

HAWORTH

# Our Commitment to Supply Chain Transparency



# Values-Driven Organization

**G.W. Haworth founded his company on a set of values, believing that creating something great required a sense of purpose and responsibility..**

Formalized by G.W.'s son, Dick, nearly 50 years ago, Haworth's Values provide a foundation for our business behavior, serving as a compass for today's activities and tomorrow's growth. Fundamentally unchanged over time, our Values have been refreshed periodically to reflect our evolution into a global marketplace, to embrace new customers and cultures, and to empower our employees to be the best for themselves, each other, and the global communities we serve.

# Family-Owned, Privately-Held

Family-owned since its founding in 1948, Haworth has been led by three generations of the Haworth Family. Being family owned gives us a level of autonomy that allows us to operate according to our values, and to remain accountable only to our customers, our dealers, and our employees, understanding that strategic decisions made in their best interests will continue to reinforce our strength in the market.



# Our Values



## We listen to our Customers.

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



## 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 customers 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 customer's expectations.



## We lead with Design.

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



## We create Value.

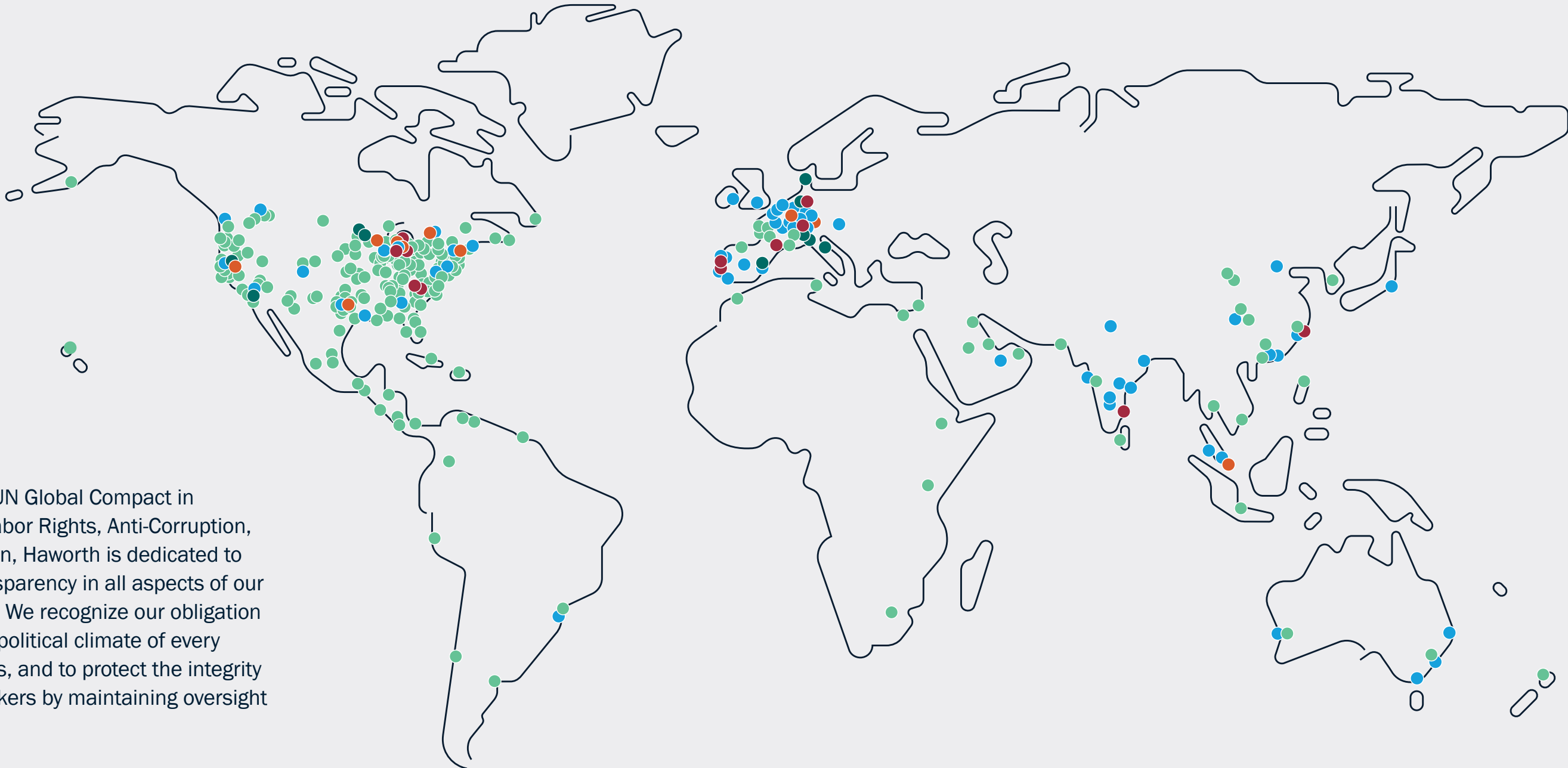
We deliver innovative solutions to satisfy our customers' unmet needs. Our success contributes to the livelihood and growth of our members, their families, our shareholders, and our entire network.



