) 100% Certified Natural Teak. FSC® Certificate Code FSC-C002821.

JANUSfiber®

JANUS et Cie's commitment to sustainable practices is embodied by JANUSfiber®, a 100% recyclable and highly durable material that is colorfast, UV resistant and adaptable. The fiber is made from high-density recyclable polyethylene which is suitable for humid and salty environments. It also requires minimal maintenance and wears beautifully in a range of temperature.

Sunbrella partnership

JANUS et Cie has established a strategic partnership with Sunbrella, a supplier developing fabrics and technologies specifically designed for outdoor and indoor furniture use. Through its Recycle My Sunbrella Program - which since its inception has collected nearly 1 million pounds of fabric that would otherwise have gone to landfill - this collaboration delivers high-quality, innovative products.

Sustainable packaging

Approach and commitments

[E5-1] [E5-3]

JANUS et Cie contributes to a Group-wide initiative—led by Haworth Lifestyle’s Corporate Operational Excellence division—aimed at developing best-in-class packaging solutions. Through cross-brand collaboration, the Group works to define optimized packaging standards that balance functionality, cost-efficiency and environmental impact.

Aligned with Haworth Inc.’s packaging goals, JANUS et Cie is committed to transitioning toward **100% renewable, reusable, recyclable or compostable materials**, supported by responsible sourcing and certification practices.

JANUS et Cie’s strategy prioritizes both efficiency and sustainability by combining durable external elements, such as cardboard, with internal protective materials like wooden crates and foam. It focuses on reducing raw material use by eliminating non-essential components and minimizing packaging weight without compromising product protection.

2024 progress and actions

[E5-2]

About **85% of the brand’s packaging materials are bio-based and recyclable**. In its ongoing effort to cut down plastic and Styrofoam use, JANUS et Cie repurposes cardboard waste from on-site box production into internal packaging.



Circular design

Approach and commitments

[E5-1] [E5-3]

To progressively integrate Circular Design Principles across its operations, JANUS et Cie has implemented the **“Guidelines for Sustainable and Circular Product Design,”** a unified framework to assist all brands in this transition, developed by Haworth Lifestyle. These guidelines highlight key priorities, including resource efficiency, responsible material sourcing, modular construction for easier assembly, disassembly and maintenance, as well as end-of-life strategies for reuse and recycling.

Aligned with Haworth Inc.’s goals, JANUS et Cie is advancing toward mapping the circularity potential for all new products to define a baseline for future improvement.

2024 progress and actions

[E5-2]

Addressing circularity requires engagement throughout the entire value chain and JANUS et Cie has evaluated and developed new products that prioritize circular practices, including the use of responsibly sourced materials such as Forest Stewardship Council® (FSC®) 100% Certified Natural Teak. FSC® Certificate Code FSC-C002821.





Building
excellence
together
(Social)

Global sustainability context

People: the future of work in two main challenges

As the global population ages, the workplace is increasingly becoming a dynamic, intergenerational environment. The presence of diverse age groups brings a wide range of communication styles, values and workplace cultures. The main challenge lies in bridging these differences to create a more inclusive and productive workforce. At the same time, artificial intelligence

is reshaping how work is conducted. Younger generations, who are tech-savvy and adaptable, are quick to embrace AI's potential, while older workers may face greater challenges in reskilling. However, those who are willing to harness the power of AI are positioned to unlock new levels of innovation, productivity and growth opportunities.

The global population aged over 60 is expected to double by 2050, comprising 21% of the world's total¹³

Millennials and Gen Z are more adaptable to AI challenges, while older generations face greater reskilling hurdles¹⁴

AI has the potential to significantly drive innovation and productivity in the workplace¹⁵

JANUS et Cie's response

- Creating an inclusive workplace that supports multi-generational collaboration and resilience
- Providing continuous learning opportunities to enhance skills throughout career progression
- Generating employment policies that evolve to meet changing workforce demographic needs

13. J. Wu et al., Ageism and Intergenerational Dynamics in the Workplace, 2025

14. Unite.AI, How different generations view AI, 2025

15. McKinsey & Brand, Superagency in the workplace: empowering people to unlock AI's full potential, 2025



We rely on our members

Through the boundless potential of empowered and engaged members, we are united in a common vision. Our members bring experience, cultural diversity and dedication to the clients we serve. We invest in continuous learning intended to help our members flourish.

