Designing for the Future

Herman Miller
Better World Report 2019
A Better World by Design

At Herman Miller, we solve problems like designers. We may not all have degrees in industrial design, and, yes, we’re also accountants and machinists and supply chain managers and marketers, but at our core, the people who make up this company tackle challenges the same way that Charles and Ray Eames or Yves Béhar or George Nelson would. It’s just part of our DNA, and it turns out that the creative approach to problem-solving that we take when making furniture works just as well when it comes to ensuring the health and prosperity of our people, our communities, and our planet. We’re committed to creating a better world. Design is how we’re getting there.
Herman Miller at a Glance

Herman Miller was founded in 1905, went public in 1970, and today, the Herman Miller family of brands employs over 8,000 people worldwide.

“...is rightly judged by its products and services, but it must also face scrutiny as to its humanity.”
—D.J. De Pree, Founder, Herman Miller, Inc.

HERMAN MILLER AND THE U.S. GREEN BUILDING COUNCIL
Herman Miller was a founding member of the United States Green Building Council, a nonprofit organization dedicated to understanding and promoting sound environmental building practices. We also helped formulate Leadership in Energy and Environmental Design (LEED) Certification guidelines.

AWARDS AND ACHIEVEMENTS
11 of the last 13 years received “Corporation of the Year” by the Michigan Minority Supplier Development Council
12 consecutive perfect scores on Human Rights Campaign Foundation’s Corporate Equality Index
13 of the last 14 years on the Dow Jones Sustainability World Index
6 years in a row as one of Michigan’s Best and Brightest in Wellness
14 years in a row on the RobecoSAM Group Sustainability Yearbook

HERMAN MILLER PERFORMANCE SYSTEM
Launched in 1999, Herman Miller Performance System is our lean manufacturing approach focusing on quality, reliability, lead-times, and delivery. It’s also our approach to employee-owner development—the way we help team members become problem-solvers and drive change at all levels.

2010
All facilities powered entirely by green energy

Action Office sales since 1964 have surpassed $8 billion
Over 1 million Eames Shell Chairs sold since launch
7 million Aeron Chairs sold since the 1994 launch

Better World Report 2019
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As a corporation, we give back in lots of ways and places, and we empower our people to do the same.

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Each person has gifts—and the more we encourage the expression of these gifts, the more we nurture our creativity and innovation as a company.

pg—13  HEALTH AND WELL-BEING
Who makes the world a better place? People. It’s Herman Miller’s job to make sure that ours are at their best.

pg—16  EARTHRIGHT
When it comes to natural resources, our role is to serve as stewards of the environment, ensuring that we’re borrowing, not taking, from future generations.

“Design is our roadmap for taking less, creating more, and using our influence as a force for good.”
—Andi Owen, CEO, Herman Miller, Inc.
I joined Herman Miller because I knew it was a company with a rich history of believing in bigger ideas—about what a company can do—for its employees, customers, investors, and communities. I was drawn to Herman Miller for its reputation in pioneering workplace concepts, harnessing the talents of legendary designers, committing to sustainability, and designing solutions to problems wherever people work, live, and heal.

But what’s inspired me most in my early tenure as CEO is that our mission of “inspiring designs to help people do great things” goes well beyond generating profits. As a company, we’re designers, and our philosophy of design-driven problem-solving that led us to create the Aeron Chair is the same one at play when we solve problems for our people and the world at large. Design is our roadmap for taking less, creating more, and using our influence as a force for good.

Following that roadmap, it’s important to look ahead and see where we’re going. Since Herman Miller’s founding, diverse perspectives—including those that run contrary to popular thinking of the time—have shaped us into the innovative company we are today. That’s why it’s important for us to source ideas from as many perspectives as possible. Not just because it’s the right thing to do, but because we know from experience that it makes us a stronger company.

Today, what we have in common binds us together. In the future, we’ll operate as a company that thrives on what makes us different. Because we know it’s these unique perspectives that help to spark new and valuable ideas.

On a fundamental level, we value the entire person—not just the skill set they bring to work. That’s why we’ve always prioritized a workplace that supports the entire spectrum of our employees’ health.

Today, we realize this goes beyond just physical well-being. Each person also has their own emotional and financial health they’re managing—which is why we’re putting resources and services toward helping our employees break down barriers in these areas too.

We know ensuring the Earth’s resources remain abundant for future generations is another critical goal in designing a better world. That’s why we’ve also worked hard to ensure that every day we strive to take less from the environment by generating less waste, limiting our use of energy and natural resources, and using fewer materials.

We also aspire to be more sustainable by creating more than we take—and that includes restoring our ecosystems, using safe materials that promote health and well-being, and setting the bar for the industry standard on human rights.

Through our charitable giving efforts, giving back has allowed us to inspire thousands of employees and communities worldwide. Our corporate giving is designed and led entirely by employees of Herman Miller, helping us inspire the next generation to become stewards of humanity in our communities.

We strive to expand on that foundation by leveraging our relationships with clients, suppliers, and collaborators to elevate our impact exponentially. By devoting time, talent, and resources to the communities that touch our operations across the globe, we believe we can create a ripple effect that becomes a force for good around the world.

I’m proud to represent a company who knows living and working with integrity is the path to creating good business, a trustworthy investment, and a great place to work.

Together we can design a better world, and I hope you’ll join us on this journey.

All the best,

Andi Owen
President and CEO, Herman Miller, Inc.

―Andi Owen

“Today, what we have in common binds us together. In the future, we’ll operate as a company that thrives on what makes us different.”
Zeeland, Michigan, where Herman Miller was founded, is a close-knit community where people have always helped each other out without thinking much about it. It’s what being a community means. As our company grew and expanded outside West Michigan, so has our community. Our giving reflects that.
It All Starts with People

Our community is global and so is our commitment to doing good for the people we serve.

HERMAN MILLER CARES

Herman Miller Cares is our international corporate giving program. Supported by leadership but led by employees around the world, it focuses on “inspiring youth and children to do great things” through 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.