## 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.

# Serving Clients Globally



As a proud signatory to the UN Global Compact in relation to Human Rights, Labor Rights, Anti-Corruption, and Environmental Protection, Haworth is dedicated to upholding integrity and transparency in all aspects of our operations across the world. We recognize our obligation to continuously monitor the political climate of every region where we do business, and to protect the integrity of our company and our workers by maintaining oversight of our global supply chain.

Haworth maintains robust internal controls and procedures, as well as a formal governance and approval structure, to ensure it operates with effective oversight of all operations within authorized parameters. In addition, the company maintains an internal audit function that regularly reviews and evaluates its business, operational, and financial reporting procedures globally to ensure compliance with internal policies and all applicable legal requirements.

- **Haworth Owned Manufacturing**
- **Partner Locations**
- **Research Centers**
- **Haworth Showroom**
- **Dealer Locations**

Operating in  
**150+**  
Countries

**620**  
Dealers Worldwide

**\$2.7B**  
In Global Sales

**Common Supply  
Chain Questions**



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## Are employees trained to self-audit?

Yes. As a values-led organization, Haworth's culture is one of accountability and transparency. Our entire global workforce participates in comprehensive training modules that review our company's Code of Conduct and equips our members with the knowledge and skill to self-audit, and to monitor and align their actions in accordance with Haworth's values. Required to be retaken every three years, this training is reviewed continuously and updated periodically to ensure it remains relevant, complete, and accessible to all. Employees are expected to speak up and report any concerns about potentially unethical or illegal conduct to their managers, HR, or through EthicsPoint®, an online third-party secure platform that allows our employees around the world to communicate concerns anonymously and confidentially.

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## What is your auditing and certification expense?

Haworth invests millions of dollars each year on a multitude of local, state, federal, and international compliance and auditing programs, and maintains certification and standards that assure the integrity of our business practices and the safety of our employees, clients, and visitors. Financial, Security, Quality, and Sustainability audits are performed by various third-party certifying bodies and auditing firms. Some of the major certifications/compliance agencies we partner with include:

- ISO-9001
- ISO-14001
- Office of Federal Contract Compliance Program (OFCCP)
- Occupation Safety & Health Administration (OSHA)
- Customs-Trade Partnership Against Terrorism (C-TPAT)
- Cradle to Cradle
- ANSI/BIFMA
- GREENGUARD
- Canadian Standards Association (CSA)
- Underwriter Laboratories(UL)
- EthicsPoint
- Altagamma
- Australian Packaging Covenant Org (AAPCO)
- European Federation of Office Furniture (FEMB)
- German Design Council
- German Sustainable Building Council
- International Living Future Institute (ILFI)
- IAO Fraunhofer Office 21
- Indian Green Building Council (IGBC)
- Science-Based Targets Initiative (SBTi)
- German Environmental Management Assn (B.A.U.M.e.V)
- United Nations Global Compact (UNGC)
- US Green Building Council (USGBC)