Our members' well-being

Approach and commitments

[S1-1] [S1-5]

JANUS et Cie follows the values and guiding principles outlined in the Haworth Inc. **Member Code of Conduct**, which sets clear expectations for integrity, fairness, and accountability for all members and third parties acting on behalf of the brand. As of today, the brand has not set any specific targets on members' well-being, yet it is working on setting them.

2024 progress and actions

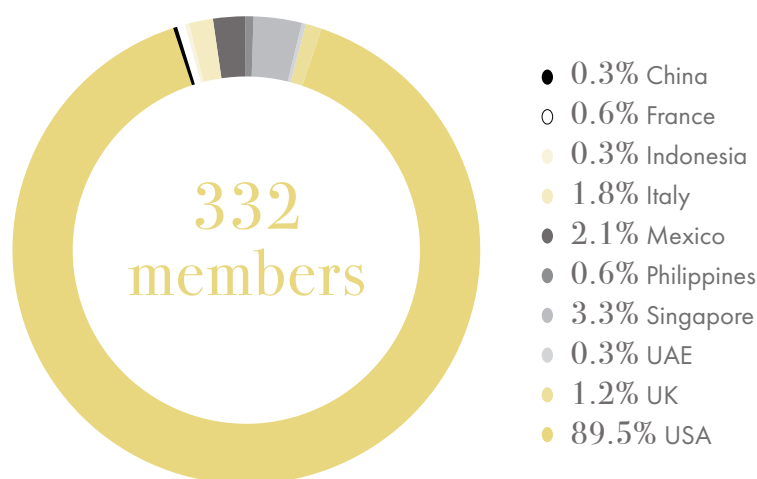
Our members in numbers

[S1-6] [S1-7]

JANUS et Cie has **332 members**, the majority of which are based in the United States, representing 89% of the workforce.

S1-6 | Characteristics of the undertaking's employees^{16 17 18}

Employees by country	n.
China	1
Denmark	0
France	2
India	0
Indonesia	1
Italy	6
Mexico	7
Philippines	2
Singapore	11
South Korea	0
Spain	0
United Arab Emirates	1
United Kingdom	4
USA	297
Total employees	332



In 2024, 97% of members hold permanent contracts, while 3% have fixed-term contracts. Additionally, 2 non-members, including self-employed contractors and temporary agency workers, contribute across the United States.

Gender	Male	Female	Other	Total
Total number of employees (n.)	135	197	0	332
Number of permanent employees (n.)	129	193	0	322
Number of temporary employees (n.)	6	4	0	10
Number of non-guaranteed hours employees (n.)	0	0	0	0

S1-7 | Characteristics of non-employees in the undertaking's own workforce^{16 18}

Gender	Male	Female	Other	Total
Total non-employees (n.)	1	1	0	2

Ensuring member well-being

[S1-2] [S1-4] [S1-10] [S1-15]

Committed to fostering a positive and collaborative work environment, JANUS et Cie **prioritizes the physical, mental and social well-being of its members**, going beyond regulatory compliance by offering additional workplace support guarantees.

In accordance with local laws in the countries in which it operates, **100% of members are entitled to parental leave** and 2% took family-related leave during the year. The brand also provides confidential and free support to members and their families through the **Employee Assistance Program (EAP)**, to address personal or professional problems that could affect work or family duties.

To foster internal engagement, JANUS et Cie organizes **monthly lunches** for its members, hosted at the Santa Fe Springs headquarters. These gatherings give members from all departments an opportunity to connect outside of their day-to-day responsibilities, encouraging cross-team interaction and strengthening the sense of community.

In addition to ensuring **fair and competitive wages** in line with industry benchmarks and regulatory requirements, in 2024 JANUS et Cie supported work-life balance by maintaining Haworth Lifestyle's **Smart Working Policy**, offering eligible members one day of remote work per week, with priority given to those with family or health-related needs.

To ensure a safe and positive environment for all, JANUS et Cie also adheres to Haworth Inc.'s catalog of mandatory courses. Among other training requirements, members are required to complete training on **Workplace Violence and Bullying**, which educates them about identifying warning signs and responding safely to incidents. Other mandatory courses include business ethics, diversity and inclusion and cyber security.

