



J A N U S e t C i e®

Sustainability Report **2023**





J A N U S e t C i e®

Sustainability Report 2023

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Letter to our stakeholders

As the North American leader in luxury outdoor furniture and a proud member of the Haworth Lifestyle family, JANUS et Cie tailors our key account strategy to meet the specific needs of Residential, Hospitality, Contract, and Marine clients. This approach now leads our growing global presence with collections installed on every continent, demonstrating our commitment to exceptional design, quality, and service. Since our founding in 1978, JANUS et Cie has transformed over the decades into an award-winning global design brand with 16 showrooms in cities around the world.

A robust company culture has always been at the heart of JANUS et Cie. Guided by a core set of values, we place a strong emphasis on client needs, member empowerment, continuous learning, design excellence, and environmental responsibility.

JANUS et Cie's sustainability journey commenced with the publication of our first Sustainability Report for 2021, aligning with other companies under the Haworth Lifestyle umbrella. By actively participating in this collective endeavor, JANUS et Cie nominated a Sustainability Committee tasked with overseeing various aspects of sustainability within the company.

The selection of materials is an integral part of our company's dedication to quality and environmental responsibility. Our products are engineered for performance and longevity, featuring sustainable components like the innovative recyclable JANUSfiber®, low-emission aluminum, responsibly sourced teak, and textiles designed for long-life wear.

JANUS et Cie remains focused on the values we share with the Haworth family of companies: we listen to our clients, we rely on our members, we honor integrity, we embrace continuous learning, we lead with design, we create value, and we

work to make the world better. We will continue to place the identification and understanding of the needs, requirements, and expectations of our stakeholders at the center of all business activities through interactive and multi-channel communication.

With these goals in mind, JANUS et Cie has defined a Sustainability Plan, encompassing targets and actions specific to every material topic and relative pillar. Through this plan, we have made it our mission to maintain and grow our focus on four sustainability pillars: Environment, People, Product, and Society.

To further support our employees, we formed a voluntary global DEIB committee in 2022, reflecting our longstanding commitment to diversity, equity, inclusion, and belonging. With a commitment to fostering a positive and collaborative work environment, JANUS et Cie prioritizes the physical, mental, and social well-being of our members. We will continue to take the necessary steps to shape a bright future for JANUS et Cie, where creativity, professional growth, and corporate responsibility are not just ideals, but the very pillars of our ethos.

I invite you to review our 2023 Sustainability Report, which outlines the ongoing objectives and recent company updates. We look forward to continuing to improve our approach so that we can leave a positive impact on tomorrow.



Greg Gainer
Chief Executive Officer



Highlights

45+

years of experience, making
it a leader in outdoor furnishing

350+

members spanning
across 5 continents

6,000+

pieces constituting JANUS et Cie's
catalog of excellence

80%

teak products
sustainably sourced

100%

new seating products tested
using BIFMA standards



75%

engagement score
from the 2023 survey

6.4

average hours
of members' training

DEIB
Committee

reflecting the commitment
to fostering diversity, equity,
inclusion and belonging

Leader

rating by MSAP- MindClick
Sustainability Assessment Program
in 5 out of 8 product families assessed



Awards



Good Design Awards

Ares Sofa
3 Seat

Fiore Stackable
Armchair

Mattone
Modular

Rally Round
Dining Tables

Rondo Lounge
Chair & Ottoman

Zebra Up
& Down Tables

Wallpaper Design Awards

Circlet
Stool





JANUS et Cie
at a glance

About JANUS et Cie

Cassina

cappellini



JANUS et Cie®



CECCOTTICOLLEZIONI

LUMINAIRE®

LUXURY **LL** LIVING®
GROUP

zanotta:

Haworth

JANUS et Cie 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 company's logo.



2000

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



2002 - 2009

A striking 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 proprietary JANUSfiber® woven products.



2016

The company makes the decision to join Haworth Lifestyle division. Operating alongside the prestigious family of renowned furniture brands Cassina, Cappellini, and Poltrona Frau, 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 product.



2021

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



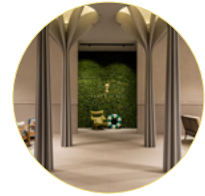
2021

The inaugural Global Student Design Competition launches to students around the world. The renowned jury includes Giulio Cappellini and Champion of Inclusivity, Olivia Bloomfield.



2022

JANUS et Cie and Poltrona Frau partner on the Italian heritage brand's first-ever outdoor furniture collections, The Secret Garden and Solaria.



2022

JANUS et Cie shows for the first time at Salone del Mobile in Milan, Italy, 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 (pictured).

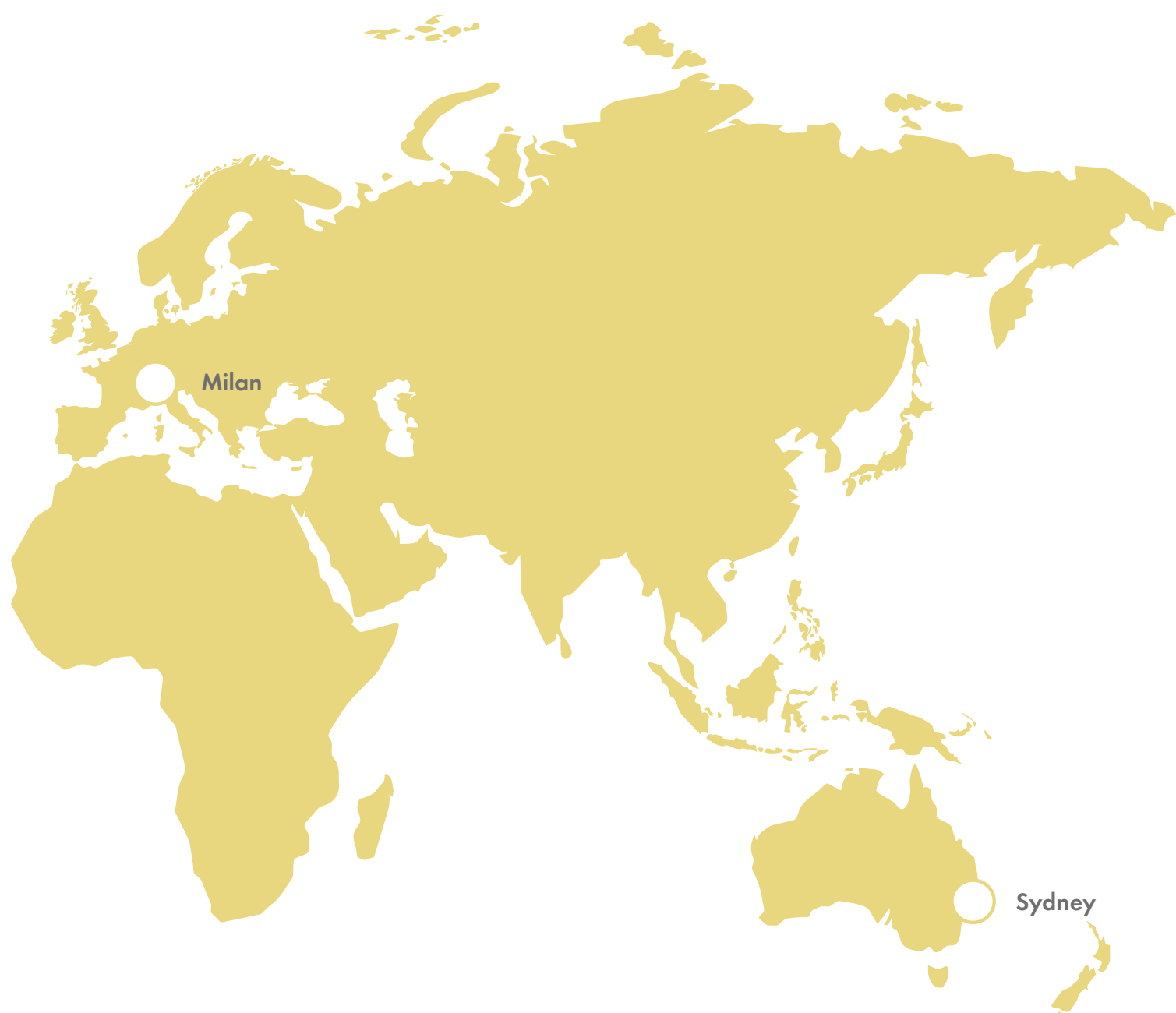
“JANUS et Cie has a long-term view: honoring heritage and craft while cultivating talent, perspectives, and passion to form the future of design”

Geographical presence of JANUS et Cie

In the years following the company's founding in 1978, JANUS et Cie has transformed from a single showroom headquartered in West Hollywood, CA, to a global design resource serving stakeholders in all regions: the Americas, EMEA (Europe, Middle East, and Africa), and Asia-Pacific. With more than 350 members worldwide, JANUS et Cie can count on a global presence with 16 showrooms across the United States, Italy, Mexico and Australia, and offices in Santa Fe Springs, CA, Carpinteria, CA, and Singapore.

JANUS et Cie's showrooms





Values of JANUS et Cie

A robust company culture has always been the heart of JANUS et Cie.

Guided by a core set of values shared with the parent company Haworth and Haworth Lifestyle, JANUS et Cie places a strong emphasis on client needs, member empowerment, continuous learning, design excellence and environmental responsibility.



We Listen to Our Clients

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.



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.



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.



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.



We Lead with Design

We have 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.



We Create Value

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



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.

Global memberships

- **American Society of Interior Designers (ASID):** community of people—designers, industry representatives, educators, and students—committed to interior design. Through professional activities and a network of 47 offices in the United States and Canada, the organization is committed to advancing the interior design profession and, in the process, demonstrating and celebrating the power of design to positively change people's lives.
- **Design Leadership Network (DLN):** membership organization in the service of principals of design and architecture firms, media companies, and manufacturers of products and services aimed at the high-end design public. The organization supports members and partners by producing programs, experiences, and information that educate, inspire, and connect with the goal of helping build better companies, become stronger leaders, and grow.
- **Business and Institutional Furniture Manufacturers Association (BIFMA):** non-profit trade association for corporate and institutional furniture manufacturers. BIFMA promotes product safety and sustainability throughout the life cycle of commercial furniture, sponsors the development and refinement of standards, educates about their importance and application, and translates their necessary complexity into formats that are more easily understood and implemented.
- **Interior Design Continuing Education Council (IDCEC):** the Council inspires and guides providers of continuing education programs to provide high-quality lifelong learning activities for design professionals. IDCEC offers learning opportunities and registration services to design professionals in a single platform.
- **Commercial Interiors UK and Sustainable manufacturing:** business association for the UK's contract furniture industry. As the UK's largest trade association, it is also dedicated to advancing sustainable manufacturing practices among its members. With a focus on the 'Triple Bottom Line'—social, environmental, and financial values—the initiative encourages adherence to a code of best practice. Members participate in a sustainability network, attend biannual forums, and engage with sustainability experts. Additionally, the association collaborates with the Furniture Industry Sustainability Programme (FISP) Steering Group to promote sustainability assessment and improvement within the sector.
- **International Interior Design Association (IIDA):** commercial interior design association with a global reach. With a network of over 15,000 members, they support design professionals, industry affiliates, educators, students, and companies to increase the value and understanding of interior design as a profession that enhances business value and has a positive impact on health and well-being of people's lives every day.
- **CoreNet Global:** non-profit association, headquartered in Atlanta, Georgia (US), representing nearly 10,000 members in 50 countries with strategic responsibility for the real estate assets of large corporations. The organization's mission is to advance the practice of corporate real estate through professional development opportunities, publications, research, conferences, designations, and networking in 46 local chapters and groups globally.
- **ROAR FORWARD:** a membership and business intelligence platform for the new 50+ demographic identity, known as the Re-Imagineer. These age innovators are re-defining the experience of being 50 and older, living longer, richer, and fuller lives. ROAR FORWARD champions this social movement for the community and provides business intelligence to industry leaders and marketers regarding the changing attitudes of the Re-Imagineers, their global economic power, and how they are reshaping the second half of life.

Governance

JANUS et Cie's corporate governance is structured to ensure transparency, safety, and sustainability at every organizational level.

The highest governing body within the organization is the Board of Directors, consisting of three individuals. Two of these members are executives directly associated with JANUS et Cie, and the third one is an independent member affiliated with the parent company, Haworth. They meet on a quarterly basis and are entrusted with governing the company.