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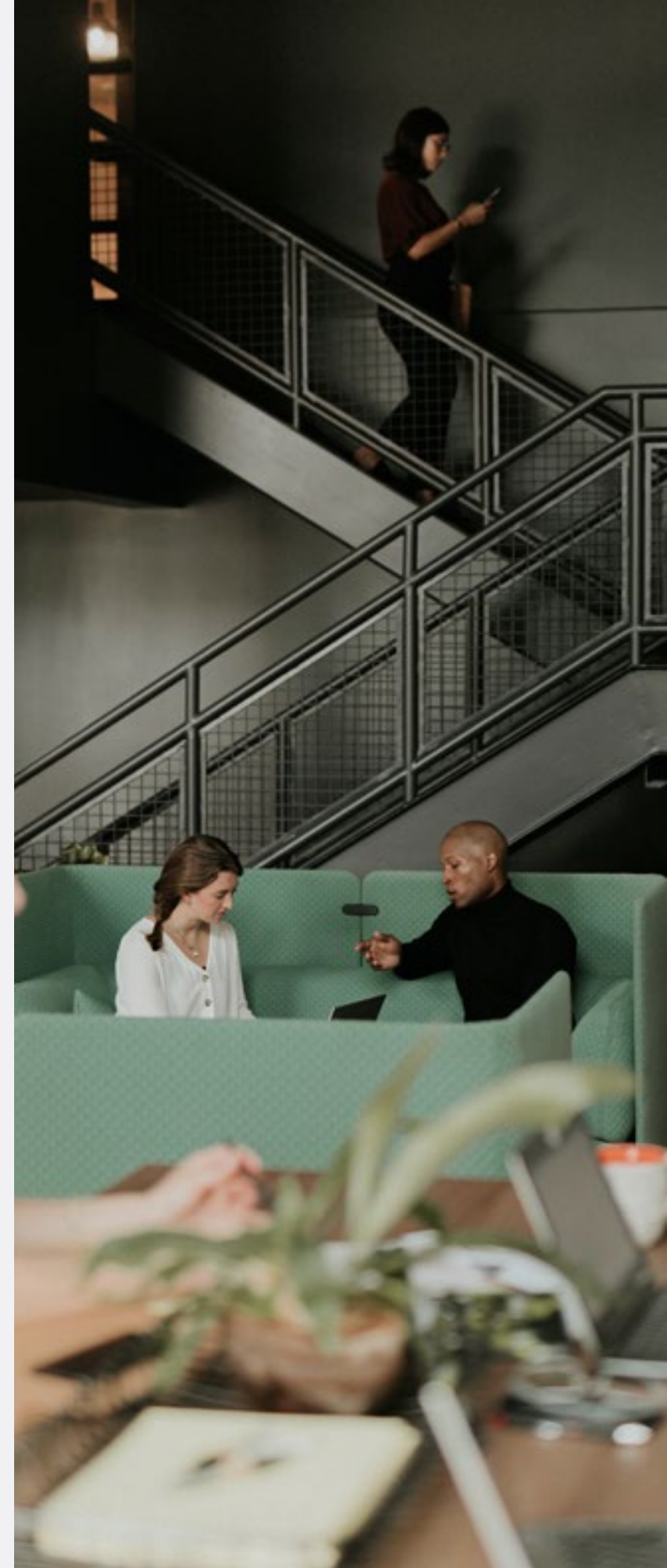
## What are the roles of auditing firms in your supply chain?

Auditing firms evaluate our suppliers to identify any potential risks or vulnerabilities and report back to us with recommendations for improvements.