S1-15 | Work-life balance metrics

Gender	Male	Female	Other	Tot
Employees entitled to take family-related leave over total employees (%)	100%	100%	-	100%
Employees that took family-related leave over total employees (%)	1%	3%	0%	2%

Occupational health and safety

[S1-14]

A key aspect of JANUS et Cie's commitment to the well-being of its members is protecting health and safety. The brand exceeds regulatory standards (including compliance with Occupational Safety and Health Administration standards) and conforms with best practices. It actively monitors risks, communicates them internally and ensures all members are properly equipped with personal safety devices. In 2024, **87% of members are covered by a health and safety management system**.

JANUS et Cie has set up a **Safety Committee** that meets periodically to prioritize and implement health and

safety improvements. Its responsibilities include assessing departmental compliance with applicable regulations and policies, reviewing periodic workplace inspections and supervisor investigations of accidents and injuries, submitting suggestions to department management for the prevention of future incidents, and reviewing hazardous conditions brought to the attention of any Committee member or Human Resources.

In addition to structural initiatives, JANUS et Cie integrates health and safety into day-to-day operations through daily manufacturing team meetings and inspections by warehouse supervisors to identify and address any potential hazards. Structured inspections are also conducted weekly by the warehouse team, based on a detailed checklist for accurate risk assessment.

All members are required to attend **health and safety training sessions** held monthly by the Human Resources department. New hires receive specific health and safety training during onboarding to ensure they are equipped with the necessary information and skills required from the start. This is further supported by a 45-day feedback survey and a live 90-day check-in to promote successful integration and address any concerns.

Furthermore, whenever team members are assigned new job tasks for which they have not received previous training, or when supervisors become aware of new or previously unidentified hazards, additional safety training is provided. This proactive approach is aimed at ensuring that all team members are adequately trained to handle new challenges or risks that may arise.

In 2024, JANUS et Cie recorded 6 work-related injuries among its members, with a frequency rate of 10¹⁹ and resulting in 42 days lost throughout the year. During the year, no cases of work-related ill health or work-related fatalities were reported.

Emergency responses

Given California's heightened risk of earthquakes compared to other states, JANUS et Cie prioritizes member safety through a structured emergency plan addressing scenarios like fires, tornadoes and earthquakes. This plan includes

regular fire and earthquake drills, mandatory training and participation in initiatives.

One such initiative is the California Great Shakeout, an annual statewide earthquake preparedness drill in which over 10.6 million Californians participated in 2024. During the drill, JANUS et Cie safety team leaders ensured protocol adherence and members were invited to give feedback to improve future emergency response and workplace safety.

Talent attraction and retention

[S1-4] [S1-6]

JANUS et Cie is dedicated to attracting new talent and promoting innovation within the design industry by cultivating a strong brand culture that supports both recruitment and long-term member retention. Over the year, the brand's total turnover rate was 19%.

JANUS et Cie supports talent attraction through the **Member Referral Program**, incentivizing members to sponsor qualified candidates for open positions within the Group. Successful referrals are rewarded, reinforcing a shared commitment to attracting individuals aligned with the brand's values.

S1-6 | Characteristics of the undertaking's employees

Gender	Male	Female	Other*	Total
Total number of leaves (n.)	19	45	0	64
Turnover rate (%)	14%	23%	-	19%

S1-14 | Health and safety metrics²⁰

UNDERTAKING'S HEALTH AND SAFETY MANAGEMENT AND COVERAGE	
Employees who are covered by the undertaking's health and safety management system (n.)	289
% of employees who are covered by the undertaking's health and safety management system (%)	87%
Non-employee workers who are covered by the undertaking's health and safety management system (n.)	0
Non-employee who are covered by the undertaking's health and safety management system (%)	-
People in its own workforce who are covered by the undertaking's health and safety management system (%)	87%
FATALITIES	
Fatalities as a result of work-related injuries (n.)	0
Fatalities as a result of work-related ill health (n.)	0
Total number of fatalities (employees) (n.)	0
Fatalities of non-employees as a result of work-related injuries (n.)	0
Fatalities of non-employees as a result of work-related ill health (n.)	0
Total number of fatalities (non-employees) (n.)	0
Fatalities of other workers as a result of work-related injuries (n.)	0
Fatalities of other workers as a result of work-related ill health (n.)	0
Total number of fatalities (other workers) (n.)	0
WORK-RELATED ACCIDENTS	
Work-related accidents of employees (n.)	6
Rate of work-related injuries (employees) (n.)	10
Work-related accidents of non-employees (n.)	0
WORK-RELATED ILLNESSES	
Cases of recordable work-related ill health (employees) (n.)	0
Number of days lost (employees) (n.)	42