JANUS et Cie's Board of Directors

Greg Gainer

Chief Executive Officer
Director since 2017

Timothy Powell

Chief Financial Officer
Director since 2022

Scott R. Poulton

**Chief Financial Officer
Haworth**
Director since 2021



Governing sustainability

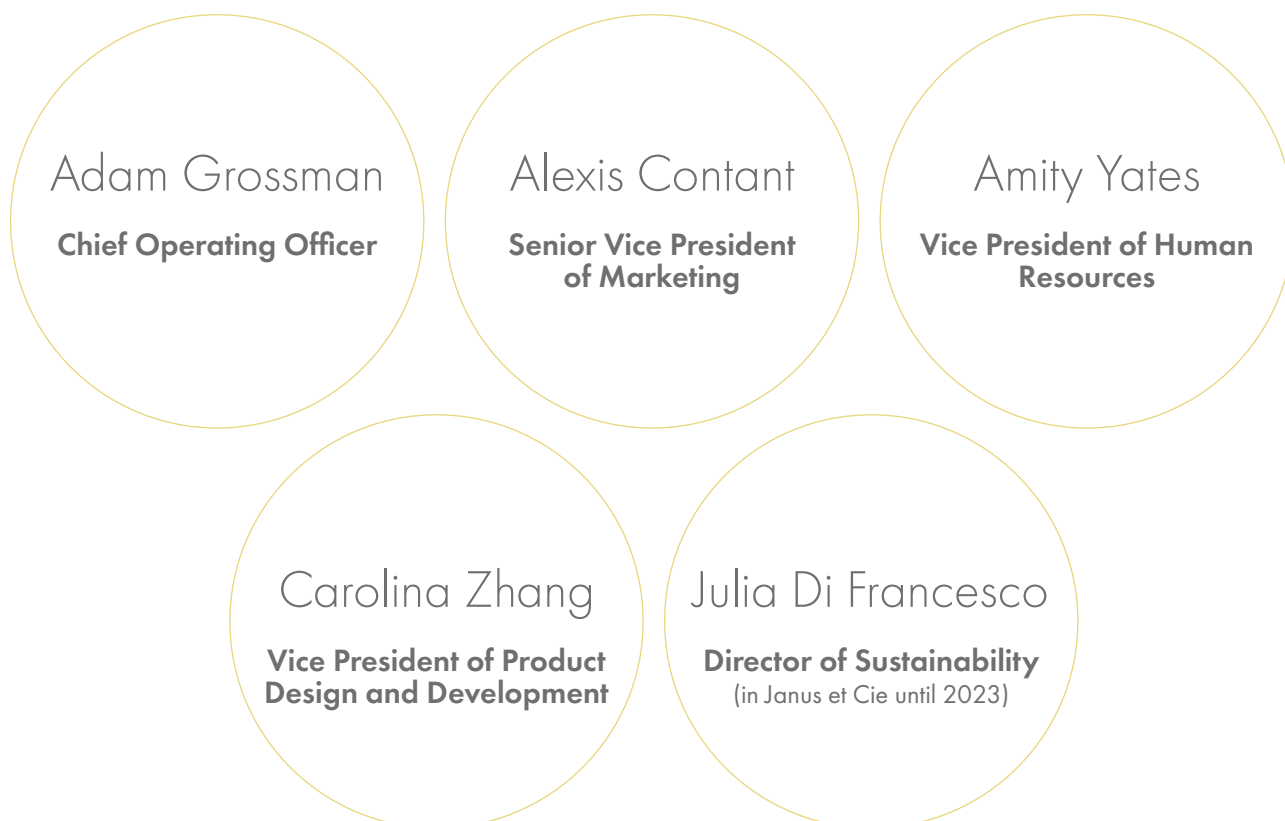
JANUS et Cie has embarked on a journey toward integrating sustainability into its core business practices. This journey commenced with the publication of the company's first Sustainability Report for 2021, aligning with other brands under the Haworth Lifestyle umbrella. By actively participating in this collective sustainability endeavor, JANUS et Cie has undertaken a comprehensive assessment of the ESG risks, opportunities and impacts associated with their activities, both on-site as well as along its value chain.

As part of such commitment, JANUS et Cie has nominated a Sustainability Committee tasked with overseeing various aspects of sustainability within the company. Comprised of four independent executive members and one independent non-executive member, the committee brings together diverse expertise and perspectives. Selected on a role-based appointment, they have all been part of the Committee since its establishment in 2022. Furthermore, JANUS et Cie's new Chief Operating Officer has joined the Sustainability Committee in 2024.

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

The Committee constantly collaborates with other Haworth Lifestyle brands to foster the exchange of best practices through topic-specific working groups. Common endeavors encompass the development of Haworth Lifestyle Action Plan, the Greenhouse Gas and Science Based Targets Project, and joint efforts to promote Diversity, Equity, Inclusion & Belonging (DEIB) practices within the Group. **In 2023, the Committee contributed to the publication of the first Haworth Lifestyle Sustainability Report, which marked a pivotal milestone in the Group's endeavor to integrating sustainability in its operations.**

JANUS et Cie's Sustainability Committee





Designing a more sustainable future

Key challenges for the ESG transition

Climate change at the core of the international agenda

The year 2023 was the warmest year since global records began in 1850.

This alarming occurrence is not isolated, but rather the culmination of a consistent upward trajectory observed in recent years. Without adequate intervention, temperatures are estimated to rise by +3/4°C by 2050¹.

There is still a chance to change course, yet **global greenhouse gas (GHG) emissions should start falling by 2025 and reach net-zero by 2050²**. With this view, the 2023 Conference of the Parties - Cop28 marked a pivotal milestone; for the first time, parties formally committed to reduce emissions by "transitioning away from fossil fuels"³.

Governments and institutions worldwide are increasingly taking action to improve their decarbonization efforts. The EU is at the forefront, implementing measures that will impact both EU-based and international companies, with other countries, including the US, following suit. One key initiative at global level is the EU is the Carbon Border Adjustment Mechanism (CBAM). This mechanism aims to put a fair price on the carbon emitted during the production of carbon-intensive goods entering the Region. CBAM currently applies to cement, iron and steel, aluminum, fertilizers, electricity, and hydrogen, but it is expected to be extended to the furniture sector by 2030.

1 Climate.gov, 2024.

2 IPCC, 2023.

3 UNCC, 2023.

Design sector's role in circular economy

The current linear model of produce-use-dispose implies extensive use of resources and generates a large amount of waste and pollutants.

Global extraction of materials has tripled since 1970, while waste generation is set to increase 70%⁴ by 2050. In this context, the United States generates the largest amount of private waste globally, with 1,788 pounds per capita being produced every year⁵.

The furniture sector plays an important role: according to the EPA, furniture waste is 12.2 million tons per year—a substantial increase from 2.2 million tons in 1960—with more than 80% being devoted to landfill⁶.

Reversing this trend is imperative, and eco-design can act as a key lever to reduce waste and improve material efficiency. It revolves around three main principles: product durability, increased use of sustainable materials and optimization of production processes⁷. Indeed, 80 to 90% of furniture environmental impact is determined in the design phase and is mainly related to materials and components used, the use of chemicals for coatings during the production process, and energy consumption due to the polymerization of plastic materials⁸.

4 Source: <https://openknowledge.worldbank.org/entities/publication/d3f9d45e-115f-559b-b14f-28552410e90a>.

5 Sensoneo, 2022.

6 EPA, 2018.

7 TEHA Interpretation of EU Parliament, 2023.

8 EPD, 2023.

Sourcing wood, responsibly

The furniture industry confronts a crucial challenge in sourcing wood sustainably.

Forests play a pivotal role in combating climate change, absorbing 2.6 billion tons of CO₂ annually—equivalent to one-third of emissions from fossil fuels⁹. Alarming, 18.7 million acres of forests are lost each year, contributing to 12% of man-made GHG emissions¹⁰.

Amid these challenges, wood certifications emerge as pivotal tools for driving sustainability in the furniture

industry. Certifications such as the Forest Stewardship Council (FSC) and the Indonesian Sistem Verifikasi Legalitas Kayu **SVLK**, which sets standards and principles for sustainable forest management, play an instrumental role in safeguarding global forests from deforestation threats. By adhering to these certifications, furniture manufacturers can ensure responsible wood sourcing practices, thereby mitigating their environmental footprint.

Consumer pressures and transparency needs

Consumers are increasingly prioritizing sustainability, with 8 out of 10 indicating willingness to pay more for sustainably produced goods.

This growing emphasis on environmental considerations in purchasing decisions is fueling demand for sustainable materials and eco-friendly manufacturing practices¹¹.

At the same time, a surge in greenwashing claims has been observed. Greenwashing complaints raised by financial institutions increased by 70% in 2023, underscoring concerns over deceptive environmental marketing practices¹².

To address this issue, the US Federal Trade Commission (FTC) has taken key steps by updating its “Green Guides,” aiming to strengthen legal cases against deceptive sustainability claims. This measure seeks to provide clearer directive regarding cases where companies’ environmental marketing violates federal law, enhancing transparency in the marketplace¹³.

⁹ IUCN, 2023.

¹⁰ National Wildlife Federation, 2022.

¹¹ Haworth Lifestyle Corporate presentation, 2023.

¹² Reuters, 2023.

¹³ The Guardian, 2023.





Defining
priorities
for today and
tomorrow

Materiality analysis

JANUS et Cie places the identification and understanding of the needs, requirements, and expectations of stakeholders at the center of its business activities through interactive and multi-channel communication, with the aim of creating shared and sustainable value throughout the life of the company.

Loyal and lasting relationships are established with its stakeholders based on constant **dialogue and involvement**, implementing ideas for improvement within the business, and providing the widest response flexibility.

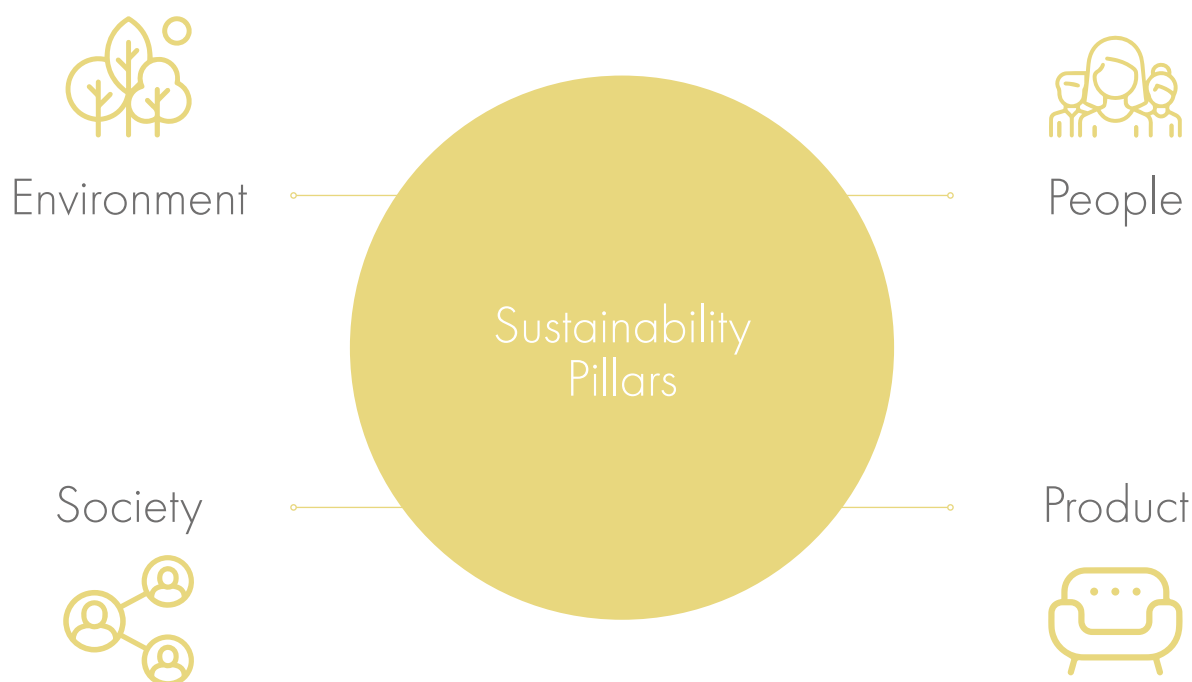


To ensure the continuous engagement of key stakeholders, JANUS et Cie relies on several channels, such as its website, showrooms, e-mails and newsletters, events, social media, and other platforms for facilitating information exchange such as Zendesk and Bluescape. Additionally, dedicated meetings are organized regularly throughout the year. Specific channels are in place to engage with the company's members, including a workplace communication app for accessing members benefits and training, quarterly town hall events, and a Coffee Chats initiative with the Vice President of Human Resources.

