Designing for the Greater Good
At Herman Miller, we have always believed that a business must stand for more than just its products and services. Our people around the globe share a commitment to leaving the world better than we found it and using our business as a force for good. Beyond being the right thing to do, we know from experience this makes us a stronger company.

The past year has been difficult and has tested us in so many ways. We’ve been navigating a global pandemic, racial injustices, and the effects of climate change—all while prioritizing our employees’ health and safety and keeping our business profitable.

Throughout the year, I’ve found myself reflecting on the importance of our purpose—“Design for the good of humankind.” It both grounds us and moves us forward as all of our brands realize the power of design to improve people’s lives.

This idea is woven into the very fabric of who we are today, and it guides every decision we make. We are serious about our responsibility to deliver the highest-quality solutions for people everywhere they live, learn, heal, work, and play. But we are equally serious about our responsibility to design a better world.

Embedded within our company’s history, strategy, and shared values is our aspiration to create a more equitable world and a diverse and truly inclusive community. We acknowledge that we have work to do to achieve our goals, and we need everyone’s help. That includes our global ecosystem of employees, suppliers, designers, dealers, and the many customers who share our vision. We aim to operate as a company that thrives on what makes us different because we know these unique perspectives help spark new and valuable ideas.

We strive to enable our people to do their best work by creating an environment where they can bring their whole selves to work. That’s why we’ve always prioritized a workplace that supports the entire spectrum of our employees’ health and well-being and why we’ve provided resources and services that break down barriers in areas like financial and emotional health.

We also know that preserving our planet and its resources is critical. We’ve worked to design healthy and sustainable products, processes, and facilities, and to source the materials we use responsibly. Looking forward, we aim to be leaders in the circular economy by removing single-use plastics, incorporating recycled content like ocean-bound plastic, and finding new life for used products. And, we aspire to become climate positive by eliminating our footprint, prioritizing renewable energy, and partnering with our suppliers to take similar actions.

Through Herman Miller Cares, our corporate foundation and global giving program designed and led entirely by our employees, we’ve inspired thousands of team members around the globe to step up to help when our communities need it most.

Even in a year filled with challenges, our employees have made a real difference by living our purpose and using the power of Herman Miller to design for the good of humankind. I hope you are as inspired as I am by their commitment and their impact, and I hope you will join us as we continue this important journey.

All the best,

Andi Owen
President and CEO, Herman Miller, Inc.
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At Herman Miller, we’re committed to designing a more equitable and sustainable future for all. Driven by our strategy, we’re working to create stronger communities, a healthier and more inclusive workplace, and a greener planet. Here’s a summary of what we’re doing to design a better world.

What we’re doing to design a better world

We joined the CEO Action for Diversity and Inclusion Pledge and CEO Fellowship.
Andi Owen, Herman Miller President and CEO, signed the CEO Action for Diversity and Inclusion™ (CEO Action) Pledge, joining more than 1,400 leaders across over 85 industries committed to advancing diversity and inclusion goals. As part of this group, we were offered the opportunity to name four fellows to the CEO Action for Racial Equity Fellowship, where nearly 250 fellows across the country, representing more than 100 CEO Action signatory organizations, will work together to identify, develop, and promote scalable and sustainable public policies and corporate engagement to address societal systemic racism and social injustice and improve societal well-being.

We published a series of actions we’ll take to become more diverse, equitable, and inclusive.
As a company, we aspire to create a diverse and truly inclusive community, but we acknowledge that we still have work to do. The social inequity issues, which initially surfaced over the last year within the Black community in the wake of George Floyd’s death, served as a renewed call to action to advance our DEI actions. We realize our work starts within our company, but it extends much further—across our industry and into all the places around the world where we live and work. Together, we are working to create an equitable environment with greater opportunities for the Black community and other underrepresented groups.

You can find our list of actions and progress at hermanmiller.com/Equity.

Stronger Communities

Healthier, More Equitable and Inclusive Workplace

Greener Planet
We made Election Day a paid day off and Global Day of Purpose.

We announced that beginning November 3, 2020, Election Day will be a paid company holiday for our US-based employees. Outside of the US, this day will be recognized as a global day of purpose. This decision empowers our employees to stand up for what they believe in and use their voice to create change through voting. Additionally, employees around the globe will use this paid day off to make a difference in their communities by supporting an issue that matters to them.

We re-envisioned our equity teams.

For over a decade, we’ve had inclusion resource teams, voluntary employee-led teams with shared experiences that work on business initiatives. We have shifted to more inclusive language, using the term “equity teams.” This helps us use a true equity lens to identify solutions for underrepresented groups. With this, we recognize we don’t all start from the same place and seek to address barriers and provide support where needed to ensure everyone has the same access to opportunities. The equity teams will work together to identify and break down inequitable systems that limit success, so that all can grow and thrive at Herman Miller.

We restated our purpose and values for Herman Miller Group.

Our values speak to our shared beliefs. They describe how we live our purpose through the way we lead, the way we see one another, and the way we approach our work. Our view of design shapes everything we do—it’s our way of seeing the world, identifying problems, and developing solutions. Today, we are more unified than at any point in our company history, with a shared purpose that defines our reason for existing: Design for the good of humankind. Guided by this purpose, we enter this next era in our history assured that Herman Miller Group will continue to create places that matter for our customers while also helping to build a better world.

We stepped up to serve our communities during COVID-19.

For more than 100 years, we’ve used the power of design to serve humankind. During this unprecedented global crisis, we used creativity, collaboration, and hard work to help stop the spread of the coronavirus—and keep our communities healthy. To support essential industries, we welcomed back parts of our workforce and used our manufacturing capabilities to provide frontline healthcare workers and our own employees with immediately needed PPE. Herman Miller Cares, our corporate foundation and global giving program, focused its support on essential COVID-19 efforts around the world, as recommended by our local team members.

We continued our work with NextWave.

Herman Miller joined the NextWave consortium as a founding member in January 2018. NextWave is committed to creating the first cross-industry, commercial-scale, ocean-bound plastic supply chain, processing materials collected from river and coastal areas for use in our products and packaging. Since our founding membership, we’ve successfully incorporated ocean-bound plastic into returnable shipping crates used in our manufacturing process and are continuing to look for ways to incorporate this material into our products, textiles, and packaging.