Diversity, Equity, Inclusion and Belonging (DEIB)

Approach and commitments

[S1-5] [S1-9]

Promoting diversity, equity, inclusion and belonging (DEIB) remains central to JANUS et Cie's ethos. Within the brand, 47% of members are between 30 and 50 years

old, 10% are under 30 and 43% are over 50. Diversity is also seen in the gender balance, with the workforce comprising 41% men and 59% women, maintaining an almost equal distribution.

S1-9 | Diversity metrics

Distribution of employees by age group	%
< 30 years	10,24
30 - 50	46,99
> 50	42,77
Total employees	100,00

JANUS et Cie promotes a work environment in line with the DEIB objectives set at Haworth Inc. The brand has a voluntary **DEIB committee**, which includes 36 members, conducts specific meetings and invites guest speakers to facilitate

learning and discussion on key topics. JANUS et Cie also participates in the **Group-wide DEIB Committee** that includes representatives from all Haworth Lifestyle brands to ensure best practice sharing.

2024 progress and actions

[S1-4] [S1-16]

In 2024, JANUS et Cie strengthened its commitment to inclusion by developing a comprehensive **Equity and Belong strategy** focused on creating a workplace in which all members feel respected, valued and empowered to contribute to shared success. Recognizing that diversity enriches the organization, the brand integrates Equity and Belonging principles into engagement practices, reinforcing their essential role in fostering member participation and well-being. These efforts have contributed to a positive outcome: to date, no discrimination reports have been recorded from team members.

The brand remains committed to fair and equitable compensation, continuously monitoring pay structures to identify and address disparities.

DEIB Initiatives

JANUS et Cie continues to offer **specific DEIB courses** integrated into Haworth's mandatory training activities. These programs are tailored to all organizational levels, addressing the specific needs of each group and promoting a culture in which every member feels respected, valued and included. The training provides practical tools for recognizing and addressing unconscious bias and micro-inequities, while leadership-focused modules offer strategies for advancing diversity and managing high-bias risk situations.

Building on this, JANUS et Cie has strengthened its commitment to DEIB by launching **monthly calls**, each focusing on a specific topic to deepen awareness and promote an inclusive work environment.

As part of its ongoing efforts to celebrate diversity and create a welcoming environment, JANUS et Cie hosted a potluck lunch marking **Hispanic Heritage Month**, where members gathered to share Hispanic-inspired dishes.

We embrace continuous learning

In a rapidly changing world, we seek variety of thought and opportunities to expand our knowledge. By applying this learning every day, we transform our business, enhance our performance and innovate in ways that exceed our clients' expectations.

Member training and development

Approach and commitments [S1-5]

JANUS et Cie takes a **holistic approach to training and development**, investing in educational initiatives that support personal growth and promote a culture that values each member's potential. The brand is also fully committed to achieving **100% participation in member development programs** that are aimed at advancing both individual growth and reinforce organizational sustainability.

2024 progress and actions [S1-4] [S1-13]

Throughout 2024, JANUS et Cie members participated in an average of 3 hours of training covering a broad spectrum of topics, including soft and managerial skills. Training courses are accessible via the **Member Central platform**, which enables members to enhance their skills at their own pace, while tracking progress and providing feedback.

S1-13 | Training and skills development metrics

Employees that participated in regular performance and career development reviews	Male	Female	Other	Tot
Employees evaluated (n.)	84	135	0	219
Total employees (n.)	135	197	0	332
Total employee evaluated (%)	62%	69%	-	66%

Average number of training hours per employee	Male	Female	Other	Tot
Hours of training provided (n.)	526	565	0	1091
Total employees (n.)	135	197	0	332
Average training hours per employee (n.)	4	3	-	3

Members also have access to **Skillshare**, an online platform offering over 25,000 courses covering a wide range of topics. Whether they seek to improve their professional skills or pursue personal interests, Skillshare caters to everyone's needs. The brand also provides access to a workplace communication app where training materials are readily available to every member.