With the goal of identifying its relevant sustainability topics, in 2023 JANUS et Cie reconfirmed the materiality analysis conducted in the previous year, which had led to the determination of the main material issues related to the business'




activities and the context in which it operates. The materiality analysis was conducted following the **GRI Standards**, the reporting system most widely used internationally.






The process began with **the identification of the relevant topics** through a benchmark analysis, research, and desk analysis of sector trends, internal documents, and external resources. The second phase of the process led to the **prioritization of material topics**, based on the actual and potential positive and negative impacts of the company's own activities and those in its value chain on the economy, the environment, and people. Lastly, the results were **validated by the key management group** and divided into four macro areas, the Sustainability Pillars: **Environment, Product, People and Society**.








JANUS et Cie's material topics

The following table reports the material topics ordered by relevance and related positive and negative impacts that might occur as a consequence of the business activities and its ability to oversee the identified material topics.

Material topic	Pillar	Positive impacts	Negative impacts
01. Client satisfaction	 Society	<ul style="list-style-type: none"> Improved client attraction due to an increase in the perceived client involvement and listening by the company Improved client experience by meeting client needs 	<ul style="list-style-type: none"> Driving away clients due to disruptions and/or difficulties in client relations and to difficulties in responding to client needs in time
02. Member welfare and well-being	 People	<ul style="list-style-type: none"> Members increased productivity incentivized by welfare and wellness policies developed by the company Member satisfaction due to appropriate work-life balance 	<ul style="list-style-type: none"> Lower productivity/quiet quitting due to worsening member welfare Worsening company reputation because of feeling undervalued
03. Diversity, equity, inclusion, and belonging	 People	<ul style="list-style-type: none"> Positive atmosphere among members due to the promotion of an inclusive work environment Positive work environment due to the company's promotion of equal opportunities and fair treatment for members 	<ul style="list-style-type: none"> Discontent of members due to a work environment that is less than inclusive and not respectful of diversity Lack of retention due to a work environment that does not promote equal opportunities for members
04. Occupational health and safety	 People	<ul style="list-style-type: none"> Increased member productivity by maintaining workplace safety and conditions Improve safety awareness by providing training courses that enable members to be informed about specific safety procedures 	<ul style="list-style-type: none"> Greater potential for poor working conditions, occupational diseases, accidents, and/or injuries Loss in productivity due to poor working conditions, occupational diseases, accidents, and/or injuries Additional costs associated with penalties/fines and non-compliance with health and safety regulations
05. Talent attraction and retention	 People	<ul style="list-style-type: none"> Value to the organization by attracting new members eager to grow, learn and contribute to the company's highest potential Attraction and retention of professionals focused on sustainability initiatives 	<ul style="list-style-type: none"> Lower productivity due to inability to enhance, protect and develop members Higher level of turnover in the company and loss of know-how

Material topic	Pillar	Positive impacts	Negative impacts
06. Product quality and safety	 Product	<ul style="list-style-type: none"> • Safer and of higher quality products due to the selection of the best raw materials • Positive impact on client health and safety • Improved product performance means reduced resource consumption as products are replaced less frequently 	<ul style="list-style-type: none"> • Presence of chemicals in the products that do not comply with regulations in the relevant markets • Impact on the safety of clients and loss in company reputation due to product defects because of poor quality • Risk on health and safety from non-compliance with the chemicals and VOC release regulations
07. Training and employee development	 People	<ul style="list-style-type: none"> • Satisfaction of members related to long-term development in all areas aligned with market demand 	<ul style="list-style-type: none"> • Lack of members' professional development resulting in loss of resources
08. Product innovation	 Product	<ul style="list-style-type: none"> • Greater market reach using technological innovations to meet client demands 	<ul style="list-style-type: none"> • Loss of competitiveness and worsened market positioning due to a failure to introduce innovative solutions
09. Client data privacy and protection	 Society	<ul style="list-style-type: none"> • Commitment to protect the confidentiality of information acquired during its business and to avoid any impact by providing up-to-date security measures and procedures 	<ul style="list-style-type: none"> • Economic, reputational and disruption of corporate activities due to a potential data breach of sensitive client data
10. Waste management	 Environment	<ul style="list-style-type: none"> • Responsible waste management and minimization of waste materials through recycling initiatives 	<ul style="list-style-type: none"> • Inadequate management in the disposal of waste, particularly concerning hazardous waste

Material topic	Pillar	Positive impacts	Negative impacts
11. Responsible sourcing	 Product	<ul style="list-style-type: none"> • Preservation of the environment due to the choice of certified, responsibly sourced raw materials that meet ethical and environmental standards • Compliance with current and future regulations regarding materials procurement • More sustainable supply chain because of a dissemination of sustainability practices and policies along the supply chain 	<ul style="list-style-type: none"> • Lower product sustainability resulting from failure to supply certified raw materials • Higher prices of JANUS et Cie's products due to an increase of costs in purchasing sustainable materials • Disruptions in the company's business continuity and operations due to unsustainable performance along the entire supply chain
12. Sustainable packaging	 Product	<ul style="list-style-type: none"> • Reduction in the use of raw materials due to a selection of recycled materials and packaging optimization • Better company reputation due to packaging reuse in line with client demands 	<ul style="list-style-type: none"> • Pollution of the environment from placing non-recyclable single-use packaging in the market
13. Circular design and sustainable materials	 Product	<ul style="list-style-type: none"> • Reduction of waste and consequent impact on the environment due to circular design, including recovery and recycling of waste materials • Minimize environmental impact due to the research, study and use of the most sustainable available materials 	<ul style="list-style-type: none"> • Loss in the durability and functionality of the product due to the choice of more sustainable, but potentially less resistant, materials • Loss in company reputation resulting from failure to manage and integrate initiatives of circular economy in product design • Negative impact on the environment resulting from a failure to manage the product at the end of its lifecycle
14. Energy efficiency and GHG emissions reduction	 Environment	<ul style="list-style-type: none"> • Emissions reduction due to energy efficiency activities consumption • Increasing the use of energy from renewable sources 	<ul style="list-style-type: none"> • Generation of direct and indirect emissions linked to energy consumption due to the company's activities
15. Sustainable logistics	 Environment	<ul style="list-style-type: none"> • Optimization and selection of transportation means with reduced environmental impact 	<ul style="list-style-type: none"> • Excessive CO₂ generation due to logistics activities that do not consider environmental impact

In addition to the identified material topics, certain topics are reported in the **“Prerequisites” macro-category**, which are to be considered necessary for good company management and therefore are included in the non-financial information, but not subject to evaluation within the materiality analysis and not reported in the list of material topics.

Governance

Business Ethics
and Integrity

Risk
Management
and Regulatory
Compliance

Shared
Value Creation

“Biodiversity,” “Community Engagement” and “Water Management” have been identified as further topics which, although not material, are relevant for JANUS et Cie.







Sustainability plan

With the goal of addressing the main impacts of JANUS et Cie's activities on people and the environment, the company has defined a Sustainability Plan, encompassing targets and actions specific to every material topic and relative pillar.

The development of the Plan involved all corporate functions under the coordination and supervision of the Sustainability Committee, thereby increasing members' awareness of JANUS et Cie's sustainability journey. The result was eventually validated by the CEO, CFO and Sustainability Committee.

The Sustainability Plan is the starting point to structure and launch all the sustainability initiatives that are leading the

company to improve its impact on the environment and people. The Plan includes **both quantitative and qualitative objectives, which represent short-, medium-, and long-term commitments**. These are intended to also contribute to the achievement of the **Sustainable Development Goals (SDGs)** of the United Nations 2030 Agenda, which provides a global shared framework for peace and prosperity, people and planet, now and in the future.

Material topic	SDGs	Target	Target Year	Initiatives	Status
Sustainable logistics	 	Optimize transport logistics with dedicated initiatives (through low-carbon mobility or optimized logistics)	2024	Participation in offset & carbon neutral programs in collaboration with partners in logistics	Ongoing
Energy efficiency & GHG emissions reduction ¹⁴	 	Reduce Scope 1 & 2 emissions by 60% Reduce Scope 3 ¹⁵ emissions by 42%	2030	Energy efficiency measures for Scope 1&2 and engagement of suppliers on the decarbonization journey for Scope 3	Ongoing
		Reduce Scope 1, 2 & 3 emissions by 90%	2050	Energy efficiency measures for Scope 1&2 and engagement of suppliers on the decarbonization journey for Scope 3	Ongoing







¹⁴ JANUS et Cie has adopted its decarbonization targets in accordance with Haworth's strategy; in 2023 Haworth has endorsed short-term and long-term decarbonization targets validated by the Science Based Target initiative.

¹⁵ These mainly include purchased goods and services, upstream transportation and distribution, and end of life treatment of sold products.

Material topic	SDGs	Target	Target Year	Initiatives	Status
Waste management	 	Reduce environmental impact from waste for production sites and world headquarters	2025	Improve recycling at JANUS et Cie & Identify Waste Management Solutions ¹⁶	Ongoing
Biodiversity	 	80% of teak sourced from sustainable sources	2025	Sourcing teak wood considering sustainability	Completed
Water management	 	Raise awareness on responsible water consumption	2023	Raise member awareness for water conservation	Completed
Diversity, equity, inclusion and belonging	 	Create a Diversity, Equity, Inclusion and Belonging Team that raises awareness and promotes initiatives about these topics	2023	Creation of an internal team for DEIB	Completed
		Foster and sustain diversity, equity, and inclusion of members	2024	Share JANUS et Cie's Code of Conduct among all members	Ongoing
		100% of members received training on diversity, equity, and inclusion	2025	Diversity, equity, and inclusion training modules provided by Haworth to increase awareness on the unrepresented groups within the organization	Completed
		Implementation of a reporting mechanism for members covering ESG issues	2023	Implementation of a whistleblower hotline	Completed
Training and member development	 	Develop programs to advance individual and organizational sustainability goals	2025	Define development programs, involvement, and participation of members to sustainability initiatives	Ongoing
		Provide and promote learning and career opportunities for members	2025	Provide diverse and more comprehensive learning opportunities	Completed

¹⁶ For the in-house cushion manufacturing facility.

Material topic	SDGs	Target	Target Year	Initiatives	Status
Occupational health and safety	 	Raise awareness through safety training addressed to members	2024	Update Current Lost-Time Injury and Illness Prevention Plan	Ongoing
		Development of initiatives on health and safety	2024	Build upon initiatives to promote safety knowledge, well-being and the prevention of injuries and ill health	Ongoing
Talent attraction and retention	 	Development and implementation of internship program	2023	Partnerships with schools and universities	Completed
Member welfare and well-being	 	Employee Assistance Program	-	Employee Assistance Program	Ongoing
		Encourage greater engagement in the annual member engagement survey	-	Maintain 75% or greater engagement in the annual member engagement survey	Ongoing
Product quality and safety		Definition of a policy to ban the use of certain chemicals	2025	Policy to ban the use of certain chemicals	Not started yet
		Assessment of new products for safety impacts	2022	External verification for safety assessment to BIFMA standards	Completed
Circular design, sustainable materials, and product innovation	 	Increase the Circularity of JANUS et Cie products	2025	Define a Circular Design Guide	Ongoing
			2025	Implement a tool to measure product circularity	Not started yet
			2025	Train key members on circularity	Not started yet
Sustainable packaging		100% renewable, reusable, recyclable, or compostable packaging on select collections	2025	Define and implement criteria to select and purchase sustainable packaging	Not started yet
		Implement pilot programs for innovative packaging solutions	2025	Identification of opportunities for re-thinking plastic	Not started yet

Material topic	SDGs	Target	Target Year	Initiatives	Status
Responsible sourcing, responsible supply chain & human rights	 	Implement a supplier code of conduct	2024	Define code of conduct	Ongoing
			2024	Engage key suppliers	Not started yet
		100% of selected group of suppliers are screened according to responsible sourcing criteria	2025	Evaluate suppliers based on sustainability data collected	Not started yet
Client satisfaction		Communication strategy for sustainability initiatives for JANUS et Cie products	2024	Develop a communication strategy to inform clients about JANUS et Cie's sustainability initiatives	Not started yet
		Client satisfaction reporting	2025	Develop client satisfaction survey	Not started yet
Community engagement	 	1,000 hours of community engagement per year through volunteerism and educational opportunities of JANUS et Cie members	2025	Identify initiatives to get members involved in supporting charitable organizations and communities	Ongoing
Client data privacy and protection		Promote cybersecurity awareness in the workplace	2023	Implement cybersecurity awareness communications and training plan	Completed
			2023	Security incident investigation and response process	Completed



We listen to our clients

*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.*

Client satisfaction

Specializing in luxury outdoor furniture, JANUS et Cie prioritizes exceptional quality, superior craftsmanship, and excellent service for their commercial, hospitality, marine, and residential clients.