— Over $2 million given back to Herman Miller communities annually
— Doubled our international giving in the last four years to better reflect our global employee base (30% of our employees live outside U.S.)
— Employee-driven fundraising teams encouraged engagement and increased charitable contributions to $50,000 annually
— Community challenge grants, which generated over $75,000 of donations from non-Herman Miller organizations

VOLUNTEER HOURS

Employees can use up to 16 hours of paid time for community service, but volunteerism runs deep in our company, and many employees volunteer much more.

WE CARE, 22 YEARS & COUNTING

Started by Geiger, Herman Miller, and Gensler in Chicago, the We Care event gives at-risk children the opportunity to make holiday gifts for the people they love, in partnership with Herman Miller, the local Boys and Girls Club of America, and architects, designers, dealers, and corporate sponsors. Here’s what it looked like in 2017:

— 7,000 youth and children served
— 31 participating cities around the U.S., plus Vancouver, BC
— 50-plus volunteers in each city
— 330 A+D firms
— 46 dealerships

“People are the heart and spirit of all that counts.”
— Max De Pree, former Herman Miller CEO

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“People are the heart and spirit of all that counts.”
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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.
Come One, Come All

To design the better world we want, we need everyone’s help.

“We know it’s unique perspectives that help to spark new and valuable ideas.”
—Andi Owen, CEO, Herman Miller, Inc.

**What Matters to Us—Inclusiveness and Diversity**

**THE MILLWRIGHT**
The story of the millwright is foundational to our identity. When D.J. De Pree learned about the death of the company millwright, he visited the family. The widow read him some poetry that her husband had written. The experience made D.J. wonder if the man was a millwright who also wrote poetry, or if he was a poet who also did the work of a millwright. From that time on, De Pree was intentional about creating a culture where people are valued and encouraged to bring their whole selves to work.

**AWARDS AND ACHIEVEMENTS**

- **Corporate Equality Index 100%**
  (best places for LGBT equality)
  12 consecutive years

- **Michigan Minority Supplier Development Council**
  "Corporation of the Year" for the eleventh time in 13 years

**INCLUSIVENESS RESOURCE TEAMS (IRTs)**
This year marks the 12-year anniversary of our Inclusiveness Resource Teams, voluntary employee-led teams with shared experiences that work on business initiatives.

- **2007**
  7 teams, 30 members in West Michigan

- **2018**
  12 teams, over 538 members around the world

**MICHIGAN COMPETITIVE WORKFORCE COALITION**
Political action is yet another avenue for our inclusiveness efforts. Herman Miller is a member of the Michigan Competitive Workforce Coalition, a partnership of business leaders representing companies and other organizations who are working to get Michigan’s Elliott-Larsen Civil Rights Act (ELCRA) updated to include sexual orientation and gender identity.

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What Matters to Us—Inclusiveness and Diversity

SUPPLIER DIVERSITY
A strong and diverse supplier network is central to our business, and has been for over 25 years. Here’s where we stand today.

250+
DIVERSE-OWNED BUSINESSES IN OUR SUPPLY CHAIN

16% CORPORATE DIVERSE SPEND

“Since Herman Miller’s founding, embracing diverse perspectives—including those that run contrary to popular thinking of the time—has shaped us into the innovative company we are today.”
—Andi Owen, President and CEO, Herman Miller, Inc.

PRIDE
We’ve supported PRIDE events for several years, including sponsoring an inaugural 2013 PRIDE event in Holland, Michigan, a community where it is still legal to discriminate based on sexual orientation. Over the years, we’ve hosted events in Grand Rapids, Chicago, San Francisco, and—in 2016, for the first time—London. The combined attendance was more than 9,000 people.
At Herman Miller, we don’t hire workers, we hire people—full, complex, wonderful people who represent our great breadth and diversity. We believe that one of the best ways to unlock their potential, and ours, is to understand what they care about and then figure out how Herman Miller might start to care about it too.

Inclusiveness Resource Teams (IRTs) are one way that we can get a fuller picture of what counts to the people who comprise our company. Through these voluntary teams, employees with common characteristics and experiences such as ethnicity, gender identity, sexual orientation, generation, disability, or veteran status—or anyone interested in learning more about them—can work on initiatives that benefit the business and the broader Herman Miller community.

Herman Miller’s expectation that IRTs will help the company achieve its business goals is what differentiates IRTs from the affinity groups many companies have. “The broad range of perspectives the IRTs bring is about more than making Herman Miller a better place to work,” says Abe Carrillo, Director of Inclusiveness and Diversity. “It’s about helping Herman Miller perform better.”

For example, the International ChanGE IRT, which champions gender equality, hosted an expert who spoke on the business case for gender diversity. In celebration of International Women’s Day in March, several women’s IRT chapters around the globe used the video recording from the event to spur awareness, conversations, and action related to the topic of gender balance.

IRTs also offer better solutions to specific issues. A great example of that is the company’s dependent care benefit, which was an outcome of the NextGen IRT’s work. Members explored on-site childcare and found that it would only benefit 20 percent of employees. So they recommended that the company offer employees a dependent care flexible spending account instead. It’s a solution that benefits a much larger percentage of employees because the money can go toward the care of adult or child dependents for things like in-home

“It’s about more than making Herman Miller a better place to work. It’s about helping Herman Miller perform better.”

—Abe Carrillo, Director of Inclusiveness and Diversity, Herman Miller, Inc.
Since Herman Miller’s founding, embracing diverse perspectives—including those that run contrary to popular thinking of the time—has shaped us into the innovative company we are today.”

— Andi Owen, President and CEO, Herman Miller, Inc.

IRTS ENGAGE AND EDUCATE

One way that IRTs advance a culture of inclusiveness in the company is by educating others. The Black IRT hosted Dr. Joy DeGruy, an internationally renowned researcher, educator, author, and presenter on race relations and social issues, as part of a Martin Luther King Jr. Day celebration. More than 150 employees in West Michigan and at remote locations listened to her speak about Post-Traumatic Slave Syndrome.

The Hispanic IRT hosted events at West Michigan café sites to commemorate Las Posadas, a Mexican Christmas tradition about the Christmas story, including a feast of traditional foods.

The event doubled as a fundraiser, providing contributions for a Christmas celebration to children in a Guatemalan orphanage.
Health and Well-Being

Our people are 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.
Healthy, Happy, and Holistic

We’re designing programs and services for our people’s physical, emotional, financial, and work well-being.