A significant aspect of JANUS et Cie's talent development program is the annual virtual **Immersion Training**, attended by about 25 members from different countries. The training helps new members learn about the brand, its values and how different departments work together. Topics include brand history, sales structure and training areas such as marketing and product development.

A SMART approach to performance management

[S1-13]

To ensure effectiveness in training, all members at JANUS et Cie define and record their annual goals on the **Member Central** platform. These goals act as a reference point, helping members to align them with both personal growth and the brand's broader strategic direction. Each goal must be **SMART**:

Specific, well defined, clear and unambiguous;

Measurable, with specific criteria that quantify the progress toward the goal;

Achievable, attainable and not impossible to accomplish;

Realistic, within reach, feasible and relevant to brand purpose;

Timely, within a clearly defined timeline ideally achievable by the end of the year.

Member performance measurement plays a crucial role in this process, as it allows for the evaluation of the effectiveness of tasks performed and the identification of strengths and weaknesses. For this reason, JANUS et Cie ensures that **100% of its members receive mid-year and end-year performance evaluations.**

Upon joining the team, new members receive evaluation questionnaires of their performance after 30, 60 and 90 days. As part of the questionnaire, they are also asked to provide feedback on brand management and whether they feel integrated into the brand's work environment.

Aspiring Leader and Management Development Programs

The brand endorses the **Management Development Program** promoted by Haworth Inc., a 3-day interactive class to practice core management skills. Three JANUS et Cie members participated this year. Additionally, two members participated in Haworth's **Aspiring Leader Program**, an intensive one-year development journey that blends classroom training, self-paced learning and collaborative group projects to equip members with essential leadership skills and enhance their readiness for potential supervisory roles.

We create value

We deliver innovative solutions to satisfy our customers’ unmet needs. Our success contributes to the livelihood and growth of our members, their families, our shareholders and our entire network.

Responsible value chain

Approach and commitments

[GRI 204-1]

JANUS et Cie is dedicated to extending its commitment to build a responsible and transparent value chain. It starts with a product roadmap that specifies all required materials. From here, the Supply Chain department identifies suitable suppliers or searches for new ones, evaluating any potential risk that may arise when sourcing from them. As part of this process, the company also ensures fair and timely payment practices in line with its commitment to responsible business conduct. In 2024, **14% of purchases came from local suppliers.**

2024 progress and actions

[G1-2] [G1-6]

In 2024, JANUS et Cie’s average payment time was 14 days. Small and foreign suppliers may require advance payments, which are managed accordingly. No legal proceedings related to late payments were pending during the year, confirming the brand’s commitment to responsible financial management and supplier trust.

GRI 204-1 | Local suppliers

Supplier operating in the same country where your headquarter is located	
Purchases from local suppliers (%)	14%

Workers in the value chain

Approach and commitments

[S2-1] [S2-2] [S2-3] [S2-5]

As part of Haworth Inc., a United Nations Global Compact signatory, JANUS et Cie adheres to the Ten Principles on human rights, labor, the environment and anti-corruption. In 2024, the brand adopted the Group's Supplier Code of Conduct (SCoC), inspired by the principles of the Eight Fundamental Conventions of the International Labour Organization, the UN Universal Declaration of Human Rights, the International Bill of Human Rights and the OECD Guidelines for Multinational Enterprises. The Code sets a common framework for all partners, promoting alignment with the brand's values across operations and supply chains. Its core principles include respect for human rights, compliance with labor standards, environmental protection and anti-corruption. It also supports the brand's decarbonization efforts by encouraging supplier engagement and science-based climate initiatives.

As part of its commitment to integrity, JANUS et Cie shares the SCoC with all stakeholders, including business partners. Suppliers are expected to adhere to its principles, ensuring alignment with the brand's ethical, social and environmental standards, and to extend these commitments to their own supply chains to foster responsible practices at every level.

An **ethics hotline** is available, enabling suppliers and other stakeholders to raise concerns related to ethical misconduct, labor rights violations or other breaches of the Code without fear of retaliation. JANUS et Cie encourages suppliers to establish grievance mechanisms in line with the UN Guiding Principles on Business and Human Rights. The brand may also verify supplier compliance as outlined in the SCoC.

The goal is to have 100% of Tier-1 suppliers sign the SCoC. In cases of noncompliance, a corrective process may be initiated with a defined timeframe for action. Failure to address issues may lead to the termination of the business relationship.