JANUS et Cie operates with a client-centric approach, prioritizing the needs and requests of its clients. By actively listening to clients, JANUS et Cie gains valuable insights and uses these to design inspiring outdoor spaces that enrich people's lives and activities. Outdoor spaces are not just places for relaxation and entertainment but also have the potential to create memorable experiences for people. Therefore, JANUS et Cie strives to provide outdoor furniture that not only looks beautiful but also enhances the overall outdoor experience.

JANUS et Cie's commitment to client satisfaction is closely intertwined with and further embodied by its dedication to sustainability. Clients rely on JANUS et Cie to commit to sustainability across various fronts. They expect the company to address key ESG challenges facing the furnishing sector, including recyclability, packaging innovation, the use

of sustainable materials in production, and optimizing internal consumption of products and utilities. For the Client Services team at JANUS et Cie, the focus in the coming years will be to effectively address the growing number of inquiries from clients regarding the company's sustainability initiatives.

JANUS et Cie aims to improve client attraction and experience, building trustworthy and solid relationships throughout their buying journey. In 2025, the company will introduce a client satisfaction survey to collect feedback that is currently gathered during sales interactions and other engagements. 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 and Chief Operating Officer.

Under the Spotlight

JANUS University

JANUS University, a three-day event held in February 2023, served as a pivotal moment to enhance JANUS et Cie's approach to client satisfaction. During the event, key internal as well as external vendors and delivery service providers worldwide came together with the overarching goal to improve the "final mile" delivery experience. Among the attendees were 19 representatives from 14 partner companies, illustrating the collaborative spirit of the event. A primary focus was on reducing freight damage claims, thereby minimizing waste and expenditure, as well as extending product lifespan through improved after care services.

At JANUS University, participants engaged in a variety of training sessions tailored to their roles, spanning

from transportation logistics to product data collection.

These sessions were intended to equip attendees with the knowledge and skills necessary to streamline operations and deliver exceptional service to clients. Moreover, the event provided a unique opportunity for attendees to interact with the head of operations, fostering greater understanding and alignment with company objectives. A highlight of the event was the interactive tour of JANUS et Cie's state-of-the-art manufacturing facility, offering firsthand insights into the company's manufacturing processes, quality standards, and commitment to excellence. By immersing participants in the company's operations, JANUS University deepened connections and fostered enhanced collaboration among business partners, all with the ultimate goal of guaranteeing maximum client satisfaction.



Client data privacy and protection

Promoting cybersecurity and data protection awareness in the workplace is another key priority for JANUS et Cie.

To ensure it, the company counts on key levers such as implementing regular cyber security awareness communication and training and implementing a prompt security incident investigation and response process.

The computer and communication systems policy are identified in the Employee Handbook made available to all members. Understanding the risks related to data breach is the first step to protecting data and privacy of all stakeholders. To be aware of the consequences of cyber-attacks,

when joining JANUS et Cie, members must complete the mandatory training on cyber security promoted by Haworth. The training involves a first module dedicated to **cyber security basics**, whereby all members are introduced to foundational concepts such as internal and external threats to systems and data, and what to do when a violation happens. Members are also provided with a review on how the breach can happen and which best practices to adopt to protect digital information and physical access. The second module includes three micro-learning sections focusing on:



The connection between physical building security and cyber security to help members understand how to prevent people from gaining unauthorized access to their workplace



The warnings on phishing and associated risks



Awareness of how an organization's protections and policies can help members prevent and stop hackers' attacks

Quarterly Security Awareness Newsletters are also issued to prompt protection of JANUS et Cie's intellectual property as well as members' own data.

Data privacy and protection is also embodied in key JANUS et Cie's procedures. All potential data breaches that may occur are recorded in the Help Desk ticketing system for which a description of the violation, investigative findings, and escalation are reported. If the issue relates to GDPR

(General Data Protection Regulation), this will be reported to the parent company to implement the investigation procedure and related documentation. All breaches are documented to keep track of the issue and its resolution process.

In 2023, JANUS et Cie experienced a single instance of privacy data breach, leading to the unauthorized disclosure of client data. This incident underwent thorough investigation and has been duly documented for accountability.



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.

Members' composition

As of December 31, 2023, JANUS et Cie had more than 350 members. At JANUS et Cie, members are divided into three categories: Executives, Supervisors/Exempt Employees, and Hourly employees in accordance with local laws and job descriptions. The Company also counts on the contribution of 22 workers, who are not directly employed by JANUS et Cie.

GRI 2-7 | Employees by contract and gender (number of people)

	2022			2023		
	Men	Women	Total	Men	Women	Total
North America (USA+Mexico)	114	212	326	119	202	321
Permanent contracts	114	212	326	119	202	321
Temporary employees	0	0	0	0	0	0
Non-guaranteed hours employees	0	0	0	0	0	0
Asia	9	5	14	9	4	13
Permanent contracts	9	5	14	9	4	13
Temporary employees	0	0	0	0	0	0
Non-guaranteed hours employees	0	0	0	0	0	0
Australia	3	2	5	3	2	5
Permanent contracts	3	2	5	3	2	5
Temporary employees	0	0	0	0	0	0
Non-guaranteed hours employees	0	0	0	0	0	0
Europe	5	7	12	6	5	11
Permanent contracts	5	7	12	6	5	11
Temporary employees	0	0	0	0	0	0
Non-guaranteed hours employees	0	0	0	0	0	0
Middle East	0	1	1	0	1	1
Permanent contracts	0	1	1	0	1	1
Temporary employees	0	0	0	0	0	0
Non-guaranteed hours employees	0	0	0	0	0	0
Total	131	227	358	137	214	351
Permanent contracts	131	227	358	137	214	351
Temporary employees	0	0	0	0	0	0
Non-guaranteed hours employees	0	0	0	0	0	0

350+

Members at
JANUS et Cie in 2023

	2022			2023		
	Men	Women	Total	Men	Women	Total
North America (US, Mexico)	114	212	326	119	202	321
Full-time	114	206	320	119	197	316
Part-time	0	6	6	0	5	5
Asia	9	5	14	9	4	13
Full-time	9	5	14	9	4	13
Part-time	0	0	0	0	0	0
Australia	3	2	5	3	2	5
Full-time	3	2	5	3	2	5
Part-time	0	0	0	0	0	0
Europe	5	7	12	6	5	11
Full-time	5	7	12	6	5	11
Part-time	0	0	0	0	0	0
Middle East	0	1	1	0	1	1
Full-time	0	1	1	0	1	1
Part-time	0	0	0	0	0	0
Total	131	227	358	137	214	351
Full-time	131	221	352	137	209	346
Part-time	0	6	6	0	5	5

2-8 | Workers who are not employees

	2021	2022	2023
Self employed	9	7	5
Temporary	22	37	17
Total	31	44	22

A culture of wellbeing

With a commitment to fostering a positive and collaborative work environment, JANUS et Cie prioritizes the physical, mental, and social well-being of its members.

In January 2023, the company convened a three-day company meeting, drawing together all its members to celebrate community recognition and engagement, which are core elements of JANUS et Cie's culture and values. This gathering provided a meaningful opportunity for reflection, realignment of goals, and the establishment of initiatives for the year and beyond through a wide range of activities. A full day was devoted exclusively to training, covering a wide range of topics. This included **specialized training** on product and sales strategies, alongside **sessions focused on personal development**, such as emotional intelligence and interactive exercises aimed at fostering collaboration. Furthermore, the company arranged specific **occasions for community-building activities**, such as creating blankets for the homeless and participating in beach clean-up initiatives. These events not only strengthened participation and bonds among team members but also extended the company's commitment to making a positive impact on vulnerable segments of society and local territory.

On November 13th, JANUS et Cie celebrated World Kindness Day by gifting each member with a card. World Kindness Day is an international holiday introduced in 1998 and celebrated around the world. In 2023, the company leveraged this occasion to recognize and appreciate the invaluable contributions made by each member to JANUS et Cie's reality. Indeed, this initiative underscores the **importance of collaborative efforts** in fostering a positive and supportive work environment, where every individual feels valued and respected.

This is further strengthened by the company deployment of engagement survey practices, in line with Haworth.

This year saw a reinforced structure and heightened rigor in the follow-up process, ensuring that feedback gathered from the surveys translated into concrete actions to enhance employee engagement and overall wellbeing.

Also in 2023, JANUS et Cie has offered confidential and free support to its members and their families through the Employee Assistance Program (EAP). This support is aimed at addressing personal or professional problems that could potentially affect their work or family duties. Finally, the company provides a parental leave policy that aligns with the laws of each country and local government where it operates.

To ensure a safe and positive environment for all, JANUS et Cie's adheres to Haworth's catalog of related mandatory courses. Members are required to complete the course on Workplace Violence and Bullying, which focuses on educating the members about what workplace violence is and how to identify its warning signs, as well as how and when to speak up about it, to give members practical skills for safely responding to incidents of workplace violence and bullying. Other mandatory courses include those on business ethics, diversity and inclusion, occupational safety, and cyber security.

Greater employee satisfaction often translates into increased motivation to perform well and achieve even higher goals. Employee 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 a mid-year and end-year performance evaluations.

75%

Engagement score from the 2023 survey

a 3 days

Company meeting convened to celebrate community, in January 2023

Member health and safety

JANUS et Cie considers the health and safety of workers the top priority and therefore uses all the tools available to disseminate and promote the culture of health and safety of workers to prevent illnesses, injuries or accidents at work.

The company carries out its activities in compliance with current regulations, national and international standards, and the laws of the countries in which it operates. This includes compliance with Occupational Safety and Health Administration standards.

When an injury occurs, members must report it to Human Resources via email or in person. **In 2023, eight occupational**

accidents occurred without serious consequences nor deaths for members and zero occupational accidents for non-members. The rate of recordable work-related injuries experienced a slight increase from 2 in 2022 to 2.31 in 2023. The actions defined in the Sustainability Plan on this topic aim to reduce the rate of recordable work-related injuries and increasingly spread a culture of safety and prevention.

GRI 403-9 | Work related injuries^{17 18}

	2021			2022			2023		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Work-related injuries	2	2	4	4	2	6	5	3	8
At workplace	2	2	4	4	2	6	5	3	8
Commuting	0	0	0	0	0	0	0	0	0
Fatalities as a result of work-related injury	0	0	0	0	0	0	0	0	0
At workplace	0	0	0	0	0	0	0	0	0
Commuting	0	0	0	0	0	0	0	0	0
High-consequence work-related injuries	0	0	0	0	0	0	0	0	0
At workplace	0	0	0	0	0	0	0	0	0
Commuting	0	0	0	0	0	0	0	0	0
Worked hours	217,857	358,870	576,727	272,480	465,920	738,400	250,518	440,902	691,420

¹⁷ JANUS et Cie started a process for refining the personnel data reporting in 2022. 2022 and 2023 data are therefore the most accurate, while the 2021 data should be considered an approximate calculation. This should be considered for all tables with personnel-related data from this point onwards.

¹⁸ Notes on calculation

Rate of recordable work-related injuries (n. of recordable work-related injuries / n. of worked hours) * 200,000

Rate of fatalities as a result of work-related injury (n. of fatalities as a result of work-related injury / n. of worked hours) * 200,000

Rate of high-consequence work-related injuries (excluding fatalities) (n. of high-consequence work-related injuries (excluding fatalities) / n. of worked hours) * 200,000

Near-miss frequency rate (n. of "near work-related injuries" / n. of worked hours) * 200,000

	2021			2022			2023		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Rate of recordable work-related injuries	2	1	1	3	1	2	4	1	2
Rate of fatalities as a result of work-related injuries	0	0	0	0	0	0	0	0	0
Rate of high-consequence work-related injuries	0	0	0	0	0	0	0	0	0

JANUS et Cie has set up a Safety Committee that meets periodically to prioritize the actions to be implemented to improve Health and Safety at JANUS et Cie. The Safety Committee has the responsibility to:

- Assess departmental compliance with applicable regulations and policies
- Review periodic workplace inspections and supervisors' investigations of accidents and injuries
- Submit suggestions to department management for the prevention of future incidents
- Review hazardous conditions brought to the attention of any Committee member

Beyond structural intervention, JANUS et Cie constantly works to embed its attention to health and safety in day-to-day activities. This is exemplified by daily manufacturing team meetings and inspections by warehouses supervisors to identify and address any potential hazards. Structured inspections are also conducted weekly by the warehouse team, supported by a detailed checklist for accurate risk assessment.