We continue to support nonprofits with a shared purpose.

Through Herman Miller Cares, our philanthropic arm, we continue to donate 1.5 percent of our pre-tax corporate profits to causes that tightly align to our corporate strategy and to our values. We also continue to seek out nonprofit organizations to partner with that are committed to making positive change in our communities. We recently supported a handful of organizations focused on making the design industry more equitable and inclusive, and we’ll continue to align ourselves with those organizations that share our passion for equity and justice.
**How we’re doing**

**Stronger communities**

Herman Miller Cares is our corporate foundation and global giving program. Supported by leadership but led by employees around the world, it supports and partners with charitable organizations that improve lives, engage employees, and strengthen communities. As engagement grows, our giving and our people extend the reach to inspire the Herman Miller collective. This is how we make a difference. These efforts take us beyond just giving to becoming a force for good in the world.

**Covid-19 Response**

When the pandemic hit, Herman Miller Cares pivoted to mobilize our people to provide needed support to our global communities. Our focus was on PPE, funding for food banks, and support for nonprofits serving those disproportionately affected by Covid-19.

Herman Miller Group employees, retirees, and community volunteers made:

- 50,000 masks
- 30,000 face shields
- 28,000 hospital gowns

Most of these items were donated to 12 hospitals and over 50 charitable organizations worldwide.

**We Care 2020**

In partnership with local Boys & Girls Clubs across America, architects, designers, dealers, and corporate sponsors, the We Care events give children the opportunity to make holiday gifts for the people they love. In 2020, we pivoted to a touchless event to accommodate Covid-19 and serve as many kids as possible.

- 24 years running
- 300+ total volunteers nationwide
- 2500+ total youth served

**2020 Community Giving**

- $2,000,000+ worldwide to support Herman Miller Group communities
- $60,000+ to match employee fundraising or personal donations
Inaugural Global Day of Purpose provided eight hours of paid time for community service and volunteering worldwide.

16,377 hours
Employees spent a total 16,377 hours volunteering in our communities.

10,000+
Youth and children impacted annually through Herman Miller Cares partnerships and programs.

300+
Architecture and Design firms collaborated on Herman Miller Cares initiatives worldwide.

50+
Dealers worldwide joined with Herman Miller Cares in philanthropic initiatives.

1000+
1000+ operations employees engaged in food packing event for food insecure school children.

40+
Communities engaged in Herman Miller Cares initiatives worldwide.

8 hours
Scholarships awarded annually to children of Herman Miller employees funded through leadership donations and Herman Miller Cares match.

10,000+
Partnerships with charitable organizations annually.
**Greener planet**

Protecting the environment has been a core value since our founder D.J. De Pree first articulated it in 1953 when he said, “We will be a good corporate neighbor by being a good steward of the environment.” We believe every generation’s obligation is to manage the Earth’s resources responsibly so they will be there for the next generation.

**Design for Environment**

Since our Design for Environment (DfE) requirements were first introduced in the early 2000s, we continue to share an unprecedented amount of information about our products. Herman Miller products have outfitted a number of green buildings, and we’ve helped customers aiming for rigorous environmental goals.

**Products approved to our design for environment requirements**

<table>
<thead>
<tr>
<th></th>
<th>FY 20</th>
<th>FY 23</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>75.2</strong></td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td><strong>47.6%</strong></td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

Almost half of our products are BIFMA Level 3 certified

**rePurpose**

Our rePurpose program helps customers send used furniture and other assets to deserving nonprofits.

- **38** cities from 21 states/provinces participated in FY19-FY20
- **98%** of product diverted from landfill
- **24,107** tons diverted since 2013

**Material Chemistry**

Safe chemistry is a requirement for any sustainable product. We work with our suppliers to make sure the materials we use are safe at all stages of life. We share data about the benefits and impacts of our products through Ecomedes—an environmental calculator available on our company website.

- Named a 2020 Disclosure Leader by the Chemical Footprint project
- Published a Chemicals Management Policy

**Packaging**

We are working to reduce the environmental impact of our packaging solutions by implementing materials that are responsibly sourced, made of recycled content, and are more easily recyclable.

- **450,000** pounds
  - Goal to reduce single-use plastic in packaging by 2021
- **3,875** pounds
  - Plastic diverted from the ocean by incorporating ocean-bound plastic into returnable shipping crates
Healthier, more equitable and inclusive workplace

Being inclusive is both right and good. It’s right because we value the whole person and all they have to offer. It’s good because to find innovative solutions in a complex world, we need that diversity of perspectives. Our people are also at the center of all we do. Their physical, emotional, and financial health and well-being is the lens through which we design everything from our benefits program to our facilities.

- 7 Global Equity Teams
- 25+ Virtual employee education sessions on racial equity
- 10 Actions to help us become more diverse, equitable, and inclusive
- 250+ Diverse-owned businesses in our supply chain
- 16% Diverse spend
- 1,600+ Employees joined one or more of six sessions for our first Day(s) of Understanding in partnership with CEO Action for Racial Equity

Herman Miller was first in furniture industry to register to the WELL Portfolio program, which enables organizations to enhance their spaces and improve human well-being across a global footprint.
Awards and achievements

Herman Miller named 2019 Class I Corporation of the Year by the National Minority Supplier Development Council.

Herman Miller India honored with the Stars of the Industry Award for Excellence in Corporate Social Responsibility.

Third-party certified to ISO 14001 and ISO 45001 standards for environmental, health, and safety management systems.

Herman Miller named a 2020 Disclosure Leader by the Chemical Footprint Project.

Herman Miller named 2020 Noteworthy Company for recruitment efforts, employee development opportunities, leadership accountability, and supplier diversity.

Corporate Equality Index 100% (best places for LGBT equality) 14 consecutive years.

Herman Miller named One of Investor’s Business Daily Top 50 Best ESG Companies.

Earned a 2020 FSC® Leadership Award, along with Geiger (FSC-C102895 and FSC-C121106).

Named to Newsweek’s List of America’s Most Responsible Companies 2021.

Herman Miller named to Fast Company’s Most Innovative Companies for Gaming.

Awarded platinum rating in CSR by EcoVadis.