2024 progress and actions

[S2-4]

In 2024, the SCoC has already been signed by 59% of JANUS et Cie's direct suppliers, demonstrating growing engagement in responsible business practices.

We listen to our customers

We apply their insights to our products and services to design inspiring spaces that enrich people's lives and businesses. Together with our partners and distributors, we create value using our talents, expertise and knowledge.

Service excellence

Approach and commitments

[S4-2]

JANUS et Cie operates from a client-centric approach, prioritizing the needs and requests of its clients. By engaging with a diverse customer base across multiple channels and actively listening, the brand gathers valuable insights that guide the creation of inspiring outdoor spaces designed to enhance people's lives and experiences.

to meet specific client needs and behaviors. ABM offers insights into purchasing patterns, project frequency, aesthetic preferences, budgets, inventory needs and lead times to enable accurate demand forecasting and tailored support. ABM ensures timely, targeted communication with the right clients, strengthening relationships, boosting retention and enhancing sales efficiency.

2024 progress and actions

Client satisfaction

A dedicated team in the Client Services department ensures that any post-sale claims are resolved according to product warranty and client satisfaction. All information is registered and monitored by operations management.

Account-Based Marketing approach

JANUS et Cie's Residential Sales teams use an **Account-Based Marketing (AMB) approach** to target clients based on their brand loyalty, aligning marketing and sales

Client data privacy and security

[S4-3] [S4-4]

JANUS et Cie ensures full compliance with international data protection standards in all customer interactions. The **Data Protection Policy** outlines obligations for all members, regardless of contractual relationship, and provides operational guidelines for appropriate handling and storage of personal data, proper document archiving and responsible use of information, systems and services, including monitoring and control and document retention. It also outlines procedures for conducting Data Protection Impact Assessments in line with applicable regulations.

Data privacy and protection are integrated into JANUS et Cie's core procedures. Any potential data breaches are logged in the Help Desk ticketing system, including details of the violation, investigation results and any escalation steps. If a breach involves GDPR (General Data Protection Regulation), it is reported to the parent company to initiate the appropriate investigation and documentation process. All incidents are recorded to ensure proper tracking and resolution.

Promoting cybersecurity and data protection awareness in the workplace is a key priority for JANUS et Cie. Computer and communication systems policies are identified in the

Employee Handbook made available to all members. The brand implements regular cybersecurity awareness communication and training along with a prompt security incident investigation and response process. Quarterly Security Awareness Newsletters are shared to encourage the protection of brand's intellectual property and members' personal data.

Understanding data breach risks is key to protecting stakeholder privacy. Upon joining JANUS et Cie, **members must complete mandatory cybersecurity training provided by Haworth.**

Product quality and safety

Approach and commitments

[S4-1] [S4-3] [S4-4] [S4-5]

At JANUS et Cie, quality and safety are deeply ingrained in every stage of product development. All products are designed to guarantee the highest safety standards, ensuring durability, stability and compliance with industry standards, from conducting feasibility studies to creating prototypes and developing the final product. This commitment to excellence has earned JANUS et Cie a strong track record, with no reported cases of non-compliance related to the health and safety impacts of its products and services.

More than **90% of JANUS et Cie seating products are tested using external verification and safety**

assessments, including durability and structural performance tests in accordance with leading standards such as BIFMA.

Coordinating these efforts is JANUS et Cie's **Quality Department**, which ensures the overall quality of existing and newly launched products. The expertise of the team is essential in supporting the Product and Sales Departments with technical solutions. The Quality team is responsible for final and in-line inspections in accordance with the Acceptable Quality Limit (AQL). It oversees conducting in-house testing during product development and is the first responder when a quality concern arises.



ANUSC

Leading with
integrity
(Governance)

Global sustainability context

Governance: increasing demand for corporate transparency on ESG

Due diligence legislation is rapidly expanding worldwide, yet progress remains slow. As demand for transparency and traceability grows, investors and policymakers are increasing pressure by pushing for mandatory ESG disclosures under CSRD and SEC climate disclosure rules²¹. In the furniture sector, where global supply chains are complex and far-

reaching, scrutiny is intensifying, especially when it comes to sustainable sourcing practices. Regulatory provisions such as the EU Deforestation Regulation (EUDR) are placing stricter controls on supply chains, requiring companies to ensure that products like wood, leather and rubber are not linked to deforestation.