Furthermore, all members are required to attend health and safety training sessions which are held monthly by the Human Resources department. An attendance sign-sheet is provided to guarantee that everyone is always on board when it comes to such crucial issues. Additionally,

specific health and safety training is incorporated into the onboarding process for new hires, ensuring that they are equipped with the necessary knowledge and skills from the start. 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 ensures that all team members are adequately trained to handle any new challenges or risks that may arise.

JANUS et Cie is committed to protecting the safety of its members also in case of extreme events. The company has set out a detailed and structured emergency plan, encompassing actions that must be taken in case of emergencies such as fires, tornados or earthquakes. As part of this Strategy, JANUS et Cie has set up a system of fire and earthquake drills and created dedicated, mandatory tests for its members. In 2023, JANUS et Cie participated in The California Great Shakeout, a drill designed to familiarize employees with earthquake procedures and enhance emergency preparedness. During the drill, designated safety team leaders oversaw the exercise, ensuring prompt adherence to safety protocols by all employees. Following the drill, employees were encouraged to provide feedback for further refinement of emergency response procedures and workplace safety measures.





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.

Business Ethics and Integrity

Ethical principles and values serve as the foundation of JANUS et Cie's interactions with internal as well as external stakeholders.

Building on these principles, JANUS et Cie promotes a culture of professionalism, honesty, safety and respect for others across all areas. The company remains steadfast in ensuring that everyone fulfills their job duties to the best of their abilities and adheres to all company policies and procedures. Each member takes pride in their fundamental responsibility to consistently maintain integrity of behavior and courtesy toward colleagues, clients, contractors, and suppliers.

In 2023, 100% members, including the governance body, received training and communication on the organization's anti-corruption policies and procedures. JANUS et Cie is continuously committed to avoiding any conflicts of interest by sharing a dedicated policy among members. Failure to adhere to this guideline, including failure to disclose any conflicts or to seek an exception, would result in disciplinary action, up to and including termination of employment.

Moreover, during the year, JANUS et Cie has defined its Company Handbook, set for release in 2024, which updates and enriches its previous Code of Ethics. The handbook serves as a comprehensive guide for all company interactions and outlines key benefits, practices and policies as well as fundamental ethical values and principles for all Members. It highlights JANUS et Cie's unwavering dedication to fostering fair working conditions, promoting open communication and upholding equity across all activities.

The Equal Employment Opportunity Policy stands out as a key element of the Handbook and is aimed at ensuring fairness in all aspects of work, including recruitment, hiring, discipline, termination, promotions, and more. Additionally, the policy underscores JANUS et Cie's dedication to accommodating disabilities and religious beliefs, striving to offer requisite accommodations for all individuals. The handbook also delineates a **stringent policy against unlawful harassment, discrimination, and retaliation**, which applies to all members of the organization, emphasizing a zero-tolerance approach to such behaviors.

100%

members received training
on anti-corruption policies



Under the Spotlight

EthicsPoint hotline

By providing clear guidance on how to address concerns or complaints, JANUS et Cie ensures that all members feel empowered to voice their issues without fear of reprisal. The Handbook's emphasis on involving Human Resources and providing multiple avenues for reporting misconduct episodes ensures that every concern is taken seriously and addressed promptly.

In this context, JANUS et Cie has launched a new confidential hotline, facilitated by third-party provider EthicsPoint. This provides employees with a secure platform to report any concerns or issues they may encounter in the

workplace, underscoring JANUS et Cie's ongoing commitment to creating a safe, respectful, and inclusive workplace environment for all team members. The hotline allows employees to submit anonymous reports related to violations outlined in the company's Employee Handbook, including instances of misconduct, unethical behavior, or breaches of company policies. Reports submitted through the hotline are relayed to JANUS et Cie by EthicsPoint on a completely confidential and anonymous basis, safeguarding the identity of the reporter.

Responsible sourcing

With a supply chain that spans from USA to Asia, Europe and Mexico, JANUS et Cie partners with 123 suppliers for finished products, accessories, and raw materials.

The company began partnering with 18 of them this year. In 2023, purchases from local suppliers—i.e. based in the USA—comprise 11% of total orders, falling by 7% as compared with 2022, where local inventories had been higher as a protective measure against COVID-related delays.

The company is committed to building a sustainable supply chain. It starts with a product roadmap that specifies all needed materials. From there, the Supply Chain department identifies suitable suppliers or researches new ones, evaluating any potential risks that may arise when sourcing from them.

Key suppliers are engaged with an audit on social responsibility performances, by assessing that they are not involved in any unethical activity, such as forced and child

labor, harassment or abuse, non-discrimination, health and safety, bargaining, wages and benefits, hours of work/overtime, benefits, and environment.

When it comes to environmental considerations, JANUS et Cie focuses on responsible sourcing of raw materials.

In 2023, JANUS et Cie completed a thorough assessment of its business sustainability practices through EcoVadis, the global standard for business sustainability ratings. The EcoVadis assessment includes sustainability criteria across four core themes: Environment, Labor & Human Rights, Ethics, and Sustainable Procurement. As a result of the evaluation, JANUS et Cie achieved Silver EcoVadis Sustainability Rating, placing the company in the 86th percentile globally.

80%

Teak products sourced sustainably in 2023



Under the Spotlight

MindClick sustainability assessment program (MSAP)

JANUS et Cie participates annually in the **MindClick Sustainability Assessment Program (MSAP)**. MSAP rates social and environmental impacts throughout products' life cycle. MindClick's assessment program evaluates facilities based on operational footprint, environmental and social metrics such as energy, carbon and water reduction, and labor and human rights. The program also measures indicators such as the carbon footprint of products' use and distribution, recyclability, as well as the use of sustainable materials and avoidance of high-risk chemicals. **In 2023, JANUS et Cie was evaluated by MindClick for over 1,600 products and was ranked Leader in 5 out of the 8 product families it was assessed on, while also ranking Achiever in the 3 other product families**

Sustainability LEADER

Rating by MindClick in 5 out
of 8 product families assessed



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 client's expectations.

Member training and development

Continuous learning is a fundamental value at JANUS et Cie, which actively promotes key measures to embed talent development in day-to-day operations.

Providing members with opportunities to develop new skills and enhance existing ones is crucial for fostering a work environment where individuals feel fulfilled and engaged.

As members of JANUS et Cie, individuals 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 company also provides access to a workplace communication app where training materials are readily available to every member.

Another significant aspect of JANUS et Cie's talent development program is the annual Immersion Training. In 2023, it was hosted at the Los Angeles headquarters and brought together 24 new members from over 10 American states, as well as Australia and Mexico, to learn about their brand, heritage, and values. During this immersive 4-day training, attendees had the opportunity to interact with various departments within the organization, gaining insights into how their roles contributed to the overall corporate success. Sessions covered a range of topics, including Company History, Sales Structure, and department-specific training such as Marketing and Product Development. The training also included tours of the headquarters, warehouses and West Hollywood showrooms.

In addition to offering key training opportunities, JANUS et Cie continuously seeks to foster growth and improvement. Upon joining the team, new members receive an evaluation questionnaire of their performance after 30, 60, and 90 days. Within the questionnaire, they are also asked to give some feedback on the management of the company and whether they are feeling integrated in the company work environment.

Alongside JANUS et Cie's core initiatives, the company adheres to those promoted by Haworth, to complement its talent development efforts. One of such initiatives is the 4-hour DiSC (Dominant, Influencing, Steady, Compliant) course, in which five of JANUS et Cie's members participated. Tailored to deepen understanding of personal and interpersonal dynamics, the course allows participants to explore behavior styles and preferences, gaining insights into the unique motivators and stressors associated with each DiSC style. The course aims to strengthen relationships within the team by identifying and implementing trust-building techniques, fostering key areas such as results, action, enthusiasm, collaboration, support, stability, accuracy, and challenge.

Annual Immersion Training

Talent development program supported by JANUS et Cie



Under the Spotlight

Training as a lever for sustainability

In addition to talent development, JANUS et Cie is committed to enhancing members' expertise and awareness of key sustainability issues. These were discussed during one of JANUS et Cie's Coffee Chats, a series of informal meetings engaging members on crucial, overarching topics. Almost 70 people voluntarily attended to gain a better understanding of sustainability, as well as JANUS et Cie's efforts and commitments. The meeting was organized by JANUS et Cie's Sustainability Committee and hosted Haworth Lifestyle brands' CSR Manager.

JANUS et Cie's Earth Day communication promoting eco-friendly practices stood as another initiative to

foster sustainability awareness and action among its members. In this occasion, JANUS et Cie encouraged individuals to assess their carbon footprint using the Global Footprint Network's online tool, providing insights into personal environmental impact and offering resources for improvement. Practical recommendations were shared including energy-saving measures like powering down electronics and lights when not in use, as well as water conservation practices such as promptly repairing leaks and turning off taps to minimize waste. Additionally, JANUS et Cie took the opportunity to further encourage waste reduction through recycling efforts and thoughtful paper usage, while also advocating for the use of reusable bottles and cups to curb environmental impact.

GRI 404-1 | Training hours by gender and professional category ¹⁹

Professional categories	2021			2022			2023		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Executives	8.3	8.7	8.5	8.7	9.2	6.5	8.5	9.0	8.8
Supervisors/ Exempt Employees	5.6	5.8	5.7	5.0	3.3	3.8	5.3	7.2	6.4
Hourly Employees	3.5	3.7	3.6	6.0	10.0	5.6	4.8	6.9	6.1
Total	5.0	5.6	5.4	8.4	10.7	9.9	5.3	7.1	6.4

Training hours by topic	2021	2022	2023
Code of Ethics (Compliance, Anti-Corruption, Human Rights, DEIB, Discrimination, etc.)	793	689	742
Technical-specialist, professional	118	103	106
Induction for new hires	375	2,270	920
Cyber Security	542	473	509
Total	1,828	3,535	2,277

¹⁹ Following a refinement in calculation of HR related data, the numbers for 2022 and 2021 have been updated compared to the 2022 Report.

Attracting and cultivating talent

JANUS et Cie is dedicated to attracting new talent and promote innovation within the design industry.

In 2023, the company launched its inaugural internship program within the Product Development department, welcoming a new intern eager to gain hands-on experience and contribute to the team's efforts. This program not only provided the intern with insight into job specifics, but also included specialized training and tasks focused on sustainable packaging, a core topic for JANUS et Cie's sustainability performance.

The company also endorses the Management Development Program promoted by Haworth, a three-day interactive class to practice core management skills. Three of JANUS et Cie's members have participated this year. **Finally,**

two JANUS et Cie members participated in Haworth's Aspiring Leader Program. This is an intensive one-year development journey that blends classroom training, self-paced learning, and collaborative group projects to equip employees with essential leadership skills, enhancing their readiness for potential supervisory roles. By adhering to such group-wide initiatives JANUS et Cie further exemplifies its commitment to talent development, fostering members' attachment to the company.

Over the year, JANUS et Cie has welcomed close to 50 new members, with an incoming turnover rate of 14%.



GRI 401-1 | New employee hires and employee turnover

	2021			2022			2023		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Total hires	25	57	82	29	39	68	21	28	49
under 30 years	6	21	27	7	6	13	4	11	15
30 - 50 years	14	25	39	16	29	45	10	10	20
over 50 years	5	11	16	6	4	10	7	7	14
Total terminations	21	43	64	27	24	51	19	45	64
under 30 years	8	7	15	6	2	8	4	5	9
30 - 50 years	8	26	34	10	16	26	12	33	45
over 50 years	5	10	15	11	6	17	3	7	10

	2021			2022			2023		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Turnover rate (incoming)	20%	27%	24%	22%	17%	19%	15%	13%	14%
under 30 years	43%	60%	55%	50%	21%	30%	31%	50%	43%
30 - 50 years	21%	23%	22%	22%	23%	22%	14%	9%	11%
over 50 years	11%	16%	14%	14%	6%	9%	14%	9%	11%
Turnover rate (outgoing)	16%	20%	19%	21%	11%	14%	14%	21%	18%
under 30 years	57%	20%	31%	43%	7%	19%	31%	23%	26%
30 - 50 years	12%	24%	19%	14%	13%	13%	16%	29%	24%
over 50 years	11%	14%	13%	26%	8%	15%	6%	9%	8%

Diversity, Equity, Inclusion and Belonging

Promoting diversity, equity, inclusion, and belonging remains central to JANUS et Cie's ethos.

In 2023, the company has reaffirmed its commitment to these principles with a renewed focus on cultivating a sense of belonging among its members. This has resulted in the development of a comprehensive Diversity, Equity, Inclusion, and Belonging (DEIB) strategy, aligning with JANUS et Cie's dedication to creating an inclusive and equitable workplace where all members feel valued, respected, and empowered to contribute to collective success.