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## How are auditors paid to avoid conflicts of interests?

Haworth purchases audits as a service through legitimate credentialed certifying entities. In many cases, audits are conducted by vendors who are required to be certified themselves through a recognized third-party for agency compliance.





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**How are audits structured to spot labor standard violations?**

Identifying labor violations is part of the standard process conducted by the third-party entities we contract with to perform these services.

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**How do you detect labor violations in non-audited suppliers?**

Our Supply Chain team randomly does spot/check audits on our vendors. Our supplier partners are expected to adhere to an established Supplier Code of Conduct that states they comply with all applicable national, state, or local regulations in regions where they operate. The Supplier Code of Conduct is an important step in vetting suppliers, and as part of that process, we notify them that we conduct random audits on site for quality, performance, and compliance to ethical business, social, and environmental practices that range from performance and financial security to human rights (including forced labor, modern slavery, and human trafficking issues).

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**Are you developing alternatives to supply chain monitoring?**

Yes. Aligned with Haworth's commitment to continuous improvement, we're currently evaluating several third-party risk management systems. We also monitor political news and risk reporting for each geographic area we serve and develop contingency plans that may include adding redundancy and engaging with human rights or other organizations.

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**Who helps develop these alternative monitoring methods?**

We are currently looking into both third-party providers and our internal IT systems to develop new programs. Our Risk Management department is also continuously monitoring current methods and investigating alternatives.

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**Can you publicly share your worker condition improvements?**

Haworth recognizes that our employees (members) are our greatest asset and taking measures to protect their health and safety, mentally and physically, is our first priority. We continuously seek ways in which to improve working conditions and we promote a healthy work life balance. Our manufacturing facilities across the world are certified to ISO-9001, which certifies we have a health and safety management system in place. Our members work in clean environments, using state of the art equipment, and we offer learning and development opportunities and encourage advancement. Employees who work in manufacturing are issued safety equipment such as ear plugs and safety glasses and we have established paths of traverse that are well marked to ensure clear and safe passage for employees walking from one area to another. We offer flexible schedules, and all employees receive competitive wages and benefits. We also extend opportunities to the families of our workers, offering scholarships and paid internships.

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**Do you comply with human rights due diligence laws?**

Yes. Haworth continues to support the ten principles of the UN Global Compact with respect to Human Rights (including anti-slavery and human trafficking), Labor Rights, and Anti-Corruption, beyond the walls of our facilities and into the global communities in which we operate. We also work continuously with our supply chain partners to advance these principles.

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**Do you report labor issues?**

Yes. Haworth complies with all local, regional, federal, and international laws and regulations in each country where we operate. In addition, all Haworth members around the world have open access to EthicsPoint, a comprehensive and confidential reporting tool designed to help employees work together to address any suspicions of fraud, abuse, or other misconduct.

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**Can you make audit reports public for better scrutiny?**

We report our global progress annually through the international standard, Global Reporting Initiative in our Corporate Social Responsibility Report, following the UN Global Compact principles. The most recent version can be downloaded at this link: [2023 CSR Report](#)

Some of our audits are public – including what we report in ecovadis and Cradle to Cradle. For others, we are unable to share due to contractual confidentiality agreements. We understand you must have assurance that your suppliers are operating with the highest level of transparency, and we remain open to private conversation with an NDA in place.

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**Is there oversight for your auditors, ensuring accountability?**

Yes. We work with legitimate and established organizations whose activities are overseen and regulated by their own industry standards and governing boards. We have an audited financial review by Ernst & Young each year, and additional external audits are conducted by various regulatory agencies, all within the scope of standard daily operations. In addition, our Board of Directors has an Audit Committee that reviews and approves the company's internal controls and any changes to them.





## Living our Values

The decisions and approaches we take in developing and applying member training, supply chain oversight, and overall business operations tend to be operational and not public-facing. In addition to these ongoing practices, we also use our Values to drive many products, partnerships, and initiatives, and we're happy to share a few examples.

