

Member Code of Conduct

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I. GENERAL

At Haworth, we strive to always act ethically, lawfully and with integrity. Not only does this garner the respect of our members, customers, suppliers and the communities we serve, but it drives our business growth and success.

Although we are a global and diverse company, we are unified by the core values described in Haworth's "Our Values" statement, which can be found here.

This Code of Conduct is based on those core values. It describes guidelines for how all members should act as they conduct business and represent Haworth's interests around the world. Members are expected to follow these guidelines regardless of differences in laws, cultures, customs and generally accepted business practices or norms of personal conduct in the countries and other jurisdictions in which we operate.

A Haworth business sector outside of North America, such as Asia Pacific or Europe may adopt a code of conduct or similar policy (each, a "sector-specific code") applicable specifically to members employed in that sector. In that event, the sector specific code supplements rather than supersedes or replaces this Code of Conduct, and members in that sector are expected to comply with both. If any particular rule or guidance in the sector-specific code conflicts with a rule or guidance in this Code of Conduct, then the member should follow the rule or guidance in the sector-specific code and promptly notify his or her supervisor, or a member of Haworth's Human Resources or Legal Affairs & Compliance departments, of the conflict.

This Code of Conduct is provided to members in accordance with Haworth Standard Operating Procedures (SOP) No. 63.19, Standards for Legal and Ethical Conduct.

Haworth members are encouraged to review that SOP, as well as the other SOPs referenced in this Code of Conduct. All of those SOPS, along with this Code of Conduct, establish the standards and expectations for member conduct, and we strongly encourage you to review them all closely. You also should make a habit of reviewing them periodically to refamiliarize yourself with their content.

In this Code of Conduct: the terms "Haworth," "us" and "our" refer to Haworth, Inc., a Michigan, U.S.A. corporation, along with its wholly- and majority-owned subsidiaries and affiliates; and the terms "member," "you" and "your" refer to Haworth members worldwide.

Note: As described below in Section XI, CERTIFICATION AND TRAINING, certain Haworth members are required to sign and return the Member Certification attached to this Code of Conduct as Exhibit A.

II. REPORTING, CORRECTIVE ACTION AND DISCIPLINE

Each member should take an active role to ensure that not only does he or she understand and comply with this Code of Conduct and applicable laws, rules and regulations, but other members do as well.

- A. Familiarize yourself with the laws, rules and regulations that apply to your work to recognize potential dangers and know when to seek legal advice. If in doubt, you should discuss the matter with your supervisor or seek the guidance of Haworth's Legal Affairs & Compliance department.
- B. Educate yourself and others regarding Haworth's commitment to legal and ethical conduct. We offer ethics and compliance training and instruction to all members, including on-line training.
- C. If you see or suspect illegal or unethical conduct, you should promptly report your concerns. You can contact Haworth's Legal Affairs & Compliance Group by emailing scott.poulton@haworth.com or joe.laframboise@haworth.com, or contact Haworth's Ethics Helpline at 866-294-5585 or **Ethicspoint**. Both the Ethics Helpline and internet reporting tool are available 24 hours a day, 7 days a week, 365 days a year. You also can contact your supervisor, another member of management or Human Resources. Note that Haworth's open door policy means that you can approach any member of management with your concerns (see SOP No. 63.23, Open Door Resolution Policy). Finally, you can report your concerns via the Haworth Ethics Helpline (866-294-5585) or Ethicspoint. All member reports will be treated confidentially and, if desired, anonymously, as

- applicable, to the extent reasonable and practicable under the circumstances
- D. Haworth's anti-retaliation policy shields members who in good faith report actual or suspected illegal or unethical conduct or any other violation of this Code of Conduct or Haworth's other policies and procedures (see SOP No. 63.25, Ethics or Business Conduct Complaint Reporting Procedure and Anti-Retaliation Policy).
- E. A member who fails to follow the guidelines in this Code of Conduct may face disciplinary measures up to and including termination (see SOP No. 63.10, Guidelines for Member Conduct, Behavior and Performance, SOP No. 63.11, Remedial Action Procedure, and the "Standards" section of Haworth's Member Handbook, which is available on Hometown Worldwide).
- F. If you supervise a member whom you believe violated or potentially violated this Code of Conduct, promptly initiate corrective action and discipline in accordance with Haworth's established procedures.