**WELLNESS BY THE NUMBERS**

- 85% of employees and their spouses/partners participate in well-being programs
- 75% of manufacturing work team leaders and management have undergone Mental Health First Aid training along with an additional 100 team members
- Nearly 60% of employees, spouses, and partners with diabetes are engaged in one of Herman Miller’s diabetes management programs
- Herman Miller’s average healthcare costs trend over the last five years has been 1.85%—far outperforming national averages

Our Strive Well-Being Program offers our people and their families many resources to continue or improve on their well-being journey.

- One-on-one, on-site nutrition classes
- Mindfulness classes
- Organic food delivery service
- Free college coaching
- Emergency backup childcare and elder care
- Well-being reimbursements: bicycle purchase, weight-loss programs, and gym memberships

**MENTAL HEALTH CHAMPION NETWORK**

- New focus on mental health awareness and suicide prevention
- Partnered with be nice, a mental health awareness and suicide prevention organization
- Nearly 50 trained emotional health champions throughout the organization
- Free, on-site one-on-one social worker visits for employees

“We educate our employees about mental health conditions so we can support each other, end the stigma, and so employees can bring their whole selves to work even when they have emotional well-being struggles.”

—Kerri Ploeg, Herman Miller Corporate Health Manager

Mothers returning to work after maternity leave often have to choose between work and continuing to breastfeed—especially if they travel. Employees in the Women Influencing Now (WIN) Inclusiveness Resource Team worked with the Benefits Team to find a solution. Now, the company reimburses moms for the expense of overnighting their breast milk home via a service partner.

“Traveling for work while nursing can be stressful enough due to being away from your baby and family, however, knowing that I could safely send milk back home for my little one was a welcome relief!”

—Trina Lichtenwalner, Herman Miller, Senior Product Manager
OUR IDEA OF SAFETY
To us, safety is not just how safe employees are, but also how safe they feel. That’s why Herman Miller, Geiger, and Nemschoff 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.

AWARDS AND ACHIEVEMENTS

One of Michigan’s Best and Brightest in Wellness for sixth consecutive year

MVP award from MiOSHA (Michigan Occupational Safety and Health Administration)

Where Everyone Works

When an organization that helped people with disabilities find employment folded, Kevin Walker, a senior manager in Operations, stepped up and played an instrumental role in establishing the Ability Centered Employment (ACE) Partnership in West Michigan. Today, more than 40 people are employed at Herman Miller through ACE.

Active Remembering

In 2009, a small group of Herman Miller employees held a cycling event to celebrate the life of a coworker who had died that year. Inspired by this group’s efforts, we now hold “Run Ride Remember” every year. Hundreds of participants pay to either ride or run a route and enjoy a picnic together. Proceeds help those families facing financial hardships as a result of the death of a family member.

“This is why I’ve worked here for 40 years—because the company is supportive when we see a need in the community and want to respond to it.”

—Kevin Walker, retired Herman Miller Senior Manager, Operations

2018 Injury Incident Rate

<table>
<thead>
<tr>
<th>Industry Average</th>
<th>Herman Miller</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.8</td>
<td>2.4</td>
</tr>
</tbody>
</table>

“This throughout the company, team leaders put safety before anything else, even productivity. I preach safety. We always say, ‘We want you to go home safe, the way you came in.’”

—Keva Thomas, Herman Miller, Selections Facilitator and Safety Representative

Our Idea of Safety

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Earthright is our 10-year sustainability strategy that keeps us on the path of continuous improvement. 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.
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.

### 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.

<table>
<thead>
<tr>
<th>ELECTRIC</th>
<th>GAS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ELECTRIC</strong></td>
<td><strong>GAS</strong></td>
</tr>
<tr>
<td>Megawatt hours</td>
<td>Million metric British thermal units</td>
</tr>
<tr>
<td>Megawatt hours/ $ million sales</td>
<td>Million metric British thermal units/ $ million sales</td>
</tr>
<tr>
<td>FY23 Goals</td>
<td>2018</td>
</tr>
<tr>
<td>$40.7</td>
<td>$179.577</td>
</tr>
<tr>
<td>2017</td>
<td></td>
</tr>
<tr>
<td>$42.4</td>
<td>$194.0</td>
</tr>
<tr>
<td>2016</td>
<td></td>
</tr>
<tr>
<td>$41.5</td>
<td>$196.2</td>
</tr>
<tr>
<td>2015</td>
<td></td>
</tr>
<tr>
<td>$39.8</td>
<td>$166.8</td>
</tr>
<tr>
<td>2014</td>
<td></td>
</tr>
<tr>
<td>$44.8</td>
<td>$166.8</td>
</tr>
</tbody>
</table>

While our local West Michigan waste-to-energy facility was over capacity, directly impacting our waste goals for the year, our team of problem solvers sought new ways to reduce our landfill. We’re happy to share that we now compost our scrap veneer, which helps us reduce our landfill by 40 tons per year, and we made changes in our cafés. By moving to central recycling stations and offering compostable serviceware, we lowered our landfill numbers by approximately 75 percent.

### FY18 Goals vs FY19 Results vs FY23 Goals

<table>
<thead>
<tr>
<th>Tons of waste</th>
<th>Millions of gallons of water used</th>
<th>Megawatt hours used per $ million sales</th>
<th>Percent of energy from local and on-site renewable sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY18 Goals</td>
<td>FY18 Results</td>
<td>FY19 Goals</td>
<td>FY23 Goals</td>
</tr>
<tr>
<td>1500</td>
<td>3397</td>
<td>1350</td>
<td>0</td>
</tr>
<tr>
<td>64</td>
<td>54</td>
<td>60</td>
<td>43</td>
</tr>
<tr>
<td>86</td>
<td>91</td>
<td>80</td>
<td>57</td>
</tr>
<tr>
<td>25</td>
<td>5</td>
<td>30</td>
<td>50</td>
</tr>
</tbody>
</table>

**Note:** Electric is 100 percent renewable; 8 percent is through Power Purchase Agreement and the balance through Green-e certified RECs.
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.