Named one of the Best Companies for Dads by Working Mother.

Herman Miller Europe, Middle East, and Asia (EMEA) named Sustainable Manufacturer at Made in the South West Awards.

Included in the S&P Dow Jones Sustainability World Enlarged Index five of the last five years.

Awards and achievements
Organizational Profile

Name of the organization
Herman Miller

Activities, brands, products, and services
Through innovative research and design, and in partnership with our subsidiaries and allied companies, Herman Miller offers:

- Office furniture systems and accessories
- Seating for business, healthcare, home, gaming, and higher education environments
- Freestanding furniture, filing, and storage products for business, healthcare, home, and higher education environments
- Clinical and laboratory furniture and systems for healthcare
- Residential furniture

For more, please visit hermanmiller.com/products.

Location of headquarters
Our world headquarters is in Zeeland, Michigan.

Location of operations
Herman Miller is a global company with operations, sales offices, dealers, and licensees in more than 40 countries in North America, Asia/Pacific, Europe, Middle East, Africa, and Latin America, serving customers virtually anywhere in the world. Our manufacturing facilities are located in the US, China, Brazil, India, Italy, and the United Kingdom.
Ownership and legal form
Herman Miller uses a variable-cost business model designed to weather the peaks and valleys of the contract furniture industry. It’s a “both/and” approach that keeps us healthy in the present and prepared for the future. Our model is built on cost structure that is not vertically integrated. In other words, we partner with suppliers, designers, dealers, and other companies, rather than bringing the work they do for us—and its attendant costs—in house.

Herman Miller has been a publicly held company since 1970 and serves as parent to several wholly-owned subsidiaries and licensees around the world. Our shareholders include full-time Herman Miller employees who create wealth for the organization, while maintaining our set of values. For information about our Leadership Team, corporate divisions, subsidiaries, markets, and alliance partners, please visit our proxy statement, and annual report (10-K) at hermanmiller.com/annual-reports.

We rely on the core strengths of problem-solving design and innovation, operational excellence, and building and leading quality designers, dealers, and supplier networks.

Markets served

Scale of the organization

<table>
<thead>
<tr>
<th>Description</th>
<th>GRI General Disclosures</th>
<th>Better World Report Page Number</th>
<th>Online Sources</th>
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<tr>
<td>Ownership and legal form</td>
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<tr>
<td>Markets served</td>
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</tr>
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<td>Scale of the organization</td>
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<table>
<thead>
<tr>
<th>Description</th>
<th>2019/20</th>
<th>2018/19</th>
<th>2017/18</th>
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<tbody>
<tr>
<td>Total Net Sales (million)</td>
<td>2,486.60</td>
<td>2,567.20</td>
<td>2,381.20</td>
</tr>
<tr>
<td>Net Sales ELA (EMEA [Europe, Middle East, and Africa], Latin America, and Asia Pacific) (million)</td>
<td>502.8</td>
<td>492.2</td>
<td>434.5</td>
</tr>
<tr>
<td>Net Sales North American Furniture Solutions (million)</td>
<td>1,983.80</td>
<td>2,075.00</td>
<td>1,946.70</td>
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Information on employees and other workers

<table>
<thead>
<tr>
<th>Description</th>
<th>Numbers Male</th>
<th>Numbers Female</th>
<th>Numbers Total</th>
<th>Percentage of Total Male</th>
<th>Percentage of Total Female</th>
<th>Percentage of Total Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Number of Employees</td>
<td>4718</td>
<td>3344</td>
<td>8062</td>
<td>59%</td>
<td>41%</td>
<td>100%</td>
</tr>
<tr>
<td>Employment Type</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Full-time</td>
<td>4659</td>
<td>3206</td>
<td>7865</td>
<td>59%</td>
<td>41%</td>
<td>100%</td>
</tr>
<tr>
<td>Part-time</td>
<td>59</td>
<td>138</td>
<td>197</td>
<td>30%</td>
<td>70%</td>
<td>100%</td>
</tr>
<tr>
<td>Region</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>North America (U.S., Canada)</td>
<td>3377</td>
<td>2621</td>
<td>5998</td>
<td>56%</td>
<td>44%</td>
<td>100%</td>
</tr>
<tr>
<td>Latin America (including Mexico)</td>
<td>70</td>
<td>82</td>
<td>152</td>
<td>46%</td>
<td>54%</td>
<td>100%</td>
</tr>
<tr>
<td>EMEA</td>
<td>346</td>
<td>182</td>
<td>528</td>
<td>66%</td>
<td>34%</td>
<td>100%</td>
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<tr>
<td>APAC</td>
<td>925</td>
<td>459</td>
<td>1384</td>
<td>67%</td>
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<td>100%</td>
</tr>
<tr>
<td>Total Temporary</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY19</td>
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<td></td>
</tr>
<tr>
<td>FY20</td>
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</tbody>
</table>

Supply Chain
As a company, our Herman Miller Performance System guides our thinking. One of the four philosophies of the system is that people are the most important resource and that includes people in our supply base. We insist that our suppliers treat their employees with the same level of dignity and respect that we extend to our employees.

Significant changes to the organization and its supply chain
Please see our annual report for our performance for fiscal year 2020.
Precautionary principle or approach
Like all businesses, Herman Miller faces a host of challenges and risks every day. The world changes and we have to change with it. We believe our core strengths and values, which provide the foundation for our strategic direction, have prepared us well to respond to the challenges we face now and those that will inevitably occur in the future.
## Strategy

<table>
<thead>
<tr>
<th>Description</th>
<th>GRI General Disclosures</th>
<th>Better World Report Page Number</th>
<th>Online Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Statement from senior decision-maker</td>
<td>102-14</td>
<td></td>
<td>hermanmiller.com</td>
</tr>
<tr>
<td>Key impacts, risks, and opportunities</td>
<td>102-15</td>
<td></td>
<td>Annual Report</td>
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<tr>
<td>Ethics and integrity</td>
<td>102-16</td>
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<td>hermanmiller.com/values</td>
</tr>
<tr>
<td>Values, principles, standards, and norms of behavior</td>
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<td></td>
<td>hermanmiller.com/legal</td>
</tr>
</tbody>
</table>
### Governance

**Governance structure**
Herman Miller has a Board of Directors with a separate CEO and Chairman of the Board.

The Herman Miller Board of Directors takes its commitment to environmental and social initiatives seriously, and it reviews our performance on these initiatives every year. In addition, to monitor compliance with the company's high ethical standards, the Directors and executives regularly complete detailed questionnaires to assess compliance with the Corporate Code of Conduct. Executives also live by their commitment: Their performance, and therefore compensation, is continuously measured against their ability to manage the business in a manner consistent with our values.