Only 34% of large companies address human rights effectively²²

Just 22% of large companies excel in traceability²³

The furniture sector is facing rising scrutiny over sustainable sourcing and deforestation risks²⁴

JANUS et Cie's response

- Establishing structured governance through Board oversight and a comprehensive ethics framework, including the 2024 Member Handbook
- Implementing confidential reporting mechanisms via the EthicsPoint hotline and Whistleblowing Committees to ensure integrity
- Enforcing zero-tolerance anti-corruption policies with compliance training aligned with international standards

21. EFRAG, SEC, 2023

22. Business & Human Rights Resource Centre, 2025

23. Business & Human Rights Resource Centre, 2025

24. O'Connell, K., 2023 An (Small- or Medium-sized Enterprise) is defined by SBTi



We honor integrity

We believe that honesty, transparency, and accountability are the foundation of trust. We build mutually beneficial business relationships, beyond legal and ethical practices, meeting our commitments while upholding our Values.

Our governance

Approach and commitments

[ESRS 2 GOV-1]

JANUS et Cie's corporate governance is structured to ensure **transparency, safety** and **sustainability** at every organizational level. The brand's highest governing body, the **Board of Directors**, consists of four individuals: three JANUS et Cie executives and one independent member from Haworth Inc. who meet on a quarterly basis and are entrusted with governing the organization.

Greg Gainer

Chief Executive Officer
since 2017

Timothy Powell

Chief Financial Officer
since 2022

Adam Grossman

Chief Operating Officer
since 2024

As of today, the brand has not established a remuneration structure linking climate-related considerations to the Board of Directors' compensation.

Business ethics and human rights

Approach and commitments

[G1-1]

Ethical principles and values guide JANUS et Cie's interactions with internal and external stakeholders to foster a **culture of professionalism, honesty, safety and respect for others**. The brand promotes accountability, ensuring everyone upholds policies and performs their duties with integrity and courtesy toward colleagues, clients, contractors and suppliers.

JANUS et Cie has developed its **Company Handbook**, released in 2024, which updates and enhances the previous Code of Ethics. The Handbook serves as a comprehensive guide outlining key benefits, practices, policies and fundamental ethical values for all members. It demonstrates the brand's dedication to fostering fair working conditions, promoting open communication, and upholding equity across activities. The **Equal Employment Opportunity Policy** stands out as a key element of the Handbook and ensures fairness in recruitment, hiring, discipline, termination and promotion, and prohibiting discrimination based on race, color, sex, gender identity, sexual orientation, disabilities and religious beliefs. It establishes a zero-tolerance policy against unlawful harassment, discrimination, and retaliation, covering all organization members.

JANUS et Cie aligns with the business ethics and governance standards of Haworth Inc., promoting a consistent approach to corporate integrity across all operations. A key element of this commitment is the adoption of a **Code of Ethics**, which defines the fundamental ethical values and principles guiding business operations and the **Member Code of Conduct**, which outlines behavioral expectations, ensuring integrity, fairness and accountability in all business interactions and applicable to all stakeholders.

2024 progress and actions

[S1-3]

Whistleblowing procedure

JANUS et Cie has established comprehensive reporting mechanisms to ensure all members can voice concerns without fear of reprisal. The brand launched a confidential hotline facilitated by a third-party provider, **EthicsPoint**, which operates 24/7 and provides members with a secure platform to report workplace concerns anonymously. Reports are submitted confidentially to JANUS et Cie, covering violations outlined in the Employee Handbook, including misconduct, unethical behavior or policy breaches.

Anti-corruption commitment

[G1-3] [G1-4]

JANUS et Cie, acting in convoy with the parent brand, adheres to the anti-corruption principles outlined in the United Nations Convention against Corruption and applies a zero-tolerance policy on bribery. Members and business partners are required to comply with the brand's ethical standards, and regular training for internal resources is conducted to reinforce awareness of corruption risks. Suppliers must conform to the Supplier Code of Conduct, which mandates compliance with anti-bribery laws and ethical business practices.

In addition, in 2024, 100% of new members, including the governance body, received training on the organization's anti-corruption policies and procedures. The brand remains committed to avoiding conflicts of interest through a specific policy shared among members. Failure to adhere to guidelines, including non-disclosure of conflicts, results in disciplinary action up to and including employment termination.