III. HONESTY IN BUSINESS

Members should conduct Haworth business honestly, ethically and lawfully.

A. A conflict of interest arises when you put your personal interests or interests of a related party in conflict with the interests of Haworth. Haworth members should avoid all conflicts of interest and the appearance of conflicts of interest. Members should conduct Haworth business free from personal financial interests. Members may not engage in outside employment, consulting or other business relationships that affect their conduct as Haworth employees. Members may not work for or receive payment for services from any competitor, customer, distributor or supplier without appropriate Haworth approval. Skills learned at Haworth must not be used in a way that could harm Haworth. Members may not have direct or immediate family interests in Haworth's customers, dealers or suppliers Some conflicts are clear-cut; others are less obvious. Haworth recognizes that some members may have perfectly legitimate outside interests; however, in some circumstances, otherwise legitimate interests may have the appearance of a conflict of interest no matter how innocent the intentions of the member. For that reason, you must fully disclose, either to your supervisor, to Human Resources or to Haworth's Legal Affairs & Compliance Group by emailing

scott.poulton@haworth.com or joe.laframboise@haworth.com, all circumstances that could be construed or perceived as a conflict of interest. Full disclosure enables us to resolve unclear situations and creates an opportunity to dispose of conflicting interests before any difficulties arise.

- B. Haworth members should strive to conduct Haworth business with customers and prospective customers in a way that promotes the satisfaction of our customers. Customer satisfaction is a result of fair and honest treatment of all customers. Members are prohibited from accepting, offering or soliciting bribes, kickbacks and gratuities, all of which could be illegal.
- C. It is essential to efficient business practices that all those who do business with us, as suppliers, contractors or customers, have access to us on equal terms. The receipt by a member, or an immediate family relation of a member, of gifts, personal loans, entertainment or other favors or benefits from any individual or business organization doing business with Haworth can improperly influence the independent judgment of that member. Members may accept or offer a gift or other benefit only if legally permitted and then only in the normal exchanges common to business relationships. In addition, you should consider the following factors when determining whether to accept or offer a gift or other benefit:
 - the benefit is of token and non-material value (in this regard, Vice Presidents are expected to work with their respective supervisors and business leaders to determine an appropriate maximum value for their respective areas of business and geographic locations);
 - you can easily reciprocate;
 - the benefit does not create any obligation, or any expectation, of future business or receipt of any personal benefit; and
 - the offer or receipt of the benefit occurs infrequently.

Consequently, business lunches, the exchange of modest items between business associates, presentation of small tokens of appreciation at public functions or an inexpensive memento would be acceptable. Entertainment, such as business lunches, should be reasonable and never lead to a sense of obligation. As a rough guide, you should not accept any entertainment that could not be justified on a Haworth expenses statement. Display

of supplier advertising material is permitted but discouraged. You should obtain prior or advanced permission for any questionable activity or expenses. In some cultures, or business settings, the return of a gift or refusal of a favor would be offensive; in these cases, the best practice is usually to accept the gift on behalf of the Company, report it to your supervisor, and turn it over to the Company. Full and immediate disclosure to management of borderline cases reflect a good faith effort to comply with the guidelines in this Code of Conduct. The Travel and Entertainment Guidelines, available on Hometown Worldwide, provide an additional resource. Members should obtain written approval from at least a Vice President before accepting any gift, favor or other benefit, such as travel, tickets to events, boat charters, hunting trips, golf outings, etc. Please contact your manager if you have any questions or concerns.

- D. Members are encouraged to patronize those suppliers and contractors who support Haworth's dedication to customer satisfaction, quality, costeffectiveness and innovation. Members must be fair in selection of Haworth's suppliers and contractors and honest in all your business activities with them. Members must make decisions involving the purchase of goods and services on the basis of price, quality, quantity, delivery, service and reputation, as well as the ethical environment and safety record of suppliers. All buying decisions must be based on this objective evaluation, and should not be influenced by gifts, favors or other benefits from suppliers or prospective suppliers.
- E. When marketing our products, Haworth's competitive appeal must be based on the quality and reliability of our products, the service with which we support them, our prices, and the competence and honesty of our product and sales presentations. You must not make false or misleading statements about our products or services. Specific claims about our products or services or their performance must be supported by evidence. Members must not disparage competitors or their products or services. Any comparisons made between our products and services and those of our competitors must be fair and truthful.
- F. Members are expected to conduct Haworth's business discussions in a private and confidential manner that promotes an atmosphere of trust and integrity. For this reason, audio and video recording of business conversations with

customers, dealers, suppliers, members or others with Haworth business relationships may only be recorded with the knowledge and written agreement of all parties.