For more information on our Board of Directors, please visit hermanmiller.com/governance.

<table>
<thead>
<tr>
<th>Chief Executive Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vice President of Diversity, Equity, and Inclusion</td>
</tr>
<tr>
<td>Chief Creative Officer</td>
</tr>
<tr>
<td>Chief Strategy Officer</td>
</tr>
<tr>
<td>Chief Financial Officer</td>
</tr>
<tr>
<td>General Counsel &amp; Secretary</td>
</tr>
<tr>
<td>Senior VP of Global Product Development</td>
</tr>
<tr>
<td>Executive Director, Herman Miller Cares</td>
</tr>
<tr>
<td>VP of Investor Relations</td>
</tr>
<tr>
<td>Senior Vice President of Global Compliance and Employee Relations</td>
</tr>
<tr>
<td>Director of Sustainability</td>
</tr>
<tr>
<td>Director of Business Risk</td>
</tr>
</tbody>
</table>
To meet the needs of our company in a rapidly changing environment, Herman Miller requires a high-performance Board whose members subscribe to our values and meet the specific resource needs of the business. As an appropriate check and balance to the management team, employees other than the CEO and President will not normally be members of the Board. The Nominating and Governance Committee is responsible for reviewing with the Board from time to time the appropriate skills and characteristics required of Board members in the context of the current make-up of the Board. This assessment includes the mix of technical experience and backgrounds such as manufacturing, technology, finance, marketing and design, understanding of the company’s history, and public company experience. These factors, and others considered useful by the Board, are reviewed in the context of an assessment of the perceived needs of the Board at a particular point in time.

Board members are expected to rigorously prepare for, attend, and participate in all Board and applicable Committee meetings.

Each Board member is expected to ensure that other existing and planned future commitments do not materially interfere with the member’s service as a Director.

The potential for fraudulent, unethical, and/or illegal acts is considered within our overall enterprise risk assessment process, which is conducted annually. This formal risk assessment essentially covers all the company’s business units and significant business processes, and the results are shared by management with the Audit Committee of the Board of Directors.

Essentially all employees of the company, management and non-management, are educated about the company’s standards regarding fraud and ethics through new employee orientation, following management’s lead, and ongoing distribution of written policies, which clearly communicate relevant company-wide standards.

All investigations and any necessary follow-up actions related to alleged fraudulent behavior and/or illegal activities are typically reported confidentially to the company.
Stakeholder Engagement

List of stakeholder groups
The people and organizations who have a stake in how Herman Miller works include customers, employees, architects and designers, dealers, suppliers, contractors, government bodies, nonprofits, investors, and debt holders. And we value their opinions about how the company operates.

From the results of our formal materiality assessment process, we plot economic, environmental, and social issues of concern. The findings are used to determine associated risks and opportunities for Herman Miller’s reputation, operations, and finances. The issues are placed on a materiality matrix (see below) that displays their position relative to the degree of importance to the stakeholder and potential business impact. Together, the results represent the material issues facing our business.

Collective bargaining agreements

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019/20</td>
<td>3.2%</td>
</tr>
<tr>
<td>2018/19</td>
<td>3.06%</td>
</tr>
<tr>
<td>2017/18</td>
<td>3.32%</td>
</tr>
</tbody>
</table>

Identifying and selecting stakeholders
Without a commitment to listening to our customers and providing the best service possible, we would be doing only half our job. Reliability is an indicator of our performance leading to customer satisfaction. Herman Miller’s overall reliability for last fiscal year 2020 was 95.1%.

Approach to stakeholder engagement
In 2016, we extended our materiality analysis as part of our G4 reporting. We completed a full refresh of the materiality process in 2016. This year’s robust process
featured a broader sample of stakeholders and value-chain analysis, allowing for
greater precision in the scoring and ranking of our environmental and social material
issues than in previous years. We are currently in the process of conducting our next
materiality assessment.

We use the materiality assessment to refine commitments and identify areas
for improvement. It is used by our Board Audit Committee and corporate Risk
Management team.

Our Assessment Process Team reviewed the final results of the materiality assessment
and grouped the most material issues into three focus areas for the purpose of
reporting. Based on the commonly accepted groupings, we elected to keep the three
groupings of economic, environmental, and social. These focus areas encompass our
21 most material issues as defined by both internal and external stakeholders. These
21 material issues are placed on a materiality matrix that displays their position relative
to the degree of stakeholder concern and potential business impact. Together, the
results represent the material issues facing our business.

The contents help us select the information contained in this report, providing data that
responds to stakeholder needs. We recognize that more evidence is needed to quantify
the value delivered by linking business performance and social impact—especially
throughout our extensive supply chain, and we are working to address it. Overall, our
analysis concluded that all of the issues continue to have a significant relationship to
our business success. Some are essential for protecting and growing our revenues.
Others have significant influence on our cost structure, supply chain, and risk. While
many can impact our reputation among customers and important stakeholders, this is
somewhat intangible to measure, but nevertheless key to our success. In general terms,
if we manage these issues poorly, it exposes us to risks, but if managed well, we can
continue building a better world and facing scrutiny as to our humanity.
### Key topics and concerns raised

#### Environmental
- Responsible Materials
- Energy Efficiency/Consumption
- Water Efficiency/Consumption
- Biodiversity
- Air Emissions
- Operational Eco-Efficiency/Waste
- Product Chemical and Material Compliance
- Process Chemicals and Other Dangerous Substances

#### Social
- Supplier Engagement
- Employee Engagement
- Occupational Health and Safety
- Training and Education
- Diversity
- Non-Discrimination
- Freedom of Association and Collective Bargaining
- Child Labor
- Forced Labor
- Human Rights
- Community Engagement
- Talent Attraction and Retention

#### Economic
- Anti-corruption
- Adverse Economic Conditions
- Consumer Spending
- Global Business Risks
- Commodity Prices
- Data Privacy and Security Risks
- Supply Chain Disruptions
- Cost of Product Defects
- Compliance with Government Regulations

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**Materiality Matrix**

- **Impact to Herman Miller**
- **Importance to Stakeholders**

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**GRI General Disclosures**

**Better World Report**

**Online Sources**

**Page Number**

102-44
Reporting Practice

Entities included in the consolidated financial statements
We continue to focus on our operations worldwide. Environmental data and information on our community service, inclusiveness and diversity, and safety initiatives includes data from our facilities worldwide, including our subsidiaries Geiger and Nemschoff. Our data on greenhouse gas emissions represents our owned and leased global facilities. Health and wellness information, however, is for our U.S. facilities only.