### Greenhouse Gas Emissions

<table>
<thead>
<tr>
<th>Metric Tons</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Scope 1 Emissions</td>
<td>25235</td>
<td>25143</td>
<td>24807</td>
</tr>
<tr>
<td>Stationary Combustion (owned and leased)</td>
<td>20408</td>
<td>19797</td>
<td>20564</td>
</tr>
<tr>
<td>Local Fleet (North America)</td>
<td>2580</td>
<td>2756</td>
<td>2289</td>
</tr>
<tr>
<td>Company Vehicles</td>
<td>340</td>
<td>340</td>
<td>733</td>
</tr>
<tr>
<td>Combustion Emissions (outside North America)</td>
<td>1907</td>
<td>2250</td>
<td>1221</td>
</tr>
<tr>
<td>Scope 2 Emissions (location-based) before PPAs, RECs, and GOs</td>
<td>61954</td>
<td>62006</td>
<td>53430</td>
</tr>
<tr>
<td>Purchased Electricity (owned and leased in North America)</td>
<td>54830</td>
<td>54575</td>
<td>46945</td>
</tr>
<tr>
<td>Purchased Electricity (owned and leased outside North America)</td>
<td>7124</td>
<td>7431</td>
<td>6485</td>
</tr>
<tr>
<td>Total Scope 2 Emissions (location-based) after PPAs, RECs, and GOs</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>
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<tr>
<td>Scope 3 Emissions</td>
<td>34001</td>
<td>32083</td>
<td>35570</td>
</tr>
<tr>
<td>Product Delivery (North America)</td>
<td>28479</td>
<td>27641</td>
<td>30494</td>
</tr>
<tr>
<td>Business Travel (Global)</td>
<td>5522</td>
<td>4442</td>
<td>5076</td>
</tr>
<tr>
<td>Biomass</td>
<td>6005</td>
<td>2936</td>
<td>1981</td>
</tr>
<tr>
<td>CO₂ From Biomass**</td>
<td>6005</td>
<td>2936</td>
<td>1981</td>
</tr>
</tbody>
</table>

Note: We match our electrical use with RECs to balance out our Scope 1 emissions to zero.

* Metric Tons CO₂ equivalent
** Wood Waste

** What Matters to Us—Earthright

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
- Wood Waste for Solidification

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- Waste to Energy (Off-site)
- Sent to Landfill
- Composted
- Wood Waste for Solidification

** What Matters to Us—Earthright

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
- Wood Waste for Solidification
Eco-Inspired Design

We design products that contain materials with safe chemistry, use recycled or bio-based materials, can be part of a closed-loop recycling system, and minimize the total life cycle impacts.

Design for the Environment (DfE)-approved products

<table>
<thead>
<tr>
<th></th>
<th>FY18 Goals</th>
<th>FY18 Results</th>
<th>FY19 Goals</th>
<th>FY23 Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Design for the Environment (DfE)-approved products</td>
<td>90</td>
<td>78</td>
<td>84</td>
<td>100</td>
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<tr>
<td>BIFMA level 3-certified products</td>
<td>58</td>
<td>51</td>
<td>67</td>
<td>100</td>
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<tr>
<td>Tons of used product per year diverted from landfill</td>
<td>59,000</td>
<td>5,122</td>
<td>66,000</td>
<td>125,000</td>
</tr>
</tbody>
</table>

DESIGN FOR THE ENVIRONMENT (DfE)

SPOTLIGHT Aeron: Next Generation in Design—and Sustainability

When we set out to re-master the Aeron, we made it healthier. Not only is it three pounds lighter, but it’s also free of carcinogens, mutagens, and reproductive toxins. It also has these certifications: Cradle to Cradle V3 Silver, BIFMA level 3, and SCS Indoor Advantage™ Gold. As the first company in the industry to have a product with this combination of certification levels, Herman Miller is once again raising the bar.
MAKING SOMETHING OF NOTHING

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

— Launched in 2009
— 150 cities across U.S. and Canada
— Diverted more than 27,000 tons of product from landfill since its inception
— Generated $18 million in charitable in-kind donations
— Participants have included Adobe, BP America, General Motors, John Deere, Shell Oil

WE SAW PROFIT AS THE NORMAL CONSEQUENCE OF DOING THE RIGHT THING AND DOING IT WELL.”
— Max De Pree, former Herman Miller CEO

INDEPENDENTLY CERTIFIED

Standard veneer and laminate work surfaces—as identified on Herman Miller’s “Certified Wood” web page—are Forest Stewardship Council®-certified.

The Carbon Disclosure Project, the only global disclosure system for stakeholders, gave us a B in the Forest category.

Herman Miller’s major lines of furniture, seating, and storage are certified for low chemical emissions during use.

TRANSPARENCY

In 2016, we launched Ecomedes, a web-based calculator and product database that gives architects and designers an easy way to see the environmental attributes and certifications of Herman Miller products, which they need when applying for certifications for LEED, WELL, and other programs. It’s available at Herman Miller, Nemschoff, and Geiger websites.

EAMES AND SANTOS PALISANDER LIVE HAPPILY EVER AFTER

We recently celebrated the 10-year anniversary of the marriage between the Eames Lounge Chair and santos palisander. In 1990, upon concluding that the Brazilian rosewood was non-sustainable, Research Manager Bill Foley recommended that Herman Miller stop using Brazilian rosewood on its Eames Lounge Chair. Eventually, management agreed with the controversial decision, substituting walnut and cherry and hoping sales wouldn’t suffer. In 2006, we switched to santos palisander, which looks like Brazilian rosewood, but is a sustainable alternative.
Community Driven

We strengthen communities by increasing employee engagement and connecting employees with our grassroots history of environmental advocacy, and asking our supply chain to adopt our Earthright strategy.

More than 25 years ago, a group of our employees launched the Environmental Quality Action Team (EQAT), putting into action D.J. De Pree’s intent that Herman Miller would be a good steward of the environment. Since then, we have worked in every part of our business to make decisions that benefit the environment. We’ve also asked partners and suppliers to join us in our environmental efforts, so we can maximize our impact.