IV. INDIVIDUAL HONESTY

Absolute honesty is required of every Haworth member. Dishonesty, no matter how small, and violations of trust, are transgressions which will not be tolerated. We believe our success depends on the actions and decisions of our people.

- A. Every member has a duty to preserve the Company's assets, property, equipment and inventories. Members must also be cost-conscious in acquiring energy, materials, technology, data, buildings, equipment, and services.
- B. Theft of Company property and disclosure of Haworth proprietary information are strictly forbidden (see SOP No. 8.00, Confidentiality Agreement).
- C. Many Haworth members are given access to confidential and proprietary information in the course of their employment. Members must safeguard all such information. Confidential and proprietary information is any information that is not generally known to the public or that gives us a competitive advantage or is otherwise valuable to our business. Members are obligated to keep such information confidential even after employment ends. Examples of Confidential information include technical data, product cost information, financial statements, corporate business plans and strategies, new product designs, project data, pricing documents, strategy information, customer information, employee information and payroll information, whether or not marked confidential. Suppliers or potential suppliers should not be shown confidential information except when appropriate, and then only after they sign the approved form of Haworth Confidentiality Agreement (see SOP 8.00, Confidentiality Agreement). Confidential or proprietary information received from suppliers should be treated as confidential, and should not be disclosed to suppliers, potential suppliers or others. Any member asked to sign a supplier confidentiality agreement must have it reviewed by the Purchasing Department, Executive Management or Legal Affairs & Compliance before signing. Customers' confidential information should be protected by members just as we would expect them to protect Haworth's confidential information. The success of our customers is our success, and

customers should be able to depend on and trust us.

- D. Members are responsible for protecting Haworth property from misuse, loss, damage or theft. You must ensure that all Company property assigned to you is maintained in good condition and you should be able to account for such equipment. Examples of Haworth property include funds, products, business information, computers, cell phones and other business tools. Tools and equipment may only be used for business purposes, unless otherwise explicitly approved by management. Assets may never be used for purposes that violate law, company policy, or that endanger personal safety. Access to Haworth's information technology is restricted. Passwords are to be kept confidential and use of the information technology is limited to authorized business purposes.
- E. All software, intellectual property of any kind, and copies thereof, developed by Haworth members in the course of their employment with Haworth are the exclusive property of Haworth. All software and intellectual property purchased by Haworth is the exclusive property of Haworth. Such products include computer programs, technical processes, inventions, research methods, reports or articles and any other form of innovation or development. Patents, trademarks or copy right, as appropriate, are the property of the Company. All Haworth members are expected to know and abide by the laws relating to copyright protection of software (see SOP No. 72.00, Software Ownership and Copyright Protection).
- F. Members' personal political activities should be conducted during non-working hours and must be kept entirely separate from Haworth's business activities. In the course of such activities, you must not act in such a way as to be perceived as representing Haworth.
- G. Any investment of Haworth funds should follow the guidelines established in Haworth's applicable investment policies, as well as the following rules of priority: first, minimize risk to principal; second, ensure liquidity; and third, achieve maximum return given the appropriate level of risk assumed. In no event should Company funds be invested in speculative securities or ventures.

V. ENVIRONMENTAL AND PRODUCT SAFETY GUIDELINES

Members should support Haworth's commitment to the design and manufacture of products that are, both environmentally sound and safe in use. We strive to minimize the environmental impact of our operations and product. We work diligently to prevent any risk to community health and safety from our operations or our products.