Defining report content and topic boundaries
This is Herman Miller’s fourteenth Better World Report, our effort to document not only what we do that relates to environmental activities, but also relevant social and financial initiatives. It’s also a direct response to requests from our customers, dealers, and other stakeholders. In preparing this report, we followed G4 standards and the reporting principles issued by the Global Reporting Initiative (GRI).

Typically in our second quarter (September–November) we report on our performance at building a better world, what we’ve accomplished during the previous year, and most important, our plans. Every year we try to become more global in our reporting. The bulk of the measures we discuss here are the world’s measures; they are consistent with what we value and think matters most.

Herman Miller’s Better World efforts as described in this report align with the United Nation’s Sustainable Development Goals (SDGs).

List of material topics

Re-statements of information

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hermanmiller.com

Annual Report

hermanmiller.com
Changes in reporting

Reporting period

Date of most recent previous report
Our last report covered fiscal year 2018.

Reporting cycle
Our goal is to produce an updated Better World Report annually.

Contact point for questions regarding the report

Claims of reporting in accordance with the GRI Standards
This report has been prepared in accordance with the GRI Standards: Core option.

GRI Content Index

External assurance
The information in this report has not been externally assured.
### Economic Performance

**Direct economic value generated and distributed**
Please see our annual report for Herman Miller CEO Andi Owen’s statement on our performance for fiscal year 2020.

**Financial implications and other risks and opportunities due to climate change**

**Defined benefit obligations and other retirement plans**

**Financial assistance received from government**
We have not received significant financial assistance from the government in the past three years.

### Procurement Practices

**Proportion of spending on local suppliers**
We spend about 70 percent of our purchasing power (US) on locally based suppliers at significant locations of operations.
Anti-corruption

Operations assessed for risks related to corruption

Anti-corruption policies and procedures training for employees
Herman Miller’s own sense of ethics and fair trade practices condemn bribery, kickbacks, theft, and fraud. In addition, all work team leaders are trained in our code of ethics, respect, and community.

See our Corporate Code of Conduct at hermanmiller.com/corporate-code-of-conduct.
All employees receive our “Employee Policies and Guidelines,” which also provides detailed information about ethical issues and problems.

We maintain a confidential hotline through which employees can report ethical problems or suspected incidents of discrimination, harassment, theft, or fraud.

Response to incidents of corruption
All investigations and any necessary follow-up actions related to alleged fraudulent behavior and/or illegal activities are typically reported confidentially to the company’s Legal Services and/or Business Risk Assurance (internal audit) offices. Procedures are in place to disclose these activities and the corporation’s response to the Board of Directors on a regular basis and to our external independent audit firm when relevant. Any potentially significant risks and management’s response to them related to litigated and unlitigated corruption are also disclosed within public documents filed with the Securities & Exchange Commission as appropriate under US financial reporting requirements.
**Responsible Materials**

- **Materials used by weight or volume**

- **Recycled input materials used**

- **Reclaimed products and their packaging materials**

**Energy**

- **Energy consumption within the organization**

- **Energy consumption outside of the organization**

- **Energy intensity**

- **Reduction of energy consumption**

- **Reductions in energy requirements of products and services**

**Water**

- **Water withdrawal by source**

We will work to become as efficient as possible with our water usage. We understand that water is a precious resource and must be managed both globally and locally. We have a responsibility to use it wisely, ensure that we are not taking it faster than it can be replenished, and that it is returned clean to nature. We will research water-free processes and look for ways to reduce or eliminate unnecessary water use.
Herman Miller’s Energy Use at a Glance

This is the energy that’s gone into powering our buildings and manufacturing over the last five years.
The primary source for water is the municipal water systems where our sites are located. We used 48.3 millions of gallons of water in fiscal year 2020.

**Water sources significantly affected by withdrawal of water**
None

**Water recycled and reused**
Our water reduction goal is 50 percent by fiscal 2023. We continue to look for ways to reduce our consumption. With our metal parts painting process, we have taken common sense approaches to reducing and reusing water wherever possible.

**Biodiversity**

**Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas**
We use Integrated Pest Management (IPM) at all facilities to reduce pesticide use and minimize our impact on biodiversity and human health. For facilities that require regular grounds keeping, we use a phosphorus-free fertilizer to prevent harmful runoff into surrounding natural areas. Our commitment to water conservation and a low-maintenance landscape policy prompts us to design nontraditional approaches to corporate landscapes.

**Significant impacts of activities, products, and services on biodiversity**

**Habitats protected or restored**
Several of our West Michigan building sites feature native flowers and grasses, as well as retaining ponds that support a diversity of plant and animal life. Our commitment to habitat includes a goal of 50 percent green space for our major sites.
IUCN Red List species and national conservation list species with habitats in areas affected by operations
None of Herman Miller’s operations directly affects the International Union for Conservation of Nature and Natural Resources (IUCN) Red List threatened species’ habitats.

Emissions

Direct (scope 1) GHG

Energy indirect (scope 2) GHG

Other indirect (scope 3) GHG
One of our transportation initiatives focuses on maximizing the volume of product we fit in each product delivery trip by minimizing our product packaging and consolidating use of space. We do this by shipping products in bulk, securely enclosed in reusable blanket wrapping, and using wooden shipping pallets. These measures reduce packaging materials by more than 50 percent and reduce the flow of cardboard and plastic packaging to the landfill. Our long-distance shipping subcontractors serve Herman Miller and other customers simultaneously to reduce the number of trips. As reliable access to cleaner-burning fuels increases, we look forward to incorporating these more environmentally friendly energy sources into our transportation operations.