As part of its core measures, JANUS et Cie has continued to offer specific DEIB courses, integrated into Haworth's required training activities. These courses cater to all levels of the organization and are tailored to address the unique needs of each group. They emphasize the creation of an inclusive environment where everyone feels respected and valued, providing practical guidance on addressing issues like unconscious bias and micro-inequities. In particular, specific courses dedicated to leaders offer insights into driving diversity efforts and navigating situations with a high risk for bias.

JANUS et Cie's commitment to fostering DEIB goes beyond compliance, reflecting the deeply held belief that embracing differences enriches the organization. In line with this, JANUS et Cie **embeds DEIB concerns into its engagement practices,** recognizing their crucial link with member participation and well-being. This year, the engagement sur-

vey featured a dedicated section, and the Member Handbook was updated to highlight DEIB principles.

Moreover, the company has taken significant steps to enhance the activities of its voluntary DEIB committee, which now contains 36 members. The committee holds dedicated meetings and invites guest speakers to facilitate learning and discussion on key DEIB issues. Topics covered include **LGBTQIA History Month**, featuring speaker Damien Navarro, and the **Biology of Trauma on Women**, with Dr. Karestan Koenen as the expert presenter. Damien Navarro brought extensive experience, having founded and led award-winning media and technology ventures. His expertise in DEIB-related community building and storytelling enriches the committee's discussions and initiatives. Meanwhile, with her groundbreaking research on trauma and mental health, Dr. Karestan Koenen has offered invaluable insights into DEIB efforts. JANUS et Cie also takes part in the **Group-wide DEIB Committee**, encompassing representatives from all Haworth Lifestyle brands to ensure best practice sharing.

JANUS et Cie hosted a potluck lunch to mark Hispanic Heritage Month (September 15th - October 15th) celebrating diversity and promoting inclusiveness. Members gathered to share their favorite Hispanic-inspired dishes.

76%

DEIB index score in the engagement survey

36

members of DEIB committee

GRI 405-1 | Diversity of governance bodies and employees

	2021			2022			2023		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Executive	11	10	21	12	14	26	11	14	25
< 30 years old	0	0	0	0	0	0	0	0	0
30-50 years old	6	4	10	6	8	14	5	8	13
> 50 years old	5	6	11	6	6	12	6	6	12
Supervisors/Exempt Employees	66	166	232	70	175	245	76	105	181
< 30 years old	4	32	36	5	27	32	8	10	18
30-50 years old	37	95	132	41	107	148	43	62	105
> 50 years old	25	39	64	24	41	65	25	33	58
Hourly employees	51	38	89	49	38	87	50	95	145
< 30 years old	10	3	13	9	2	11	5	12	17
30-50 years old	24	11	35	27	12	39	25	44	69
> 50 years old	17	24	41	13	24	37	20	39	59
Total	128	214	342	131	227	358	137	214	351
< 30 years old	14	35	49	14	29	43	13	22	35
30-50 years old	67	110	177	74	127	201	73	114	187
> 50 years old	47	69	116	43	71	114	51	78	129



We lead with design

We have 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.

Circular design and sustainable materials

JANUS et Cie is dedicated to promoting a circular economy by developing products that adhere to the principles of circularity throughout their entire lifecycle.

This commitment involves preventing waste and maximizing resource utilization at every stage of production. In designing products with circularity in mind, JANUS et Cie considers several factors, including **material selection, innovative design practices, and the enhancement of durability and ease of disassembly** as core features of their products.

In this regard, the company recognizes that proper maintenance is essential for extending product lifespan, and actively engages with clients by providing comprehensive product care and maintenance guidelines on its website. A dedicated service is also offered for the replacement of products components in case of damage due to normal wear and tear. This enables clients to avoid purchasing an entirely new product.

Furthermore, JANUS et Cie places a strong emphasis on sustainability **by prioritizing the use of sustainably sourced, recycled, and recyclable materials.** By doing so, the company not only minimizes environmental impact during pro-

duction but also enables recycling and waste reduction at the end of a product's lifecycle, an area beyond the company's immediate control.

These principles are altogether embodied by JANUSfiber®, which stands out as not only a 100% recyclable but also highly resilient material, boasting attributes such as colorfastness, UV resistance, and adaptability to various environments. Its enduring nature allows it to thrive across a range of temperatures and demand minimal maintenance, further aligning with circular economy principles and underscoring JANUS et Cie's dedication to sustainable practices.

Circularity is not an issue that can be tackled alone, as different actors along the value chain need to be engaged. In the last few years, JANUS et Cie worked to evaluate and lead the development of new products, promoting the use of **responsibly plantation-grown teak as well as aluminum frame products with up to 10% recycled content.**

JANUSfiber®

a 100% recyclable and highly
resilient material



Under the Spotlight

Tahoe collection

In the context of including sustainability matters into catalog's expansion, JANUS et Cie is finalizing the launch of its latest Tahoe table collection, inspired by Lake Tahoe and celebrating the company's California roots. With sleek lines and a minimalist aesthetic, this product embodies the beauty of Lake Tahoe while integrating into any outdoor or indoor environment, offering both functionality and elegance for outdoor furnishings. The collection—which comprises two rectangular dining tables, a squared dining table, a cocktail table and a side table—reinterprets the modernist Parsons Table by designer Jean-Michel Frank.

Natural teak is used along with clean lines to allow users to focus on the material's natural beauty. A fine groove line is added on the side skirt of the table to create visual interest. It is positioned to create a slimmer profile and the right balance on the otherwise large surface.

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 to be produced with FSC teak.

JANUS et Cie's collaboration with Sunbrella

In its pursuit of sustainability, JANUS et Cie has fostered a strategic partnership with Sunbrella, a leading supplier known for its dedication to sustainable innovation and design practices.

Sunbrella's own circularity efforts include operating the

Recycle My Sunbrella Program, which recycled over 70,000 pounds of fabric from clients in 2022. Through its collaboration with Sunbrella, JANUS et Cie continues to advance its sustainability objectives, offering environmentally responsible products that uphold the highest standards of quality and innovation.

Product quality and safety

At JANUS et Cie, the pursuit of quality and safety is deeply ingrained in every stage of product development.

All products from JANUS et Cie are designed to guarantee maximum safety and developed in accordance with industry standards and relevant codes. This includes everything from conducting feasibility studies, to creating prototypes and developing the final product. This dedication to excellence has resulted in an impeccable track record for JANUS et Cie, with **no incidents of non-compliance** regarding the health and safety impacts of products and services.

To uphold these standards and foster such positive impacts, JANUS et Cie products are tested before launch to ensure the highest degree of safety in accordance with applicable industry standards and codes. Over **90% of JANUS et Cie seating products are tested using external verification and safety assessments, including durability and structural performance tests in accordance with renowned standards such as BIFMA**. In 2023, BIFMA product testing was conducted for **all seating products** in

new JANUS et Cie **collections launched during the year**. **Driving such efforts is JANUS et Cie's dedicated Quality Department, which ensures the overall quality of existing and newly launched products**. The expertise of the team is essential to support the Product and Sales Departments with technical solutions. The Quality team is responsible for final and in-line inspections in accordance with Acceptable Quality Limit (AQL). They oversee conducting in-house testing during product development and are the first responders when a quality concern appears.

90%+

Products tested using
BIFMA standards

Sustainable packaging

Packaging plays a crucial role in protecting products during transportation, storage, and sale.

However, it can also have significant environmental and social impacts throughout its lifecycle, affecting the overall product footprint. Aligning packaging with sustainability goals involves minimizing raw material usage, prioritizing recyclable, or recycled materials, and eliminating unnecessary packaging.

With this in mind, JANUS et Cie strives to enhance packaging efficiency by minimizing components and weight without compromising products' safe delivery. In terms of materials used, approximately 85% of packaging originates from bio-based and recyclable sources. Moreover, the company is actively taking initiative to diminish the use of plastic and Styrofoam by repurposing cardboard scraps from JANUS et Cie's on-site box machine to be reused for internal packaging.

Furthermore, in 2023 the company hosted a new intern whose work was focused specifically on advancing key solutions on more sustainable packaging, another example of JANUS et Cie's commitment.

≈85%

**Bio-based and
recyclable packaging**



We create value

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

JANUS et Cie's commitment to value creation

JANUS et Cie seeks to create value in every aspect of the business, with a dedication to making a positive impact on people's lives and the environment.

The company commits to sustainability and shares this responsibility with its stakeholders in the following ways:



Interacting and exchanging best practices within the supply chain to generate economic impact.



Generating employment opportunities both in the United States and internationally, but also throughout its global supply chain.



Choosing and promoting the use of responsible materials to develop products that have a positive impact on the environment and delight clients.

Partners for the design sector

In conversation with Sebastian Herkner

At JANUS et Cie, designing with sustainability in mind is paramount, and our collaboration underscores this commitment. Our core strategy involves fostering an intense and ongoing exchange about sustainability and values among all partners involved in the design process. This dialogue starts early and encompasses understanding the various parameters of sustainability, including material sourcing, production sites, transport, and the concept of circular design. For us, sustainability is not just a marketing aspect but an integral part of product development for the future.

Balancing sustainability with aesthetic appeal and functionality is another crucial aspect. As a designer, I recognize the potential and responsibility to create products that fulfill a need and embody a vision. Clear communication, honesty, and transparency are essential to align with consumer tastes and preferences. My role is to harmonize these elements to create products that become lifelong companions.

Our studio's design approach is a new interpretation of the aesthetics and values of JANUS et Cie, ensuring that collections are aligned with the brand's DNA while incorporating my unique vision. For example, the Boheme collection sources materials and components from top suppliers, featuring innovative elements like a new market-exclusive rope. The collection, previewed at Salone del Mobile 2024 and scheduled to launch in 2025, reflects our joint commitment to sustainability by growing and evolving rather than constantly introducing novelties.

As a designer, I leverage my influence to promote eco-consciousness by understanding my dual role as a creator and a consumer. My aim is to create treasures rather than disposable items, emphasizing quality over trends and price. This involves choosing the right brands to collaborate with, researching sustainable materials and technologies, and fostering a deep appreciation for the entire development and manufacturing process.

Looking ahead, I envision a shift from short-lived trends to a lasting movement toward better design and usage behaviors. The winning strategy in the sustainability transition involves crafting unique and compelling stories, collaborating with suppliers committed to sustainability, and maintaining honest and transparent communication.

By thinking differently and bravely, we aim to lead in sophisticated and sustainable design.



Sebastian Herkner

Designer

Studio Sebastian Herkner



...to Future Generations

Striving to foster a community of innovation, in 2023 JANUS et Cie proudly announced its second Global Student Design competition scheduled for 2024, in collaboration with the esteemed international design collective RIOS.

The competition opens doors to young, aspiring talents from universities worldwide. The 2024 theme, “Placemaking: Designing Spaces for Dialogue and Community Engagement,” challenges participants to create three manufacturable pieces that serve as placemaking devices. These pieces, chosen from a selection including seating fixtures, light fixtures, planters, shade structures, and outdoor toy or game tables, emphasize the dynamic relationship between furniture pieces and their role in fostering dialogue and community interaction.

The competition offers a prestigious platform for participants to showcase their talent. Four finalists and one overall winner will be selected in spring 2024. Each finalist will receive a financial award and equivalent funding will be allocated to their respective schools’ design programs. The founding jury, comprising industry experts, including Design Champion Christopher Locke, the founder of Designing in Color,

underscores JANUS et Cie’s commitment to empowering the next generation of designers and promoting diverse perspectives in design.

In the context of the Global Student Design Competition, JANUS et Cie counts upon its strategic partnership with Sebastian Herkner, who conducted one of the masterclasses related to the initiatives titled “Designing with Sustainability in Mind” in December 2023. The masterclass explored strategies for integrating sustainability into the design process, addressing environmental concerns, and promoting forward-looking design practices.

These steps collectively shape a future for JANUS et Cie where creativity, professional growth, and corporate responsibility are not just ideals, but the very pillars of the brand’s ethos.



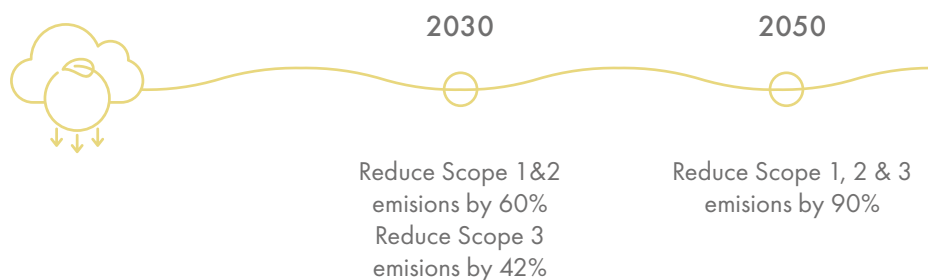
We work to make the world better

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

JANUS et Cie acknowledges the critical importance of mitigating climate change and is aligned with Haworth's commitment to spearhead climate action within the industry.