## Zero Waste to Landfill Status Globally

Haworth has a long tradition of embracing sustainable practices. An early adopter of recycling, we achieved Zero Waste to Landfill status in all our North American manufacturing facilities in 2009 and have maintained that status globally since 2012. We invest over \$1 million each year in zero-waste efforts and recycle waste materials, including metal, wood, plastic, fabric, cardboard, office waste, and food. We are committed to reducing our energy and wastewater consumption through advancements in our manufacturing facilities, more efficient systems, and sourcing renewable energy. At our zero-waste headquarters in Holland, Michigan, employees recycle or compost all waste, whether it's sticky notes from meetings or leftovers from lunch. In 2020, more than 97% of generated waste was recycled. To learn more about our sustainability history and long-term initiatives, click this link: [Sustainability Story](#)



## Empowering Entrepreneurial Women in Rural India

GAN, one of Haworth's partner brands, focuses on reinterpreting traditional techniques and applying them to contemporary design. Each piece is created in India by expert craftspeople who use natural fibers like cotton, jute, wool, and recycled fibers. The GAN Women's Unit was born in 2010, when GAN's director learned of a group of women who had lost their jobs after the local workshops that employed them had shut down. She brought her idea of collaborating with this group of women to designer Patricia Urquiola, who was in the process of developing a new line of rugs for the company, and together, they developed a plan to adapt the design to the skills of the artisan women. This approach supports the economic development of the area where they are made and fulfills GAN's desire to promote mutual cultural enrichment, while at the same time offering economic autonomy to the women of this area. Haworth is proud to be a part of GAN's continuing efforts to bring fair trade opportunities to entrepreneurial women in a country built on craftsmanship and tradition.