EMPLOYEES
About 500 employees from around the globe participated in Green Commute Week by cycling, walking, telecommuting, or carpooling to work. Green Commute Week was an activity sponsored by our Sustainability Resource Team, an employee-led and operated group that’s passionate about designing a better world.

CUSTOMERS
Now more than ever, environmentally aware customers are interested in partnering with us because of our long-standing commitment to the environment, the knowledge we share, and our products.

SUPPLIERS
When we ask suppliers to join us in making the world a better place, we know we are asking a lot. They must track and show an ongoing reduction on a number of measures, and that takes work. It says something about the quality of our suppliers that 76 percent have joined us. Just as importantly, they are sharing best practices with each other.

% of employees engaged

<table>
<thead>
<tr>
<th>FY18 Goals</th>
<th>FY18 Results</th>
<th>FY19 Goals</th>
<th>FY23 Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>30</td>
<td>25</td>
<td>35</td>
<td>53</td>
</tr>
</tbody>
</table>

% of our suppliers engaged (by % of sales)

<table>
<thead>
<tr>
<th>FY18 Goals</th>
<th>FY18 Results</th>
<th>FY19 Goals</th>
<th>FY23 Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>86</td>
<td>76</td>
<td>89</td>
<td>100</td>
</tr>
</tbody>
</table>

TEACH AND LEARN
We want to work with best-in-class suppliers, and a supplier’s willingness to learn about and implement sustainability measures is key. We share what we know, often working with a supplier at their facility, teaching them as we audit their practices. At the same time, we learn from them. One supplier suggested a more environmentally efficient way to wash parts that decreased water and energy use and saves us $300,000 a year.
AWARDS AND ACHIEVEMENTS

2018

In 14 of the last 15 years, the RobecoSAM Group included Herman Miller in its Sustainability Yearbook, a listing of the world’s most sustainable companies.

The Michigan Occupational Safety and Health Administration (MiOSHA) renewed Herman Miller’s “Star” status, the highest workplace safety and health designation, for the Hickory facility in Spring Lake, Michigan.

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

PORTALMILL HIRES A BOUNCER

Two hundred seagulls nesting on the roof of PortalMill, our new facility in the UK, were literally making a mess of things and interfering with the rooftop rainwater collection system needed for flushing toilets. So we brought in some muscle—Willow, the trained hawk. She came with her handler every day for a month, which was long enough to convince the seagulls to relocate. Now she comes once a month to make sure they don’t change their minds.

BEE THE CHANGE YOU WANT TO SEE IN THE WORLD

When wasps invaded the Greenhouse facility in Zeeland, Michigan, we imported bees. Once the bees took over the main source of food, the wasps left. And, thanks to cross-pollination, there’s a proliferation of wildflowers on the grounds. We also bottle the honey the bees make and give it to customers.

Recycling in Action to Support Alianza Anticancer Infantil
Condesa, Mexico City

The Herman Miller Cares Latin Team began collecting recyclables at the Condesa office and donating them to a local organization, Alianza Anticancer Infantil (Alliance Against Child Cancer). AAI recycles the materials to raise money, which is then used to assist children and their families. The Monterrey office plans to implement this initiative, as well.
At Herman Miller, design-driven problem-solving is a practice, a philosophy, and the means by which we seek to improve the world.

This Better World Report itself was designed as a window into how we’re having a positive impact on humanity. It’s a chance to reflect on where we’ve been, to celebrate what we’ve achieved, and to assess whether we’re living up to our own standards. The truth is, we’re still a long way from the vision we have for our people, our communities, and our planet. But part of getting there is stopping to take a hard look at where we’ve been, where we’re going, and to share our successes and our challenges with the wider world. The only way we’ll get to the better world we dream of is by traveling there together.
Organizational Profile

Name of the organization

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, and higher education environments
— Freestanding furniture and 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 U.S., 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>G4 General Disclosure</th>
<th>Better World Report Page Number</th>
<th>Online Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description</td>
<td></td>
<td></td>
<td>hermanmiller.com</td>
</tr>
<tr>
<td>Ownership and legal form</td>
<td>hermanmiller.com</td>
<td>102-5</td>
<td>hermanmiller.com</td>
</tr>
<tr>
<td>Total Net Sales (million)</td>
<td>2,381.20</td>
<td>2,278.2</td>
<td>2,264.9</td>
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<tr>
<td>Net Sales ELA (EMEA [Europe, Middle East, and Africa], Latin America, and Asia Pacific) (million)</td>
<td>434.50</td>
<td>385.5</td>
<td>412.7</td>
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<tr>
<td>Net Sales North American Furniture Solutions (million)</td>
<td>1,946.70</td>
<td>1,892.7</td>
<td>1,331.80</td>
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Herman Miller
### Information on employees and other workers

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<tr>
<th>Description</th>
<th>Numbers</th>
<th>Percentage of Total</th>
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<tr>
<td></td>
<td>Male</td>
<td>Female</td>
</tr>
<tr>
<td>Total Number of Employees</td>
<td>4521</td>
<td>3198</td>
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<tr>
<td>Employment Type</td>
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</tr>
<tr>
<td>Full-time</td>
<td>4480</td>
<td>3082</td>
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<tr>
<td>Part-time</td>
<td>41</td>
<td>116</td>
</tr>
<tr>
<td>Region</td>
<td></td>
<td></td>
</tr>
<tr>
<td>North America (U.S., Canada)</td>
<td>3284</td>
<td>2549</td>
</tr>
<tr>
<td>Latin America (including Mexico)</td>
<td>77</td>
<td>73</td>
</tr>
<tr>
<td>EMEA</td>
<td>294</td>
<td>137</td>
</tr>
<tr>
<td>APAC</td>
<td>866</td>
<td>439</td>
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<tr>
<td>Total Temporary (does not include DWR)</td>
<td>970</td>
<td></td>
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<tr>
<td>Temporary Employees</td>
<td>90</td>
<td></td>
</tr>
<tr>
<td>Temporary Workers</td>
<td>880</td>
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</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 2018.
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.