In line with this purpose, Haworth submitted Scope 1, Scope 2, and Scope 3 emissions²⁰ reduction target to the Science Based Target initiative (SBTi), the most-widely renowned international organization to help companies set Net-Zero emission targets. These were validated in 2023, marking the initial step of the Group's emission reduction path.



In alignment with all brands under the Haworth Lifestyle umbrella, JANUS et Cie is committed to these targets and is taking key steps to achieve the group's decarbonization goals.

The Company is progressing toward achieving 100% renewable electricity and is enhancing initiatives to improve energy efficiency and decrease consumption across its infrastructure and equipment. One key step is the company's commitment to transitioning to **100% LED lighting**, in line with the other brands of Haworth Lifestyle. JANUS et Cie has integrated LED lighting across its production facility, office spaces, warehouses, and US showrooms.

90%
2050 emission
reduction target, for
scope 1,2 and 3

²⁰ Scope 1 are direct emissions from natural gas and fuel for our company fleet; Scope 2, indirect emissions from electricity usage and Scope 3 are indirect emissions from activities occurring upstream and downstream the value chain. They mainly include emissions from purchased goods and services, upstream transportation and distribution, and end of life treatment of sold products.

The ribbon-cutting ceremony at the new cushion operations plant also marked a significant milestone in enhancing energy efficiency at JANUS et Cie, as the facility has been subject to several energy-related improvements. **Two electric vehicles charging stations** were installed, adding to the four already present at the headquarters. The plant has been equipped with **lighting systems featuring timers**. This innovation ensures that energy is used efficiently by only illuminating areas when necessary, thereby reducing unnecessary consumption.

Furthermore, **the integration of Nest thermostats at the new plant significantly** enables to analyze usage patterns and automatically adjust settings, optimizing energy usage and reducing unnecessary consumption. They also offer remote access capability, allowing real-time adjustments to temperature settings via mobile devices and enabling further

energy conservation even when employees are away from the facility. Additionally, the Nest system continuously monitors Heating, Ventilation, and Air Conditioning (HVAC) systems, ensuring they operate at peak efficiency.

Altogether, these measures have contributed to a 22% reduction in energy consumption, compared to 2021.

In compliance with the GHG Protocol, JANUS et Cie has identified and monitored its direct and indirect GHG emissions (i.e. Scope 1 and Scope 2 respectively). Over the past three years, there have been improvements in the methodology used to calculate emissions, with a reduction in estimates, alongside an actual reduction in emissions.

-22%

**Energy consumption reduction
compared to the baseline
year of 2021**

GRI 302-1 | Energy consumption within the organization (GJ)

	2021	2022	2023
Natural gas	10,452	7,431	6,567
Diesel	16	153	166
Gasoline	0	92	115
Electricity (purchased)	8,127	7,881	7,728
<i>from non-renewable sources</i>	7,996	7,726	7,586
<i>from renewable sources</i>	131	155	142
Electricity (self-produced from PV)	0	0	0
<i>self-produced and consumed</i>	0	0	0
<i>sold</i>	0	0	0
Total energy consumption	18,595	15,556	14,576

GRI 305-1 and GRI 305-2 | Scope 1 and Scope 2 GHG Emissions²¹

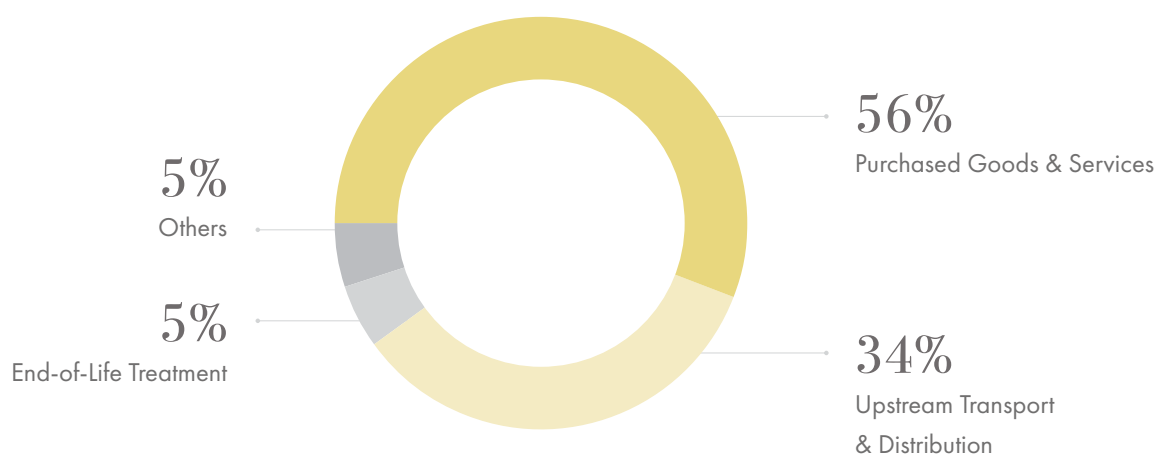
Scope 1 - Direct emissions (tCO ₂ e)	2021	2022	2023
Emissions from natural gas consumption	526.22	374.11	330.17
Emissions from fuels consumption	1.14	16.89	18.73
Emissions from refrigerants	147.72	0	0
Total direct emissions	675.07	391.00	348.91

Scope 2 - Indirect emissions from electricity (tCO ₂ e)	2021	2022	2023
Market-based	617.96	635.13	609.23
Location-based	627.63	646.57	619.72

To date, in line with the GHG Protocol, the quantification of Scope 3 emissions is recommended but not mandatory. Nonetheless, **JANUS et Cie intends to review the opportunity to include these indirect emissions in its sustainability reporting in the future**, in favor of greater transparency and social, environmental, and economic benefits.

JANUS et Cie voluntarily calculates its Scope 3 emissions. In 2023, JANUS et Cie's Scope 3 emissions amounted to 29,834 tons of CO₂e.

Composition of scope 3 emissions



In 2023, the company has not received any fines nor non-monetary sanctions for noncompliance with environmental laws and/or regulations.

²¹ The 2021 and 2022 data have been restated due to an improvement in the calculation methodology and in the accuracy of the data collected.

Source of emission factors:

- Natural gas: EPA GHG Protocol Year
- Combustion of fuels: DEFRA (UK Government GHG Conversion Factors for Company Reporting)
- Electricity (Location-based): IEA 2022, EPA GHG Protocol Year
- Electricity (Market-based): AIB 2021, TERNA 2019

Sustainable logistics

Logistics has a crucial role on climate change as it is responsible for over a third of global CO₂ emissions²².

As a company that sources from over 20 countries and sells all over the world, **JANUS et Cie is committed to minimizing its logistics impact** by optimizing transportation, selecting more efficient means of transport and monitoring journeys.

Recognizing the need to optimize logistics and minimize impacts, in 2023 JANUS et Cie began consolidating small-size shipments into more efficient truck loads. This initiative, spearheaded by the Logistics team, aims to mitigate damages, particularly for smaller products that were previously susceptible during courier transport, while at the same time reducing the number of shipments, thus cutting emissions. A lower volume of damaged products also helps in reducing waste. Compared to 2022, in 2023 JANUS et Cie has almost halved the percentage of products shipped that were damaged during transport, going well beyond the expected target.

Furthermore, JANUS et Cie collaborating with key business partners. In particular, JANUS et Cie has engaged its logistics providers to offset to offset the CO₂e from ocean logistics. Through this initiative, 575 tonnes of CO₂e were offset in the first half of 2023. Furthermore, by choosing Mix-Biomethane in the second half of 2023, JANUS et Cie has reduced emissions generated by shipping container transportation by 15% and further reduced sulfur oxides (Sox) by 99%, nitrogen oxides (NOx) by 92%, and PM10 particulates by 91%. The additional CO₂e reduction for the last half of 2023 was 28.120 tonnes.

Wherever possible, JANUS et Cie is also committed to start using electric trucks for local deliveries from 2024.

11,800+

Total UPS package shipped in 2023, 93% of which were in the US

²² ISO, 2023

Waste management

JANUS et Cie's produced waste is the result of operations, offices activities and packaging use.

JANUS et Cie is taking key steps in minimizing waste and implementing responsible waste management to facilitate recycling.

Engaging and collaborating with entities that specialize in waste management ensures waste is properly treated. **The waste generated by the JANUS et Cie headquarters is managed by three different third-party organizations**, one for non-hazardous waste, compost and recycling, one for recycling only and one for managing hazardous waste. JANUS et Cie adheres to waste management and recycling guidelines provided by such specialized business partners to ensure proper waste separation in their offices. Furthermore, they provide information and updates on current regulations and changes to their clients, such as the new requirement enacted in California, regulation SB 1383, regarding compost. In compliance with such regulation, JANUS et Cie has introduced **compost programs** as part of its comprehen-

sive waste management initiatives at its headquarters and warehouses. Such programs aim to divert food waste from landfills, thus reducing the company's overall environmental footprint.

JANUS et Cie remains proactive in enhancing resource efficiency and minimizing waste across production. One key initiative is the **foam repurposing program**, where excess foam materials are sent back to JANUS et Cie's foam supplier to be shredded and repurposed.

In 2023, waste has increased due to the company's expanded scope, now including a new cushion manufacturing facility, which has further increased production capacity. A rise in waste produced was also result of employees spending more time in the office compared to the COVID-19 period, when they primarily worked remotely.



GRI 306-3, 306-4 and 306-5 | Waste generated, diverted and directed to disposal (t)

Waste Generated	2021	2022	2023
Total waste generated	77.70	291.80	424.56
Hazardous	0	0.80	0.87
Non-hazardous	77.70	291.00	423.68

Waste diverted from disposal	2021	2022	2023
Total waste diverted from disposal	77.70	209.50	211.14
Hazardous	0	0	0
Non-hazardous (recycling)	77.70	209.50	211.14

Waste directed to disposal	2021	2022	2023
Total waste directed to disposal	0	82.30	213.41
Hazardous (landfilling)	0	0.80	0.87
Non-hazardous (landfilling)	0	81.50	212.54

To minimize waste production, JANUS et Cie conducts **employee awareness campaigns** and provides training on waste sorting and recycling practices. By equipping employees with the knowledge and tools and tools to participate in waste reduction efforts, JANUS et Cie fosters a culture of sustainability within the organization.

Moreover, JANUS et Cie continues to innovate in waste reduction practices at major industry events, where it introduced the use of reusable digital walls for product displays, replacing traditional temporary showrooms. By doing this, the

company not only guarantees an immersive experience to attendees but also helps reduce the environmental impact of temporary showrooms, as digital walls can be reused multiple times and in different contexts. Building upon the success of previous events like NeoCon in Chicago and BDNY in New York City, in 2023 JANUS et Cie expanded its implementation to include additional locations. These included CSI Miami, a renowned exhibition hall hosting over 250 suppliers and leading design firms on cruise ship furniture and HD Expo, the largest hospitality design event in the US, where JANUS et Cie presented its latest products and innovations.

Amplifying positive impact on communities

JANUS et Cie actively collaborates with local businesses that prioritize environmental sustainability and contribute to positive social change.

In 2023, JANUS et Cie partnered with Cornelia Home, a proudly woman- and Black-owned business. Together, they developed the “Sun Kissed” candle line, JANUS et Cie’s first scented candle of fragrant orange blossom, celebrating the furniture brand’s Southern California roots.

The owner of Cornelia Home, Kianna Riley, is a breast cancer survivor who specializes in toxin-free products of exceptional quality. Because of this, **the initiative benefits Little Pink Houses of Hope, an organization aiding individuals facing breast cancer, along with their families.**

This initiative was built upon the partnership with Wake Enterprises, a non-profit that provides employment to adults with intellectual and developmental disabilities. Wake Enterprises supported Cornelia Home and JANUS et Cie by inspecting, inventorying, labeling, and packaging all candle gift components, including 2,500 candles, 2,600 custom gift boxes, gift cards, and over 1,000 custom-designed shipping boxes. Wake Enterprises’ production facility is located near Cornelia Home, which ensured energy and fuel efficiency for this project, contributing to its overall sustainability.