Members are to utilize environmentally sound processes, even as requirements become more stringent for state-of-the-art technology. Members should strive to:

- A. Comply with all environmental laws and regulations, including emergency procedures, and report any concerns (see SOP No. 3.10, Environmental Compliance with Legal and Other Requirements, and SOP No. 3.11, Environmental Management System Aspects and Communications).
- B. Aggressively initiate and maintain an efficient pollution-prevention and waste minimization program.
- C. Use recycled products, other supplies, and raw materials from companies who share Haworth's commitment to implement a proactive and comprehensive environmental policy.
- Substitute non-hazardous or less-hazardous materials for hazardous materials whenever possible.
- E. Meet or exceed applicable laws, regulations, and industry standards for product safety. Specifically, do not use substitute materials when such use would cause noncompliance with contract specifications or falsify test results.
- F. Make no false representations with respect to the features and benefits of Haworth products, including ergonomic benefits, product life, or other product performance characteristics. Report any concerns.
- G. Promptly correct product or process safety deviations from standards and regulations.

All of us have a role in ensuring our operations comply with environment and health & safety legislations, industry standards and Company policy and standards. But each of us also has a personal responsibility to take all prudent precautions in every activity, not just to ensure personal safety, but also to avoid creating danger to others.

VI. COMMITMENT TO OTHERS

All Haworth members should be treated fairly and with dignity and respect.

- A. Haworth provides equal employment opportunity to qualified individuals and prohibits discrimination, harassment or disparagement on the basis race, color, religion, sex, sexual orientation, national origin, age, physical or mental disability, ancestry, marital status, family status, source of income, association, record of offences or political beliefs. Haworth members must comply with all applicable laws and regulations in this regard (see SOP No. 63.02, Harassment Free Workplace).
- B. Haworth's policy is to provide all members worldwide with a workplace free from any form of sexual harassment. Sexual harassment includes unwelcome advances, requests for favors, and other verbal or physical conduct of a sexual nature (see SOP No. 63.02, Harassment Free Workplace).
- C. Any use or possession of illegal drugs and narcotic substances by Haworth members is strictly prohibited. Under no circumstances may such drugs or substances be brought onto Company premises. Haworth members should never work when impaired by illegal drugs or alcohol.
- D. Haworth strives to comply with all employment laws. rules and regulations, including youth worker and minimum wage requirements.
- E. Haworth strives to provide a healthy and safe working environment, comply with all health and safety laws, rules and regulations, and conduct programs and develop policies to prevent work-related injuries and illnesses. Members should report any concerns (see SOP No. 28.08, Safety Management System).
- F. Haworth strives to keep members informed about Haworth business matters that affect them and encourages them to express their thoughts through the multiple channels of communication made available to them.

VII. ACCURATE REPORTING OF FINANCIAL TRANSACTIONS

Report Haworth's financial transactions with members, customers, dealers and suppliers in an accurate manner.

A. Haworth seeks to maintain books, records, and accounts that accurately and fairly reflect the Company's transactions. No knowingly false or artificial entries or statements shall be made for any purpose in the books and records of Haworth or in any internal or external communications.

All disbursements of funds and other transactions should be properly authorized by management and be accurately and properly recorded. No undisclosed or unrecorded fund may be established for any purpose.

The Company requires each member to take all appropriate actions to ensure that false, misleading or inaccurate entries are not made on the Company's books and to ensure that all Company assets are properly protected.

B. All financial support documents, such as customer invoices, supplier invoices, and payroll support, are to be retained based on applicable tax and legal requirements. Each unit is responsible to maintain a documented record-retention procedure based on applicable government requirements and sound business practices (see SOP No. 11.11, Document Retention).

In no event are records to be destroyed, altered or removed to cover up, or otherwise conceal, any business practice.

- C. Haworth strives to comply with all applicable tax statutes and takes all actions necessary to pay, on a timely basis, any taxes and/or duties that are legally due. No member should knowingly assist any company, organization or individual with whom the Company has business dealings to evade paying taxes or duties.
- D. Haworth strives to comply with the laws of all countries in which it does business, including import/export trade activities. Information that any Haworth member furnishes to any customs official or any agent must be accurate and truthful.
- E. International payments made by Haworth should be made through established channels, usually by wire transfer through banks, or by cheque. They are not to be made in violation of foreign currency control requirements of any country, or United States or Canadian rules and regulations.
- F. Each member and supervisor must ensure that time worked, as well as time off, is accurately entered on the appropriate timecards and records (see SOP No. 63.10, Guidelines for Member Conduct, Behavior and Performance).
- G. Each member must ensure that expenses they incur on behalf of Haworth are accurate and

submitted for reimbursement in a timely fashion. Inaccurate, falsified or misleading reporting of expenses whether in error or deliberate may lead to disciplinary action including possible termination (see Haworth's Travel & Entertainment Guidelines, posted on the Hometown Worldwide intranet site).