We recognize that transporting Herman Miller products from our suppliers to our factories and to our customers increases air pollution and contributes to global warming. Our challenge is to reduce the effects of transportation on the environment while maintaining excellent customer service.

GHG intensity

Reduction GHG
**Greenhouse Gas Emissions**

We rigorously track our greenhouse gas emissions and submit our findings to the Carbon Disclosure Project.

Here are our numbers from the last three years.

<table>
<thead>
<tr>
<th>Greenhouse Gas Emissions</th>
<th>2017 Metric Tons*</th>
<th>2018 Metric Tons*</th>
<th>2019 Metric Tons*</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Scope 1 Emissions</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stationary Combustion (owned and leased)</td>
<td>20564</td>
<td>22545</td>
<td>23333</td>
</tr>
<tr>
<td>Local Fleet (North America)</td>
<td>2289</td>
<td>2259</td>
<td>1615</td>
</tr>
<tr>
<td>Company Vehicles</td>
<td>733</td>
<td>751</td>
<td>746</td>
</tr>
<tr>
<td>Combustion Emissions (outside North America)</td>
<td>1221</td>
<td>1074</td>
<td>1724</td>
</tr>
<tr>
<td><strong>Scope 2 Emissions (location-based) before PPAs, RECs, and GOs</strong></td>
<td>53430</td>
<td>59551</td>
<td>63541</td>
</tr>
<tr>
<td>Purchased Electricity (owned and leased in North America)</td>
<td>46945</td>
<td>48344</td>
<td>51697</td>
</tr>
<tr>
<td>Purchased Electricity (owned and leased outside North America)</td>
<td>6485</td>
<td>11207</td>
<td>11844</td>
</tr>
<tr>
<td><strong>Total Scope 2 Emissions (location-based) after PPAs, RECs, and GOs</strong></td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>PPA</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>REC</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>GO (Guarantee of Origin/UK)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Scope 3 Emissions</strong></td>
<td>35570</td>
<td>30831</td>
<td>46728</td>
</tr>
<tr>
<td>Product Delivery (North America)</td>
<td>30494</td>
<td>25774</td>
<td>40496</td>
</tr>
<tr>
<td>Business Travel (Global)</td>
<td>5076</td>
<td>5057</td>
<td>3976</td>
</tr>
<tr>
<td>Purchased Goods and Services</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Waste Generated in Operations</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Biomass</strong></td>
<td>1981</td>
<td>1344</td>
<td>3060</td>
</tr>
<tr>
<td>CO₂ From Biomass**</td>
<td>1981</td>
<td>1344</td>
<td>3060</td>
</tr>
</tbody>
</table>

Note: We match our electrical use with RECs, PPAs, and GOs to balance out our Scope 2 emissions to zero.

* Metric Tons CO₂e (CO₂ equivalent)
** Wood waste
**Emissions of ozone-depleting substances (ODS)**
None

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**Effluents and Waste**

**Water discharge by quality and destination**
We closely monitor water quality, where appropriate. This does not distinguish between domestic and non-domestic sewage. We manage certain discharges by third-party treatment and disposal.

**Waste by type and disposal method**

**Significant spills**
We have had zero significant spills, zero significant fines, and zero non-monetary sanctions for non-compliance with laws and regulations for the last five years.

**Transport of hazardous waste**

**Water bodies affected by water discharge and/or runoff**
None

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**Environmental Compliance**

**Non-compliance with environmental laws and regulations**
See 306-3

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<table>
<thead>
<tr>
<th>Description</th>
<th>GRI General Disclosures</th>
<th>Better World Report Page Number</th>
<th>Online Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emissions of ozone-depleting substances (ODS)</td>
<td></td>
<td>305-6</td>
<td></td>
</tr>
<tr>
<td>Effluents and Waste</td>
<td></td>
<td>DMA</td>
<td></td>
</tr>
<tr>
<td>Water discharge by quality and destination</td>
<td></td>
<td>306-1</td>
<td></td>
</tr>
<tr>
<td>Waste by type and disposal method</td>
<td></td>
<td>306-2</td>
<td></td>
</tr>
<tr>
<td>Significant spills</td>
<td></td>
<td>306-3</td>
<td></td>
</tr>
<tr>
<td>Transport of hazardous waste</td>
<td></td>
<td>306-4</td>
<td></td>
</tr>
<tr>
<td>Water bodies affected by water discharge and/or runoff</td>
<td></td>
<td>306-5</td>
<td></td>
</tr>
<tr>
<td>Environmental Compliance</td>
<td></td>
<td>DMA</td>
<td>hermanmiller.com</td>
</tr>
<tr>
<td>Non-compliance with environmental laws and regulations</td>
<td></td>
<td>307-1</td>
<td>Annual 10-k</td>
</tr>
</tbody>
</table>
**Resource Smart**

We use processes that eliminate waste from our facilities, borrow the water we need and manage it well, reduce energy intensity, and use renewable forms of energy.

<table>
<thead>
<tr>
<th></th>
<th>FY19 Goals</th>
<th>FY19 Results</th>
<th>FY20 Goals</th>
<th>FY20 Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Waste (tons)</td>
<td>1350</td>
<td>3239</td>
<td>1200</td>
<td>2598</td>
</tr>
<tr>
<td>Millions of gallons of water used</td>
<td>60</td>
<td>51.6</td>
<td>56</td>
<td>48.3</td>
</tr>
<tr>
<td>Megawatt hours used per $ million sales</td>
<td>80</td>
<td>82</td>
<td>74</td>
<td>76</td>
</tr>
<tr>
<td>Percent of energy from local and on-site renewable sources</td>
<td>30</td>
<td>14</td>
<td>35</td>
<td>15</td>
</tr>
</tbody>
</table>

**Nonhazardous solid waste**

Materials that are wasted resulting from our processes (manufacturing and other) that are not considered hazardous per the Resource Conservation and Recovery Act (RCRA), the 1976 public law that created the framework for the proper management of hazardous and nonhazardous solid waste.