Under the Spotlight

Making a difference in our community

At JANUS et Cie's 2023 Company Meeting, approximately 250 team members participated a blanket-making initiative, resulting in **300 blankets donated to the Hope of the Valley Rescue Mission, an organization that provides aid and support to homeless individuals.** This initiative not only helped in offering warmth and comfort to those in need, but also fostered a sense of unity and purpose among our members, emphasizing the importance of giving back to the community.

In line with its commitment to supporting local communities, **JANUS et Cie also supported A Child's Dream, a Los Angeles charity assisting underserved children in becoming healthy and responsible citizens,** by contributing to their annual toy drive in 2023.

JANUS et Cie also demonstrated its dedication to community relief in August 2023, when wildfires swept through the historic town of Lahaina in Maui, Hawaii. JANUS et Cie responded by organizing **a voluntary relief drive, collecting essentials families and businesses impacted by the fire.** To facilitate prompt delivery, the company partnered with its Hawaiian logistics receiver to bring donations directly from the mainland into Maui. The initiative demonstrated JANUS et Cie's commitment to helping communities in times of crisis, offering a tangible lifeline to those in need.





Methodological note and appendix

Methodological note

This document represents the third edition of the Sustainability Report of JANUS et Cie and its subsidiaries. Its drafting and publication represent a voluntary process undertaken by JANUS et Cie integration of ESG aspects (Environment, Social, Governance).

The scope of the data and information includes JANUS et Cie and its subsidiaries. Specifically, the following companies have been included into the report: JANUS et Cie, JANUS et Cie Australia, JANUS et Cie Singapore, JANUS et Cie Singapore Services Pte Ltd, JANUS et Cie UK Ltd, JANUS et Cie UK Holding, JANUS et Cie de Mexico, JANUS et Cie Europe.

The reporting period covers the fiscal year of 2023, from January 1 to December 31. Additionally, it presents data from the three-year span of 2021 to 2023 where applicable. The document was prepared in line with the guidelines provided by the new edition of the Global Reporting Initiative GRI Standards 2021 – now considered the most authoritative and widely used non-financial reporting standard nationally and internationally – according to the “in accordance” reporting option. In the text, for the contents corresponding to the GRI requirements, the identification codes are given in square brackets [GRI].

The definition of the material issues for the Group and for its stakeholders took place following a materiality analysis process, in line with the GRI Standards and industry best practices, as described in the chapter “JANUS et Cie’s Material Topics”. To this end, various indicators, have been selected to describe the trend of material aspects and relationships with stakeholders. For some of the material topics it was not possible to identify, within the GRI Standards, indicators suitable for describing and reporting of the Group. For these cases, only GRI 3-3: Management of material topics is reported. For a better understanding of the Standard Disclosures used, please refer to the “GRI Content Index.”

This document was submitted for approval by the Group’s CEO and Sustainability Committee on 4 December, 2024. JANUS et Cie’s Sustainability Report 2023 is not subject to external assurance.

The periodicity of this publication is set according to an annual frequency. For information relating to the JANUS et Cie’s Sustainability Report, please contact: sustainability@janusetcie.com

Appendix

Description of material topics and prerequisites

Pillar	Material topic	Description
Society	Client satisfaction	Ensure clients' satisfaction through their involvement and listening, guaranteeing a valuable experience during the entire products lifecycle.
People	Member welfare and well-being	Guarantee each member's well-being, adopting a plan that can satisfy their needs, to favor psychophysical health and their feeling of belonging.
People	Diversity, equity, inclusion and belonging	Favor an inclusive working environment that encourages the respect and the value of everyone's diversity, ensuring equal treatment and rejecting any discriminatory behavior.
People	Occupational health and safety	Safeguard the health and safety of all members, ensuring a safe working environment.
People	Talent attraction and retention	Adopt attraction and retention practices, by contributing to the creation of a stimulating working environment, where members can feel satisfied and motivated.
Society	Human rights	Ensure the respect for human rights and fundamental freedoms of people at the Group's own factories and along the supply chain.
Product	Product quality and safety	Develop product with high quality and safety standards, guaranteeing clients' safety by complying with the applicable regulations, especially concerning the use of chemicals.
People	Training and member development	Promote training activities to develop members' technical, managerial, and soft skills, to guarantee self and professional growth.
Product	Product innovation	Promote innovative solutions that can favor client experience and the development of new products.
Society	Client data privacy and protection	Guarantee client data privacy and the security of the information technology infrastructure, by preventing any illegal attempts to access sensitive client information.
Environment	Waste management	Promote efficient waste management, by reducing operational waste and favoring the reuse of materials used during operational activities.
Product	Responsible sourcing	Promote responsible sourcing to favor the reduction of environmental impact of products used, e.g., the purchase of certified wood from sustainable forests.
Product	Sustainable packaging	Favor the use of sustainable packaging, encouraging its reuse and recyclability, and by phasing out single-use plastics.

Pillar	Prerequisite	Description
Product	Circular design and sustainable materials	Integrate circular economy principles in product design; promote the use of renewable, recyclable and/or recycled materials; develop circular practices to prevent waste generation; and ease end-of-life product recovery and valorization.
Environment	Energy efficiency and emissions reduction	Promote the fight against climate change by developing energy efficiency initiatives and reducing greenhouse gas emissions throughout the entire value chain, favoring the use of energy from renewable sources.
Environment	Sustainable logistics	Optimize logistics by actively involving partners along the entire value chain, and identifying effective transport solutions that could lower their environmental impact.
Governance	Business ethics and integrity	Respect for the principles of integrity, professional ethics, and honesty in business conduct, through internal control systems, to ensure reliable relationships with all stakeholders.
Governance	Governance	Guarantee efficient and responsible corporate governance, that applies a transparent approach and that acts in line with the international best practices.
Governance	Risk management and regulatory compliance	Ensure the adequate management of all risks by providing appropriate mitigation actions. Guarantee the respect of the applicable regulations.
Governance	Shared value creation	Ensure long-term value creation for all stakeholders by guaranteeing economic and financial stability and managing the business.

GRI content index

Declaration of use	JANUS et Cie has reported the information cited in this GRI index for the period 1/1/2023-31/12/2023 using GRI Standards
GRI 1 utilized	GRI 1: Key principles 2021

General disclosure

GRI Standards	Disclosure	Location
GRI 2: General information 2021	2-1 Organizational details	About JANUS et Cie Geographical presence of JANUS et Cie
	2-2 Entities included in the organization's sustainability reporting	Methodological note
	2-3 Reporting period, frequency and contact point	Methodological note
	2-4 Restatements of information	Restatements of information are reported in the text
	2-5 External assurance	The report is not submitted for assurance
	2-6 Activities, value chain and other business relationships	JANUS et Cie at a glance Sustainable logistics Responsible sourcing Partners in the design world
	2-7 Employees	Members' composition
	2-8 Workers who are not employees	Members' composition
	2-9 Governance structure and composition	Governance
	2-10 Nomination and selection of the highest governance body	Governance
	2-11 Chair of the highest governance body	Governance
	2-12 Role of the highest governance body in overseeing the management of impacts	Governance
	2-13 Delegation of responsibility for managing impacts	Governance
	2-14 Role of the highest governance body in sustainability reporting	Governance
	2-15 Conflicts of interest	Business ethics and integrity
	2-16 Communication of critical concerns	Business ethics and integrity

GRI Standards	Disclosure	Location
GRI 2: General information 2021	2-17 Collective knowledge of the highest governance body	Governance Materiality analysis Sustainability plan
	2-18 Evaluation of the performance of the highest governance body	JANUS et Cie does not have any processes for evaluating the performance of the highest governance body in overseeing the management of the organization's impacts on the economy, environment, and people in place
	2-19 Remuneration policies	JANUS et Cie does not have a specific remuneration policy in place, but strictly follows local regulations required for privately held companies
	2-20 Process to determine remuneration	When determining remuneration, JANUS et Cie considers requirements of the role, needs of the business, relevant skills and experience of the individual, the relative external market for talent, geographical work location, and local legal requirements. Currently, the Board of Directors does not oversee the remuneration process
	2-21 Annual total compensation ratio	Confidentiality constraint
	2-22 Statement on sustainable development strategy	Letter to our stakeholders Sustainability plan
	2-23 Policy commitments	Business ethics and integrity JANUS et Cie does not adhere to any authoritative intergovernmental instruments, however it ensures responsible business conduct and the respect of Human Rights
	2-24 Embedding policy commitments	Business ethics and integrity
	2-25 Processes to remediate negative impacts	Business ethics and integrity
	2-26 Mechanisms for seeking advice and raising concerns	Business ethics and integrity
	2-27 Compliance with laws and regulations	There have been no incidents of noncompliance
	2-28 Membership associations	Global memberships
	2-29 Approach to stakeholder engagement	Materiality analysis
	2-30 Collective bargaining agreements	Not applicable. JANUS et Cie doesn't have workers covered by collective bargaining agreements

Topic specific disclosure

GRI Standards	Disclosure	Location
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Materiality analysis
	3-2 List of material topics	Materiality analysis
GRI 201: Economic performance 2016	201-1 Direct economic value generated and distributed	Confidentiality constraints
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	Business ethics and integrity
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	No incidents of corruptions have been registered in the reporting period
Material topics	Disclosure	Location
Client satisfaction		
GRI 3: Material Topics 2021	3-3 Management of material topics	Client satisfaction
Member welfare and wellbeing		
GRI 3: Material Topics 2021	3-3 Management of material topics	A culture of wellbeing
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	There are differences between Part-time and full-time members in the access to the benefits provided by the organization. For Part-time members, they have to work over 30 hours in order to get the same benefits
	401-3 Parental leave	JANUS et Cie parental leave policy aligns with laws of each country and local government where it operates
Diversity, Equity, Inclusion and Belonging		
GRI 3: Material Topics 2021	3-3 Management of material topics	Business ethics and Integrity
		Diversity, Equity, Inclusion and Belonging
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Diversity, Equity, Inclusion and Belonging
Occupational health and safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Member health and safety

Material topics	Disclosure	Location
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Member health and safety
	GRI 403-2 Hazard identification, risk assessment, and incident investigation	Member health and safety
	403-3 Occupational health services	Member health and safety
	403-4 Worker participation, consultation, and communication on occupational health and safety	Member health and safety
	403-5 Worker training on occupational health and safety	Member health and safety
	403-6 Promotion of worker health	Member health and safety
	403-8 Workers covered by an occupational health and safety management system	JANUS et Cie does not have an HMS
	403-9 Work-related injuries	Member health and safety
Talent attraction and retention		
GRI 3: Material Topics 2021	3-3 Management of material topics	Attracting and cultivating talent
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Attracting and cultivating talent
Human Rights		
GRI 3: Material Topics 2021	3-3 Management of material topics	Business ethics and Integrity Diversity, Equity, Inclusion and Belonging
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	JANUS et Cie has not incurred any incidents of discrimination during the reporting period
Product quality and safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Product quality and safety
GRI 416: Client Health and Safety	416-1 Assessment of the health and safety impacts of product and service categories	Product quality and safety
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Product quality and safety
Training and member development		
GRI 3: Material Topics 2021	3-3 Management of material topics	Member training and development
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Member training and development
	404-3 Percentage of employees receiving regular performance and career development reviews	A culture of wellbeing

Material topics	Disclosure	Location
Product innovation		
GRI 3: Material Topics 2021	3-3 Management of material topics	Circular design and sustainable materials
Client data privacy and safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Client data privacy and protection
GRI 404: Training and Education 2016	418-1 Substantiated complaints concerning breaches of client privacy and losses of client data	Client data privacy and protection
Waste management		
GRI 3: Material Topics 2021	3-3 Management of material topics	Waste management
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Waste management
	306-2 Waste by type and disposal method	Waste management
	306-3 Waste generated	Waste management
	306-4 Waste diverted from disposal	Waste management
	306-5 Waste directed to disposal	Waste management
Responsible sourcing		
GRI 3: Material Topics 2021	3-3 Management of material topics	Responsible sourcing
GRI 204: Procurement Practices 2016	204-1 Portion of spending on local suppliers	Responsible sourcing
Sustainable packaging		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainable packaging
Circular design and sustainable materials		
GRI 3: Material Topics 2021	3-3 Management of material topics	Circular design and sustainable materials
Energy efficiency and emissions reduction		
GRI 3: Material Topics 2021	3-3 Management of material topics	Energy efficiency and emissions reduction
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Energy efficiency and emissions reduction
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Energy efficiency and emissions reduction
	305-2 Energy indirect (Scope 2) GHG emissions	Energy efficiency and emissions reduction
Sustainable logistics		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainable logistics

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