VIII. ANTITRUST/COMPETITION

Conduct Haworth business so that the competitive process is free from unreasonable restraints.

- A. There are various antitrust laws that have been adopted by Canada and the United States and by other countries, or groups of countries such as the members of the European Union. The purpose of these laws is to foster competition by keeping it free from unreasonable restraints.
- B. These Guidelines for Proper Business Conduct do not provide details about the specific antitrust laws of each jurisdiction in which Haworth does business. Haworth's legal training program includes on-line training that addresses Canadian, United States and foreign antitrust laws in detail. If you have any doubts, questions, or concerns about Haworth's compliance with the antitrust laws, you should contact Haworth's Legal Affairs & Compliance Group by emailing scott.poulton@haworth.com or ioe.laframboise@haworth.com.
- C. In general, antitrust laws support the following principles:
 - Agreements or understandings with competitors to limit or restrict competition with respect to such matters as prices, biding, terms or conditions of sale, production, distribution, dividing territories or customers are virtually always unlawful.
 - 2. Contracts or other arrangements that involve exclusive dealing, tie-in sales or other restrictive agreements with suppliers and customers (e.g., agreements to fix resale prices), differences in price and other terms of sale between customers, reciprocity and quantity discounts may be unlawful and should not be entered into without first obtaining the express prior approval of Haworth's Legal Affairs & Compliance Group by emailing scott.poulton@haworth.com or ioe.laframboise@haworth.com.
- D. The antitrust laws of Canada or the United States may apply to transactions or agreements entered into abroad where there is an impact on the

domestic or foreign commerce of Canada or the United States. This may be so even though the transactions involve citizens or corporations of other countries. As stated above, whether or not the antitrust laws of Canada or the United States are applicable, the antitrust laws of foreign countries may be applicable. Haworth's policy requires compliance with all relevant laws.

IX. GOVERNMENT CONTRACTS

Observe strictly the laws, rules, and regulations that apply to a government's acquisition of goods.

- A. Haworth strives to compete fairly and ethically for opportunities to do business with any nation, state, province or other governmental jurisdiction.
- B. Haworth members may not provide or pay for any meal, refreshment, entertainment, travel or lodging for any government employee. Haworth members may not provide any gifts or gratuities—no matter how small—to government employees. Any exception to this policy requires the advance written approval of Haworth's Manager of Government Sales or Haworth Legal Affairs & Compliance.
- C. Haworth members may not provide, attempt to provide, offer to provide, solicit, accept, or attempt to accept any kickback in connection with a federal contract (or otherwise, for that matter). United States federal law defines a "kickback" is the payment of any money, fee, commission, credit, gift, gratuity, thing of value, or compensation of any kind which is provided, directly or indirectly, to any person, prime contractor, prime contractor employee, subcontractor, or subcontractor employee for the purpose of improperly obtaining or rewarding favorable treatment in connection with a prime contract, or in connection with a subcontract relating to a prime contract with the Government.

It is Haworth's practice and policy to promptly report to the appropriate governmental authority any violation of the law prohibiting the giving of a kickback if Haworth has reasonable grounds to believe that a violation has occurred. Any Haworth member who knows of a kickback violation, or a suspected violation, should immediately report it to Haworth's Legal Affairs & Compliance Group by emailing scott.poulton@haworth.com or joe.laframboise@haworth.com, another Haworth Vice President, or contact Haworth's Ethics Helpline at 866—294-5585 or Ethicspoint.

- D. State, provincial, local, and foreign governmental entities may also prohibit giving things of value and kickbacks. Haworth members doing business with state, provincial, local, or foreign governmental bodies should know and comply with all such restrictions; and, in any case, Haworth policy strictly prohibits such conduct.
- E. Haworth members involved in the negotiation and administration of any government contract should ensure that oral and written representations to government officials concerning Haworth's prices, discounts, and other matters, are accurate and truthful. Haworth specifically prohibits its members from submitting or concurring in the submission of any claims, bids, proposals, or any other documents of any kind that are false, fictitious, or fraudulent.

X. INTERNATIONAL BUSINESS TRANSACTIONS

Observe high ethical standards in business transactions throughout the world.