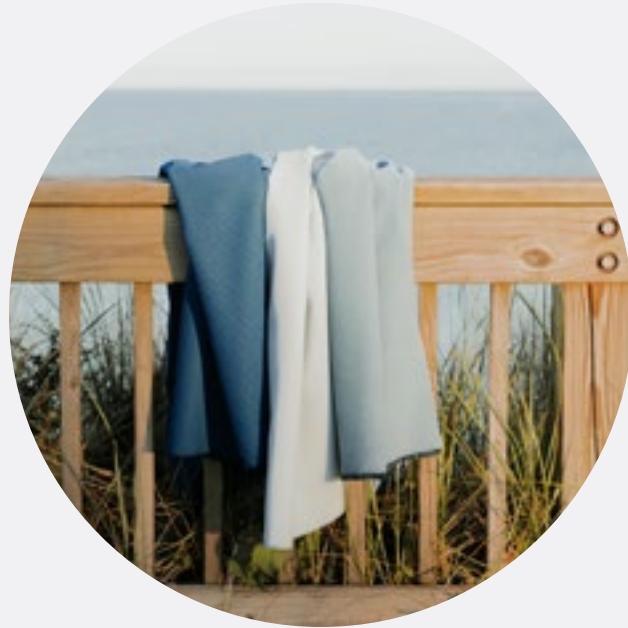


# Re-Thinking Textiles



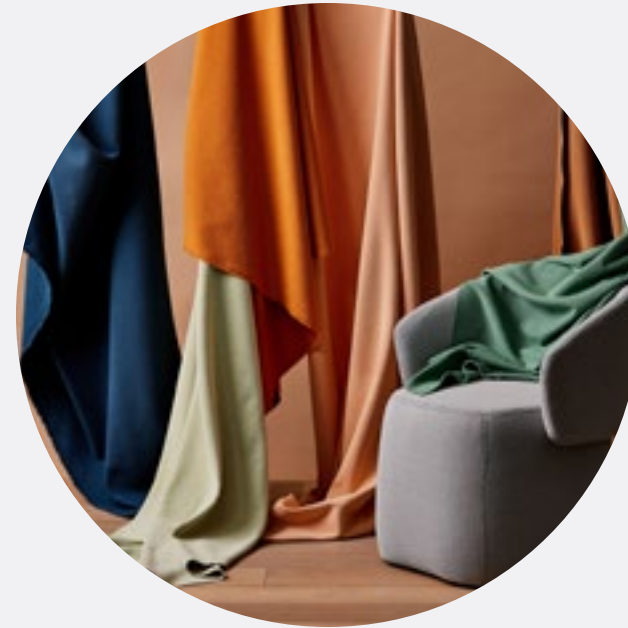
## Digital Knits

Engineered to exact dimensions, with no cutting or leftover material, producing perfectly-sized, zero-waste results.



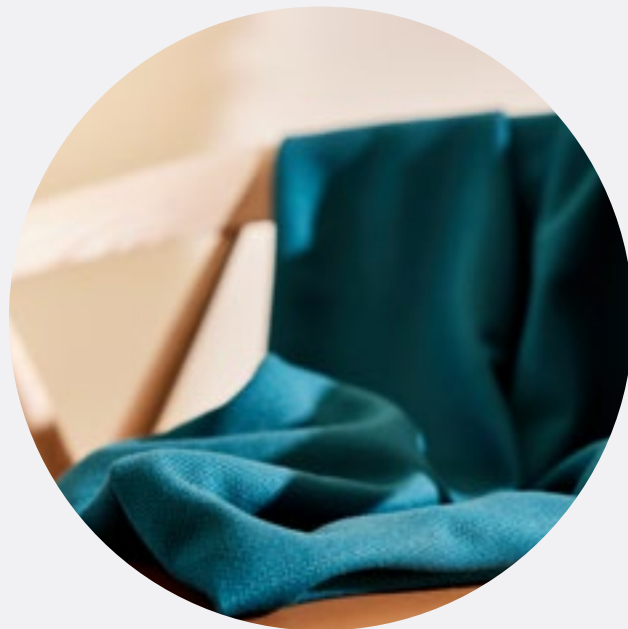
## Oceanic

Materials made from the SEAQUAL Initiative's Upcycled Marine Plastics. Fully biodegradable fabric designed to "leave no trace"



## Novelty

Made from recycled polyester & plastics diverted from the landfill.



## Hobson

Made from fiber & resin sourced from bottles at high risk of entering the ocean.



## Scapes

First biodegradable textile made from 100% post-consumer recycled biodegradable polyester.

**Innovations  
for a  
Healthy  
Future**


# Diversity, Equity, Inclusion, & Belonging

At Haworth, diversity, equity, inclusion, and belonging are ingrained in our values — our commitment to these principles is unwavering.

We seek to listen and engage with individuals around the world who offer unique perspectives and we appreciate their differences. Through varied thoughts and ideas, Haworth is better positioned to deliver more value to our customers. We strive to employ members and leaders who represent the communities in which they reside and the customers we serve. It is our responsibility to represent these beliefs through the actions of our members and business partners, in support of our communities.

## Today & Tomorrow

Haworth will continue to examine and shape our DEIB direction for the present and future to reduce unconscious biases and eliminate systemic inequities. We are committed to transparency and hold ourselves accountable for creating belonging for all through the following initiatives.

 Expand Member Groups	 Establish a Global Design Council	 Create Equitable Opportunities
 Maintain & Build Diverse Teams	 Make Measurable Advances	 Supply Chain Growth

## Nurturing a Culture of Value

We strive to nurture a global culture in which everyone is included, empowered, and rewarded for individual and team successes. This commitment requires that all our members understand how to distinguish discrimination in all forms, and to embrace a dedication to removing the barriers that define its occurrences. We continuously work to foster a culture that tackles biases, builds empathy, and harnesses our differences to solve problems and reflect the diverse populations and cultures we serve.



# HAWORTH

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