See how it breaks down below:
- Recycled
- Waste to Energy (On-site)
- Waste to Energy (Off-site)
- Sent to Landfill
- Composted
- Reuse

**Global Reporting Initiative**

We use processes that eliminate waste from our facilities, borrow the water we need and manage it well, reduce energy intensity, and use renewable forms of energy.

**Resource Smart**
### Supplier Environmental Assessment

**New suppliers that were screened using environmental criteria**
As part of Herman Miller’s Supplier Qualification Process (SQP), environmental assessments of suppliers are regularly conducted.

**Negative environmental impacts in the supply chain and actions taken**

<table>
<thead>
<tr>
<th>GRI General Disclosures</th>
<th>Better World Report Page Number</th>
<th>Online Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>DMA</td>
<td>308-1</td>
<td>See supplier social assessment Supplier code of conduct</td>
</tr>
<tr>
<td>308-2</td>
<td></td>
<td>See supplier social assessment Supplier code of conduct</td>
</tr>
</tbody>
</table>
**Employment**

**New employee hires and employee turnover**

<table>
<thead>
<tr>
<th></th>
<th>FY20</th>
<th>FY19</th>
<th>FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attrition</td>
<td>15.28%</td>
<td>15.33%</td>
<td>12.1%</td>
</tr>
<tr>
<td>Number of hires</td>
<td>1285</td>
<td>1519</td>
<td>738</td>
</tr>
</tbody>
</table>

We are proud of the fact that almost 30 percent of our employees have been with us for more than 15 years.

**Benefits provided to full-time employees that are not provided to temporary or part-time employees**

Please visit hermanmiller.com/careers.

Years of experience in creating supportive workplaces has taught us a lot about keeping employees healthy, comfortable, and motivated. Herman Miller provides a wellness program to help our US Herman Miller employees maintain their health and well-being.

**Parental leave**

Herman Miller recognizes that supporting employees as they balance career, childbirth, and family life ultimately benefits the organization. Our goal is to create a community that supports employees and their families.

Paid Parental Leave allows for paid leave for a specific period following the birth or adoption of a child for caring for and bonding with a newborn or newly adopted child.
Labor management relations

Minimum notice periods regarding operational changes
Herman Miller willingly complies with local, national, state, and provincial legislation governing the function of businesses. We often exceed legal standards when our own standards for corporate behavior, based on our values and philosophy, require it.

Occupational health and safety

Workers' representation in formal joint management-worker health and safety committees

Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities

Workers with high incidence or high risk of diseases related to their occupation

Training and education

Average hours of training per year per employee

<table>
<thead>
<tr>
<th>Description</th>
<th>FY20</th>
<th>FY19</th>
<th>FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-time employees training hours</td>
<td>8.32</td>
<td>14.85</td>
<td>19.51</td>
</tr>
<tr>
<td>Training cost (as a percentage of sales)</td>
<td>0.09%</td>
<td>0.11%</td>
<td>0.13%</td>
</tr>
</tbody>
</table>

Does not include International, Geiger, Healthcare, Sales, or Skilled Trades.

OUR IDEA OF SAFETY
To us, safety is not just how safe employees are, but also how safe they feel. That's why our manufacturing sites conduct safety surveys, developed with each site's leadership team, asking employees how they feel about their safety. Manufacturing locations also have safety committees, and team members provide coaching to reduce accidents.

2020 INJURY INCIDENT RATE
per 100 employees

<table>
<thead>
<tr>
<th>Industry Average</th>
<th>Herman Miller</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.8</td>
<td>2.1</td>
</tr>
</tbody>
</table>
Programs for upgrading employee skills and transition assistance programs

Our company is built on a foundation of creativity and innovation, and we understand that creative people are curious and involved, and that they never stop learning. So we offer many different kinds of learning and development resources, including online self-studies and classroom learning opportunities. Our employees are encouraged to build proficiency in key areas through career development planning. And employees are also encouraged to identify and make use of other resources that can help them develop a necessary business skill.

Herman Miller provides financial reimbursement for employees who choose to continue their formal education to broaden their skills or keep current with business trends and practices.

Percentage of employees receiving regular performance and career development reviews

We believe that fostering the personal growth and development of our employees is not only the right thing to do, but also good business. We want our employees to maintain ownership of their careers at Herman Miller and to be able to make the most of every opportunity. To this end, we maintain a policy of openness, providing employees with access to yearly performance reviews, internal job postings, an educational assistance program, and an ongoing series of workshops that allow them to build new skills. Employees are encouraged to work with their supervisors to build career development plans that support individual career goals.
Diversity and Equal Opportunity

Diversity of governance bodies and employees

<table>
<thead>
<tr>
<th>Our Board of Directors</th>
<th>2019/20</th>
<th>2018/19</th>
<th>2017/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board members</td>
<td>10</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Women</td>
<td>5</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Underrepresented members</td>
<td>2</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Independent members</td>
<td>9</td>
<td>9</td>
<td>9</td>
</tr>
</tbody>
</table>

For more information on our Board of Directors, please visit hermanmiller.com/governance.

<table>
<thead>
<tr>
<th></th>
<th>2019/20</th>
<th>2018/19</th>
<th>2017/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female employees</td>
<td>42.20%</td>
<td>42.30%</td>
<td>42.1%</td>
</tr>
<tr>
<td>Underrepresented employees</td>
<td>24.30%</td>
<td>23.40%</td>
<td>22.0%</td>
</tr>
<tr>
<td>Female senior management</td>
<td>38.50%</td>
<td>37.40%</td>
<td>37.1%</td>
</tr>
<tr>
<td>Underrepresented senior</td>
<td>5.00%</td>
<td>7.00%</td>
<td>9.3%</td>
</tr>
</tbody>
</table>

Note: These are U.S.-only numbers.

Ratio of basic salary and remuneration of women to men

Compensation analysis is routinely conducted and there is ongoing evaluation based on job functions and specific responsibilities.
## Freedom of association and collective bargaining

**Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk**

As a matter of law and simple moral obligation, Herman Miller prohibits child labor, forced labor, harsh and inhumane treatment, abuse, and discrimination. We allow collective bargaining and enforce minimum working wages and maximum working hours. These practices are in keeping with the human rights statement of the International Labor Organization and the core labor standards of the United Nations Declaration of Human Rights (1946).