Haworth adheres to the highest ethical standards in all of its business transactions, including those in foreign countries. This is not only the right thing to do but is also a sound business practice. Haworth and its members should do nothing in connection with any international transaction or take any action in a foreign country that would be illegal or improper in Canada or in the United States. All Haworth members are expected to observe applicable foreign laws to which they or Haworth may be subject. In addition, all Haworth members worldwide who conduct business abroad should be aware of two United States statutes that govern international transactions by United States citizens, nationals, and residents, and by United States corporations.

1. The United States Foreign Corrupt Practices Act (FCPA) makes it a crime to corruptly give, promise, or authorize a payment, in cash or in kind, or any service to a foreign official or political party in connection with obtaining or retaining business. The FCPA prohibitions also apply to payments or offers of anything of value to intermediaries, agents or sales representatives if the employee knows or "should" know that the payment or offer will be used for any illegal payment. The Canadian Corruption of Foreign Public Officials Act (CFPOA) makes it a crime to directly or indirectly give, offer or agree to give or offer a loan, reward, advantage or benefit of any kind to a foreign public official or to any person for the benefit of a foreign public official in order to obtain or retain an advantage in the course of business. The FCPA's/CFPOA's prohibitions should be respected, regardless of local custom. No payment or

- gift of any kind, no matter how minor, may be made to any foreign government official without the express prior approval of Haworth's Legal Affairs & Compliance Group by emailing scott.poulton@haworth.com or joe.laframboise@haworth.com.
- 2. The anti-boycott laws of the United States, in general, prohibit a company from participating in the boycott of any foreign country (or company) by any other foreign country where the boycott is not sanctioned by the United States government. The Arab League boycott of Israel is the principal foreign economic boycott that United States companies must be concerned with today. The anti-boycott laws apply to all boycotts imposed by foreign countries that are not sanctioned by the United States.

XI. CERTIFICATION AND TRAINING

This Code of Conduct applies to Haworth members globally. Some members, depending on location, are required to conduct certain ethics and compliance training and make various certifications regarding such training and their receipt and review of, and their agreement with, this Code of Conduct.

- A. A copy of this Code of Conduct, as well as a copy of each code of conduct of similar policy applicable to members employed in a Haworth business sector outside of North America, such as Asia Pacific or Europe, is available on Haworth's "Hometown Worldwide" intranet site. Members who do not have access to Hometown Worldwide can obtain a copy from their respective supervisors or a member of Haworth's Human Resources or Legal Affairs & Compliance departments.
- B. The following applies to Haworth salaried members in North America:
 - At the time of his or her employment, each new salaried member in North America will receive a copy of this Code of Conduct and will be required to sign a Member Certification in the form attached hereto as Exhibit A. A signed copy of the Member Certification will be retained in the member's personnel file.
 - 2. In addition, each new salaried member in North America is required to schedule and complete Haworth's on-line Legal Compliance Training series. When the member completes the series, he or she will be required to electronically sign a similar certification, which also will be retained in the member's personnel file. Members will be required to repeat the on-line Legal Compliance Training

series every three years, or more or less often as determined by the VP of Legal Affairs & Compliance.

C. Non-salaried members in North America, as well as salaried and non-salaried members outside of North America, may be required to sign a Member Certification (or similar form) and/or complete Haworth's on-line Legal Compliance Training series, in each case as determined by Haworth management.

[End of Member Code of Conduct. Exhibit A follows.]

EXHIBIT A

MEMBER CERTIFICATION

The undersigned Haworth member hereby certifies and attests as follows:

- I have received a copy of Haworth's Member Code of Conduct.
- I have read and understand the Member Code of Conduct.
- I agree to abide by the guidelines set forth in the Member Code of Conduct.
- I acknowledge and agree that if I become aware of any member activities or conduct that are or might be unethical, illegal or otherwise contrary to the guidelines in the Member Code of Conduct, I will promptly report such matters to either
 - o my supervisor;
 - o a member of Haworth's Human Resources department;
 - o a member of Haworth's Legal Affairs & Compliance department; or
 - o via the Haworth Ethics Helpline (866-294-5585) or via Ethicspoint, both of which are available 24 hours a day, 7 days a week, 365 days a year.

Member Name (Print)	Department
Member Signature	Date

Completed form to be filed in member's personnel file.