External initiatives
Herman Miller voluntarily supports and participates in numerous responsibility-focused initiatives and programs, including:

— Alliance for the Great Lakes Adopt a Beach Program
— American Cancer Society
— American Center for Life Cycle Assessment (ACLCA)
— American Heart Association
— ArtPrize
— Arthritis Foundation Jingle Bell Run
— Be Nice Mental Health Foundation
— Camp Sunshine Run for the Sun
— Chicago Minority Supplier Development Council
— Cradle to Cradle Products Innovative Institute
— Destination Education
— Forest Stewardship Council
— Gilda’s Club
— Grand Rapids African-American Health Institute
— Grand Rapids AIDS Walk
— Grand Rapids Pride Center
— Grand Rapids Veterans Home
— Grand Rapids Young Professionals
— Grandville Avenue Arts & Humanities
— Great Lakes Women’s Business Enterprise Council
— Healthy Products Declaration Collaborative (HPDC)
— Holland Area Pride
— Holland Is Ready
<table>
<thead>
<tr>
<th>Description</th>
<th>G4 General Disclosure</th>
<th>Better World Report Page Number</th>
<th>Online Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>— Holland Young Professionals</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>— Hope College Foundation for Fitness</td>
<td></td>
<td></td>
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<tr>
<td>— Human Rights Campaign (HRC) Corporate Equality Index (CEI)</td>
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<tr>
<td>— International Living Futures Institute (ILFI)</td>
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<tr>
<td>— ISO 14001</td>
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<td></td>
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<tr>
<td>— John Michael Kohler Arts Center</td>
<td></td>
<td></td>
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<tr>
<td>— Juvenile Diabetes Research Fund</td>
<td></td>
<td></td>
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<tr>
<td>— Kid’s Food Basket</td>
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<td></td>
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<tr>
<td>— LAM Network</td>
<td></td>
<td></td>
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<tr>
<td>— Latin Americans United for Progress (LAUP)</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>— Leadership in Energy and Environmental Design (LEED) Certification</td>
<td></td>
<td></td>
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<tr>
<td>— LINC Community Spirit Awards</td>
<td></td>
<td></td>
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<tr>
<td>— Light the Night supporting Leukemia &amp; Lymphoma Society</td>
<td></td>
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<tr>
<td>— Michigan Competitive Workforce Coalition</td>
<td></td>
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<tr>
<td>— Michigan Department of Environmental Quality (MDEQ) Clean Corporate Citizen</td>
<td></td>
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<tr>
<td>— Michigan West Coast Chamber of Commerce</td>
<td></td>
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<tr>
<td>— MDEQ Business Pollution Prevention Partners (MBP3)</td>
<td></td>
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<tr>
<td>— MDEQ Neighborhood Environmental Partners (NEP)</td>
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<tr>
<td>— Michigan Occupational Safety and Health Administration (MIOSHA) Voluntary Protection Program (MVPP)</td>
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<tr>
<td>— Michigan State College of Medicine Gran Fondo supporting Skin Cancer Research</td>
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<tr>
<td>— OHSAS (Occupational Health &amp; Safety Assessment Series) 18001</td>
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<tr>
<td>— Out on the Lakeshore/Holland Pride</td>
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<tr>
<td>— Ottawa Area Intermediate School District (OAISD) Future Prep’d</td>
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<tr>
<td>— Outdoor Discovery Center Macatawa Greenway</td>
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<tr>
<td>— ParkPride (Piedmont Park Conservatory)</td>
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<tr>
<td>— Ready for School</td>
<td></td>
<td></td>
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<tr>
<td>— Site:Lab</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>— The Network/Grand Rapids Pride</td>
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<td></td>
<td></td>
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<tr>
<td>— Turkey Trot supporting Hand 2 Hand</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>— UICA</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>— University of Michigan ERB Sustainability Institute</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>— Ultimate Cycling Challenge supporting Livestrong</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>— U.S. Business Leaders Network (USBLN)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>— VetBiz Central</td>
<td></td>
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</tbody>
</table>
Membership of associations

Herman Miller holds membership in many organizations for which sustainability is a primary precept, including:

— Asian Business Association of Los Angeles
— BIFMA level Certification
— BIFMA Product Category Rules Committee
— Boston College Center for Work and Family
— Business and Institutional Furniture Manufacturer’s Association (BIFMA)
— Business Leaders Linked to Encourage New Directions (BLEND)
— Chicago Minority Supplier Development Council
— Great Lakes Women’s Business Enterprise Council
— Green Chemistry and Commerce Council (GC3)
— Lakeshore Advantage
— Michigan Green Chemistry Council
— Michigan Minority Supplier Development Council
— National Black MBA Association, Inc.
— National Hispanic Corporate Council (NHCC)
— National Minority Supplier Development Council (NMSDC)
— Talent 2025
— The Right Place
— U.S. Green Building Council (USGBC)—Charter member
— U.S. Green Building Council (USGBC)—Committees and Work Groups
— West Michigan Chapter, Air and Waste Management Association
Herman Miller has been reviewed by several socially aware investment indexes and other research firms, including:

- EcoDesk
- EcoVadis
- Morgan Stanley Capital Investments (MSCI)
- RobecoSAM for the Dow Jones Sustainability Index
- Sustainalytics
### Strategy

<table>
<thead>
<tr>
<th>Description</th>
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<th>Better World Report Page Number</th>
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<td>Statement from senior decision-maker</td>
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<td>hermanmiller.com</td>
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<tr>
<td>Key impacts, risks, and opportunities</td>
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<td>hermanmiller.com Annual 10-k</td>
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<td>Ethics and integrity</td>
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<tr>
<td>Values, principles, standards, and norms of behavior</td>
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</tr>
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</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.
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>2017/18</th>
<th>2016/17</th>
<th>2015/16</th>
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<tbody>
<tr>
<td>%</td>
<td>3.32%</td>
<td>3.09%</td>
<td>3.32%</td>
</tr>
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</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 2018 was 96.3%.

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 expect to update the materiality results every
three years.