No convictions or fines for violations of related laws were recorded in 2024.



ESRS and GRI content index

ESRS 2 IRO-2 Disclosure requirements in ESRS covered by the undertaking's sustainability statement

Code	Disclosure requirements	Page
ESRS 2	General Information	
BP-1	General basis for preparation of sustainability statements	22
BP-2	Disclosures in relation to specific circumstances	22
GOV-1	The role of the administrative, supervisory and management bodies	64
GOV-2	Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	26
GOV-5	Risk management and internal controls over sustainability reporting	26
SBM-1	Strategy, business model and value chain	18, 20, 24
SBM-2	Interests and views of stakeholders	27
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	23
IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	23
IRO-2	Disclosure requirements in ESRS covered by the undertaking's sustainability statement	68
ESRS E1	Climate Change	
E1-1	Transition plan for climate change mitigation	34
E1-2	Policies related to climate change mitigation and adaptation	34
E1-3	Actions and resources in relation to climate change policies	34, 36
E1-4	Targets related to climate change mitigation and adaptation	34
E1-5	Energy consumption and mix	36
E1-6	Gross Scopes 1, 2, 3 and Total GHG emissions	36
ESRS E2	Pollution	
E2-1	Policies related to pollution	39
E2-3	Targets related to pollution	39
ESRS E5	Circular Economy	
E5-1	Policies related to resource use and circular economy	38, 40, 41, 42
E5-2	Actions and resources related to resource use and circular economy	38, 40, 41, 42
E5-3	Targets related to resource use and circular economy	38, 40, 41, 42

Code	Disclosure requirements	Page
ESRS S1	Own Workforce	
S1-1	Policies related to own workforce	48
S1-2	Processes for engaging with own workers and workers' representatives about impacts	50
S1-3	Processes to remediate negative impacts and channels for own workers to raise concerns	65
S1-4	Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own	50, 51, 53, 54
S1-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	48, 53, 54
S1-6	Characteristics of the undertaking's members	48, 51
S1-7	Characteristics of non-member workers in the undertaking's own workforce	48
S1-9	Diversity metrics	53
S1-10	Adequate wages	50
S1-13	Training and skills development metrics	54, 55
S1-14	Health and safety metrics	50
S1-15	Work-life balance metrics	50
S1-16	Compensation metrics (pay gap and total compensation)	53
ESRS S2	Workers in the Value Chain	
S2-1	Policies related to value chain workers	57
S2-2	Processes for engaging with value chain workers about impacts	57
S2-3	Processes to remediate negative impacts and channels for value chain workers to raise concerns	57
S2-4	Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those action	57
S2-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	57

Code	Disclosure requirements	Page
ESRS S4	Consumers and End-users	
S4-1	Policies related to consumers and end-users	59
S4-2	Processes for engaging with consumers and end-users about impacts	58
S4-3	Processes to remediate negative impacts and channels for consumers and end-users to raise concerns	58, 59
S4-4	Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to customers and end-users, and effectiveness of those actions	58, 59
S4-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	59
ESRS G1	Business Conduct	
GOV-1	The role of the administrative, supervisory and management bodies	64
G1-1	Corporate culture and Business conduct policies and corporate culture	65
G1-2	Management of relationships with suppliers	56
G1-3	Prevention and detection of corruption and bribery	65
G1-4	Confirmed incidents of corruption or bribery	65
G1-6	Payment practices	56

GRI content index

JANUS et Cie has reported the information cited in this GRI content index for the period from January 1, 2024 to December 31, 2024, with reference to the GRI Standards and using GRI 1: Foundation 2021.

GRI Standards	Disclosure	Page
Responsible Value Chain		
GRI 204: Procurement Practices 2016	204-1 Portion of spending on local suppliers	56

©2024 JANUS et Cie. All rights reserved. JANUS et Cie and the Topiary logo are trademarks and service marks of JANUS et Cie, registered in the United States and in several other countries. Our tag lines, slogans, photography, and the designs of certain furniture are also the proprietary intellectual property of JANUS et Cie. All third-party marks and third-party photographs are used with permission from their respective owners. Violation of JANUS et Cie's intellectual property rights will be prosecuted to the fullest extent of the law.





J A N U S e t C i e®

JANUSETCIE.COM