### Child labor

**Operations and suppliers at significant risk for incidents of child labor**

### Forced or compulsory labor

**Operations and suppliers at significant risk for incidents of forced or compulsory labor**

### Human Rights Assessment

**Operations that have been subject to human rights reviews or impact assessments**

**Employee training on human rights policies or procedures**

**Significant investment agreements and contracts that include human rights clauses or that underwent human rights screenings**
Local communities

Operations with local community engagement, impact assessments, and development programs

Operations with significant actual and potential negative impacts on local communities

Supplier Social Assessment

New suppliers that were screened using social criteria

Herman Miller follows guidelines that we set for suppliers, such as labor and ethical business practices. Please see our Supplier Code of Conduct at hermanmiller.com/supplier-code-of-conduct. We also follow a safety and environmental training procedure for contractors.

Herman Miller’s relationship with its supply base is an important aspect of our business. We believe that partnerships based on transparency, collaboration, and mutual respect are integral to making this happen. Our company is committed to conducting our business in an ethical, legal, environmentally sustainable, and socially responsible manner, and we expect our suppliers to share in this commitment.

One way that we communicate these supplier expectations is through our Supplier Code of Conduct, available publically at hermanmiller.com/supplier-code-of-conduct. In the area of Human Rights, it addresses supporting workers’ rights and advancing the welfare of workers by requiring suppliers to adopt sound labor practices and treat their workers fairly in accordance with local laws and regulations, including the California Transparency in Supply Chains Act of 2010 and the UK Modern Slavery Act.

The Supplier Code of Conduct states that our suppliers will:
— Not use any forced labor or child labor.
— Treat each employee with dignity and respect.
— Not discriminate in hiring and employment.
— Will recognize and respect the rights of its workers to organize in labor unions.
Negative social impacts in the supply chain and actions taken

Assessment of the health and safety impacts of product and service categories
Our concerns extend not only to our own employees, but also to our customers, and we address their health and well-being in every step of product development, from idea conception through disposal. This commitment is evidenced by the materials we choose, our manufacturing processes, and our advances in ergonomic design.

In 1968, Herman Miller introduced the first panel-based office furniture system. This major innovation introduced human factors and ergonomics to the office work environment, in part due to our deep understanding of the human body and his concept of using movable parts to adapt the office to the individual inhabitant. In 1976, after 11 years of research, Herman Miller introduced modern ergonomics to the contract furniture industry with the Ergon chair, the first truly ergonomic work chair.

Today, proper ergonomics guides every Herman Miller design and designer. We want to make every person comfortable, safe, and productive at work by applying the principles of good ergonomic design: fit the user in both size and capability; fit the task (placement of tools and equipment with regard to reach, duration, and intensity is essential to task performance); and allow for posture change and activity variety (muscles require movement to stay healthy).

By improving worker comfort and vitality in the workplace and reducing the likelihood of developing musculoskeletal disorders (MSDs), we contribute to a healthier, happier, and more successful work environment.

Incidents of non-compliance concerning the health and safety of products and services
Herman Miller has not suffered or received any administrative or judicial sanctions for failing to comply with laws or regulations, including international declarations, conventions, treaties, and federal, state, or local regulations concerning the provision and use of Herman Miller products and services.
### Customer privacy

Substantiated complaints regarding breaches of customer privacy and losses of customer data
None

### Socioeconomic compliance

Non-compliance with laws and regulations in the social and economic area

<table>
<thead>
<tr>
<th>Description</th>
<th>GRI General Disclosures</th>
<th>Better World Report Page Number</th>
<th>Online Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer privacy</td>
<td>DMA</td>
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<tr>
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<tr>
<td>Socioeconomic compliance</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Annual Report</td>
</tr>
</tbody>
</table>
More on Our Material Aspects

Employee engagement

Process chemicals and other dangerous substances

We screen potential process chemicals using our Material Safety Data Sheet (MSDS) web-based tool to evaluate the hazard and risk of our process chemicals prior to using them in our facilities.

When it comes to process chemicals, Herman Miller takes all necessary safety precautions. As part of our OHSAS 18001 safety management system, we regularly conduct an inventory of process chemicals. This detail allows us to monitor what is being used and, whenever possible, to introduce better alternatives.

Product chemical and material compliance

New research on chemicals and our bodies and the planet comes out every day. Transparency and healthy products are here to stay. We know our customers want to know more about what’s in the products they are buying. Influencers and governments are regulating an increasing amount of concerning product ingredients.

We at Herman Miller are deeply committed to producing the safest and healthiest products possible. Herman Miller has almost two decades of experience collecting intimate data on the chemicals in our products and working deep in our supply chain to clean up chemicals of concern and specify cleaner chemistry.

That’s why Herman Miller created a unique new team of engineers and IT business analysts called the Product Stewardship Team. Starting in fiscal 2016, this interdisciplinary team began evaluating software automation. Together with traditional chemistry knowledge, our Product Stewardship Team will be able to efficiently screen...
products for the chemicals that concern our customers and regulators. They will focus on connecting thousands of chemical ingredients and product data in a way that allows us to quickly screen products for chemicals of concern to our customers and regulations, while freeing up our expert team of Design for the Environment professionals to focus on innovative projects. We are committed to being radically transparent and making the healthiest furniture products possible.

| Talent attraction and retention | DMA Indicators | 4-9 | hermanmiller.com |
| Adverse economic conditions | DMA Indicators |  | hermanmiller.com Annual Report |
| Consumer spending | DMA Indicators |  | hermanmiller.com Annual Report |
| Global business risks | DMA Indicators |  | hermanmiller.com Annual Report |
| Commodity prices | DMA Indicators |  | hermanmiller.com Annual Report |
| Cost of product defects | DMA Indicators |  | hermanmiller.com Annual Report |

These Specific Disclosures were not determined to be material, so they are not included in this report.

- Market presence (wages and senior management hired locally)
- Indirect economic presence (infrastructure investments)
- Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions
- Security practices
- Rights of indigenous people
- Public policy
- Marketing and labeling
We hope our Better World Report will give you some idea of the scope of our efforts to make the world a better place. In this report we followed Global Reporting Initiative (GRI) standards and the reporting principles issued by the GRI.

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