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 1
- Energy Efficiency/Consumption 2
- Water Efficiency/Consumption 3
- Biodiversity 4
- Air Emissions 5
- Operational Eco-Efficiency/Waste 6
- Product Chemical and Material Compliance 7
- Process Chemicals and Other Dangerous Substances 8
- Product Stewardship 11

**Social**
- Supplier Engagement 9
- Employee Engagement 10
- Occupational Health and Safety 13
- Training and Education 14
- Diversity 15
- Non-Discrimination 16
- Freedom of Association and Collective Bargaining 17
- Child Labor 18
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- Community Engagement 21
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**Economic**
- Anti-corruption 12
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- Global Business Risks 24
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- Data Privacy and Security Risks 26
- Supply Chain Disruptions 28
- Cost of Product Defects 29
- Compliance with Government Regulations 30
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 thirteenth 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-statement of information

Online Sources

hermanmiller.com

Annual 10-k

This document, page 37
### Description

<table>
<thead>
<tr>
<th>Changes in reporting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reporting period</td>
</tr>
<tr>
<td>Date of most recent previous report</td>
</tr>
<tr>
<td>Our last report covered fiscal 2017 and was published on June 6, 2018.</td>
</tr>
<tr>
<td>Reporting cycle</td>
</tr>
<tr>
<td>We produce an updated Better World Report annually.</td>
</tr>
<tr>
<td>Contact point for questions regarding the report</td>
</tr>
<tr>
<td>Claims of reporting in accordance with the GRI Standards</td>
</tr>
<tr>
<td>This report has been prepared in accordance with the GRI Standards: Core option.</td>
</tr>
<tr>
<td>GRI Content Index</td>
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<tr>
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</tr>
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<td>The information in this report has not been externally assured.</td>
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<table>
<thead>
<tr>
<th>G4 General Disclosure</th>
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<td>102-49</td>
<td></td>
<td>hermanmiller.com</td>
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<td>102-50</td>
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<td>102-51</td>
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<td>102-52</td>
<td></td>
<td>This document, page 57</td>
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<tr>
<td>102-53</td>
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<td>102-54</td>
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<tr>
<td>102-56</td>
<td></td>
<td>This document</td>
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</table>
## Economic Performance

<table>
<thead>
<tr>
<th>Description</th>
<th>G4 General Disclosure</th>
<th>Better World Report Page Number</th>
<th>Online Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct economic value generated and distributed</td>
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<td>201-1</td>
<td>hermanmiller.com</td>
</tr>
<tr>
<td>Please see our annual report for Herman Miller CEO Andi Owen’s statement on our performance for fiscal year 2018.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial implications and other risks and opportunities due to climate change</td>
<td>201-2</td>
<td></td>
<td>hermanmiller.com</td>
</tr>
<tr>
<td>Defined benefit obligations and other retirement plans</td>
<td>201-3</td>
<td></td>
<td>hermanmiller.com</td>
</tr>
<tr>
<td>Considered company confidential</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial assistance received from government</td>
<td>201-4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We have not received significant financial assistance from the government in the past three years.</td>
<td></td>
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</tbody>
</table>

## Procurement Practices

<table>
<thead>
<tr>
<th>Description</th>
<th>DMA</th>
<th>204-1</th>
<th>hermanmiller.com</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proportion of spending on local suppliers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We spend about 70 percent of our purchasing power (US) on locally based suppliers at significant locations of operations.</td>
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</tr>
</tbody>
</table>
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 U.S. financial reporting requirements.
### Responsible Materials

<table>
<thead>
<tr>
<th>Description</th>
<th>G4 General Disclosure</th>
<th>Better World Report Page Number</th>
<th>Online Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Materials used by weight or volume</td>
<td>DMA</td>
<td></td>
<td>hermanmiller.com</td>
</tr>
<tr>
<td>Recycled input materials used</td>
<td>301-1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reclaimed products and their packaging materials</td>
<td>301-2</td>
<td></td>
<td></td>
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<td></td>
<td>301-3</td>
<td>19, 20</td>
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### Energy

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<thead>
<tr>
<th>Description</th>
<th>DMA</th>
<th>Page Number</th>
<th>Online Sources</th>
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<tbody>
<tr>
<td>Energy consumption within the organization</td>
<td>302-1</td>
<td>17</td>
<td></td>
</tr>
<tr>
<td>Energy consumption outside of the organization</td>
<td>302-2</td>
<td>17</td>
<td></td>
</tr>
<tr>
<td>Energy intensity</td>
<td>302-3</td>
<td>17</td>
<td></td>
</tr>
<tr>
<td>Reduction of energy consumption</td>
<td>302-4</td>
<td>17</td>
<td></td>
</tr>
<tr>
<td>Reductions in energy requirements of products and services</td>
<td>302-5</td>
<td>17</td>
<td>hermanmiller.ecomedes.com</td>
</tr>
</tbody>
</table>

### Water

<table>
<thead>
<tr>
<th>Water withdrawal by source</th>
<th>DMA</th>
<th>Page Number</th>
<th>Online Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water 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.</td>
<td>303-1</td>
<td>17</td>
<td></td>
</tr>
</tbody>
</table>
The primary source for water is the municipal water systems where our sites are located. We used 54.3 Millions of gallons (or 0.20554786074 million cubic meters) of water in fiscal year 2018.

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

<table>
<thead>
<tr>
<th>Description</th>
<th>G4 General Disclosure</th>
<th>Better World Report Page Number</th>
<th>Online Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>IUCN Red List species and national conservation list species with habitats in areas affected by operations</td>
<td>304-4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emissions</td>
<td>DMA</td>
<td>18</td>
<td></td>
</tr>
<tr>
<td>Direct (scope 1) GHG</td>
<td>305-1</td>
<td>18</td>
<td></td>
</tr>
<tr>
<td>Energy indirect (scope 2) GHG</td>
<td>305-2</td>
<td>18</td>
<td></td>
</tr>
<tr>
<td>Other indirect (scope 3) GHG</td>
<td>305-3</td>
<td>18</td>
<td></td>
</tr>
<tr>
<td>GHG intensity</td>
<td>305-4</td>
<td>18</td>
<td></td>
</tr>
<tr>
<td>Reduction GHG</td>
<td>305-5</td>
<td>18</td>
<td></td>
</tr>
</tbody>
</table>
### Emissions of ozone-depleting substances (ODS)
None

### Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions
We track our nitrogen oxide (NOₓ) and sulfur oxide (SOₓ) emissions at our Energy Center, where we burn scrap wood to create energy. NOₓ and SOₓ emissions from our Energy Center operations were 0 tons and 0 tons. In 2018, the Energy Center was not in use.

### 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.

<table>
<thead>
<tr>
<th>Description</th>
<th>G4 General Disclosure</th>
<th>Better World Report Page Number</th>
<th>Online Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effluents and Waste</td>
<td>DMA</td>
<td>17</td>
<td>hermanmiller.com</td>
</tr>
<tr>
<td>Water discharge by quality and destination</td>
<td>DMA</td>
<td>17</td>
<td>Annual 10-k</td>
</tr>
<tr>
<td>Waste by type and disposal method</td>
<td>DMA</td>
<td>17</td>
<td>hermanmiller.com</td>
</tr>
<tr>
<td>Significant spills</td>
<td>DMA</td>
<td>17</td>
<td>Annual 10-k</td>
</tr>
<tr>
<td>Transport of hazardous waste</td>
<td>DMA</td>
<td>17</td>
<td>hermanmiller.com</td>
</tr>
<tr>
<td>Water bodies affected by water discharge and/or runoff</td>
<td>DMA</td>
<td>17</td>
<td>Annual 10-k</td>
</tr>
</tbody>
</table>

### Environmental Compliance

#### Non-compliance with environmental laws and regulations
See 306-3
<table>
<thead>
<tr>
<th>Description</th>
<th>G4 General Disclosure</th>
<th>Better World Report Page Number</th>
<th>Online Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Supplier Environmental Assessment</strong></td>
<td>DMA</td>
<td>308-1</td>
<td>This document, page 52</td>
</tr>
<tr>
<td>New suppliers that were screened using environmental criteria</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>As part of Herman Miller's Supplier Qualification Process (SQP), environmental assessments of suppliers are regularly conducted</td>
<td></td>
<td>308-2</td>
<td>This document, page 52</td>
</tr>
<tr>
<td>Negative environmental impacts in the supply chain and actions taken</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Employment

New employee hires and employee turnover

<table>
<thead>
<tr>
<th></th>
<th>2017/18</th>
<th>2016/17</th>
<th>2015/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-time employees turnover</td>
<td>12.1%</td>
<td>11.4%</td>
<td>9.9%</td>
</tr>
<tr>
<td>Number of hires</td>
<td>738</td>
<td>597</td>
<td>606</td>
</tr>
</tbody>
</table>

We are proud of the fact that over 40 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 U.S. 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

Due to reporting difficulties, these numbers do not include our subsidiaries Nemschoff and Geiger as well as International Operations.
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>2017/18</th>
<th>2016/17</th>
<th>2015/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board members</td>
<td>10</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>Women</td>
<td>4</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Minority members</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Independent members</td>
<td>9</td>
<td>11</td>
<td>11</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th></th>
<th>2017/18</th>
<th>2016/17</th>
<th>2015/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female employees</td>
<td>42.1%</td>
<td>41.2%</td>
<td>40.8%</td>
</tr>
<tr>
<td>Minority employees</td>
<td>22.0%</td>
<td>20.7%</td>
<td>20.2%</td>
</tr>
<tr>
<td>Female senior management</td>
<td>37.1%</td>
<td>35.1%</td>
<td>34.3%</td>
</tr>
<tr>
<td>Minority senior management</td>
<td>9.3%</td>
<td>7.8%</td>
<td>8.3%</td>
</tr>
</tbody>
</table>

Note: These are U.S.-only numbers and include Maharam (starting with 2014/15).

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.

For more information, please visit hermanmiller.com.
**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

<table>
<thead>
<tr>
<th>Description</th>
<th>DMA</th>
<th>Online Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Freedom of association and collective bargaining</td>
<td>407-1</td>
<td>hermanmiller.com</td>
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<tr>
<td>Child labor</td>
<td>408-1</td>
<td>hermanmiller.com</td>
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<tr>
<td>Forced or compulsory labor</td>
<td>409-1</td>
<td>hermanmiller.com</td>
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<tr>
<td>Human Rights Assessment</td>
<td>412-1</td>
<td>hermanmiller.com</td>
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<td>412-3</td>
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<td>DMA</td>
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<tr>
<td>DMA</td>
<td>5</td>
<td>Supplier code of conduct</td>
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<tr>
<td>DMA</td>
<td>5</td>
<td>Supplier code of conduct</td>
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<td>DMA</td>
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<td>Supplier code of conduct</td>
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<td>Better World Report Page Number</td>
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</tr>
<tr>
<td><strong>Local communities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operations with local community engagement, impact assessments, and development programs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operations with significant actual and potential negative impacts on local communities</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Supplier Social Assessment</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New suppliers that were screened using social criteria</td>
<td></td>
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</tbody>
</table>

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.
<table>
<thead>
<tr>
<th>Description</th>
<th>G4 General Disclosure</th>
<th>Better World Report Page Number</th>
<th>Online Sources</th>
</tr>
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<tbody>
<tr>
<td><strong>Customer privacy</strong></td>
<td>DMA</td>
<td>418-1</td>
<td>hermanmiller.com</td>
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<td>Substantiated complaints regarding breaches of customer privacy and losses of customer data</td>
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<td>hermanmiller.com Annual 10-k</td>
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<td><strong>Socioeconomic compliance</strong></td>
<td>DMA</td>
<td>419-1</td>
<td>hermanmiller.com</td>
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<td>Non-compliance with laws and regulations in the social and economic area</td>
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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.

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<td>Talent attraction and retention</td>
<td>DMA</td>
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<td>Cost of product defects</td>
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</table>

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

202 Market presence (wages and senior management hired locally)
203 Indirect economic presence (infrastructure investments)
410 Security practices
411 Rights of indigenous people
415 Public policy
417 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. We update this report annually. In this report we followed G4 standards and the reporting principles issued by the Global Reporting Initiative (GRI).

For more information about our products and services or to see a list of dealers, please visit us at hermanmiller.com or call 888 443 4357.

Herman Miller, Action Office, Aeron, and Eames are among the registered trademarks of Herman Miller, Inc.

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