



**Global
Reporting
Initiative**

**(GRI)
Content Index**

**Additional Data for the Herman Miller
Better World Report 2017**

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Organizational Profile

Name of the organization

102-1

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Activities, brands, products, and services

102-2

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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

102-3

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Our world headquarters is in Zeeland, Michigan.

Location of operations

102-4

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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.

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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.

102-5

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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 Executive 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

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Scale of the organization

102-7

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	2015/16	2014/15	2013/14
Total Net Sales (million)	2,264.9	2,142.2	1,882.0
Net Sales ELA (EMEA [Europe, Middle East, and Africa], Latin America, and Asia Pacific) (million)	412.7	409.9	392.2
Net Sales North American Furniture Solutions (million)	1,331.80	1,241.9	1,216.3

Information on employees and other workers**102-8**

	Numbers			Percentage of Total		
	Male	Female	Total	Male	Female	Total
Total Number of Employees	4617	3055	7672	60%	40%	100%
Employment Type						
Full-time	4563	2911	7474	59%	38%	97%
Part-time	54	144	198	1%	2%	3%
Region						
North America (U.S., Canada)	3366	2447	5813	44%	32%	76%
Latin America (including Mexico)	77	58	135	1%	1%	2%
EMEA	268	120	388	3%	2%	5%
APAC	906	430	1336	12%	6%	17%
Total Temporary (does not include DWR)			927			
Temporary Employees			72			
Temporary Workers			855			

Supply Chain**102-9****hermanmiller.com**

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.

Description	G4 General Disclosure	Better World Report Page Number	Online Sources
<p>Significant changes to the organization and its supply chain Please see our annual report for Herman Miller CEO Brian Walker’s statement on our performance for fiscal year 2016.</p>	102-10		hermanmiller.com
<p>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.</p>	102-11		
<p>External initiatives Herman Miller voluntarily supports and participates in numerous responsibility-focused initiatives and programs, including:</p> <ul style="list-style-type: none"> — 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 — BIFMA level Certification — BIFMA Product Category Rules Committee — 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 	102-12		

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-
- 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
 - Holland Young Professionals
 - Hope College Foundation for Fitness
 - Human Rights Campaign (HRC) Corporate Equality Index (CEI)
 - International Living Futures Institute (ILFI)
 - ISO 14001
 - John Michael Kohler Arts Center
 - Juvenile Diabetes Research Fund
 - Kid’s Food Basket
 - LAM Network
 - Latin Americans United for Progress (LAUP)
 - Leadership in Energy and Environmental Design (LEED) Certification
 - LINC Community Spirit Awards
 - Light the Night supporting Leukemia & Lymphoma Society
 - Michigan Competitive Workforce Coalition
 - Michigan Department of Environmental Quality (MDEQ) Clean Corporate Citizen
 - Michigan West Coast Chamber of Commerce
 - MDEQ Business Pollution Prevention Partners (MBP₃)
 - MDEQ Neighborhood Environmental Partners (NEP)
 - Michigan Occupational Safety and Health Administration (MIOSHA) Voluntary Protection Program (MVPP)
 - Michigan State College of Medicine Gran Fondo supporting Skin Cancer Research
 - OHSAS (Occupational Health & Safety Assessment Series) 18001
 - Out on the Lakeshore/Holland Pride
 - Ottawa Area Intermediate School District (OAISD) Future Prep’d
 - Outdoor Discovery Center Macatawa Greenway
 - ParkPride (Piedmont Park Conservatory)
 - Ready for School
 - Site:Lab
 - The Network/Grand Rapids Pride
 - Turkey Trot supporting Hand 2 Hand

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- UICA
- University of Michigan ERB Sustainability Institute
- Ultimate Cycling Challenge supporting Livestrong
- U.S. Business Leaders Network (USBLN)
- VetBiz Central
- EPA WasteWise Program
- West Coast Chamber of Commerce
- West Michigan Asian-American Association
- Western Michigan Bengali Cultural Association
- West Michigan Environmental Action Council—Teach for the Watershed Program
- West Michigan Veterans Coalition
- Women In Successful Enterprises (WISE)
- World Resources Institute (WRI) Protocol of Product Carbon Footprint
- Young Professional of Color Conference (BL2END)

Membership of associations

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

- Asian Business Association of Los Angeles
- 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)
- 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)
- 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
- West Michigan Environmental Action Council (WMEAC)

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- West Michigan Hispanic Chamber of Commerce
- West Michigan LGBT Chamber of Commerce
- West Michigan Sustainable Business Forum—Charter member

Herman Miller has been reviewed by several socially aware investment indexes and other research firms, including:

- RobecoSAM for the Dow Jones Sustainability Index
- EcoVadis

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Strategy

Statement from senior decision-maker

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Key impacts, risks, and opportunities

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Ethics and integrity

Values, principles, standards, and norms of behavior

102-16

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Governance

Governance structure

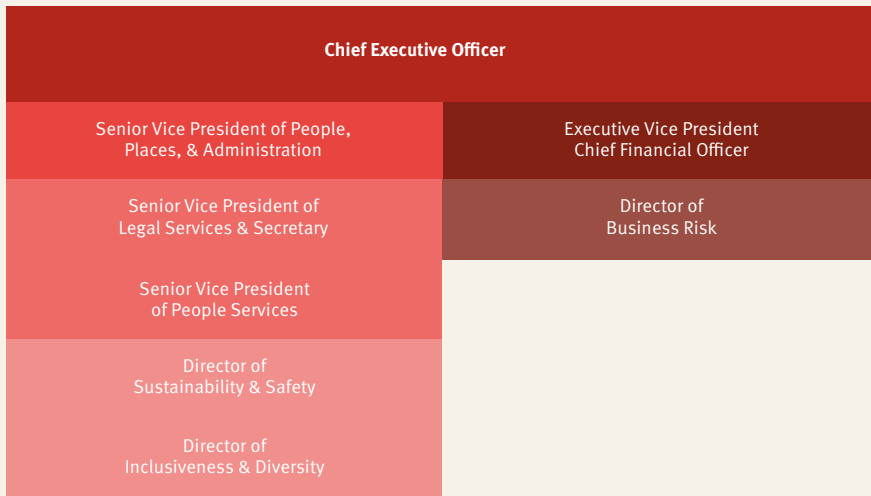
Herman Miller has a Board of Directors with a separate CEO and Chairman of the Board.

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.

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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.

102-40

Collective bargaining agreements

102-41

2015/16	2014/15	2013/14
3.32%	3.89%	3.66%

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.

102-42

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 for this 2016 report. This year's robust process featured a broader sample of stakeholders and value-

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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

102-44

Environmental

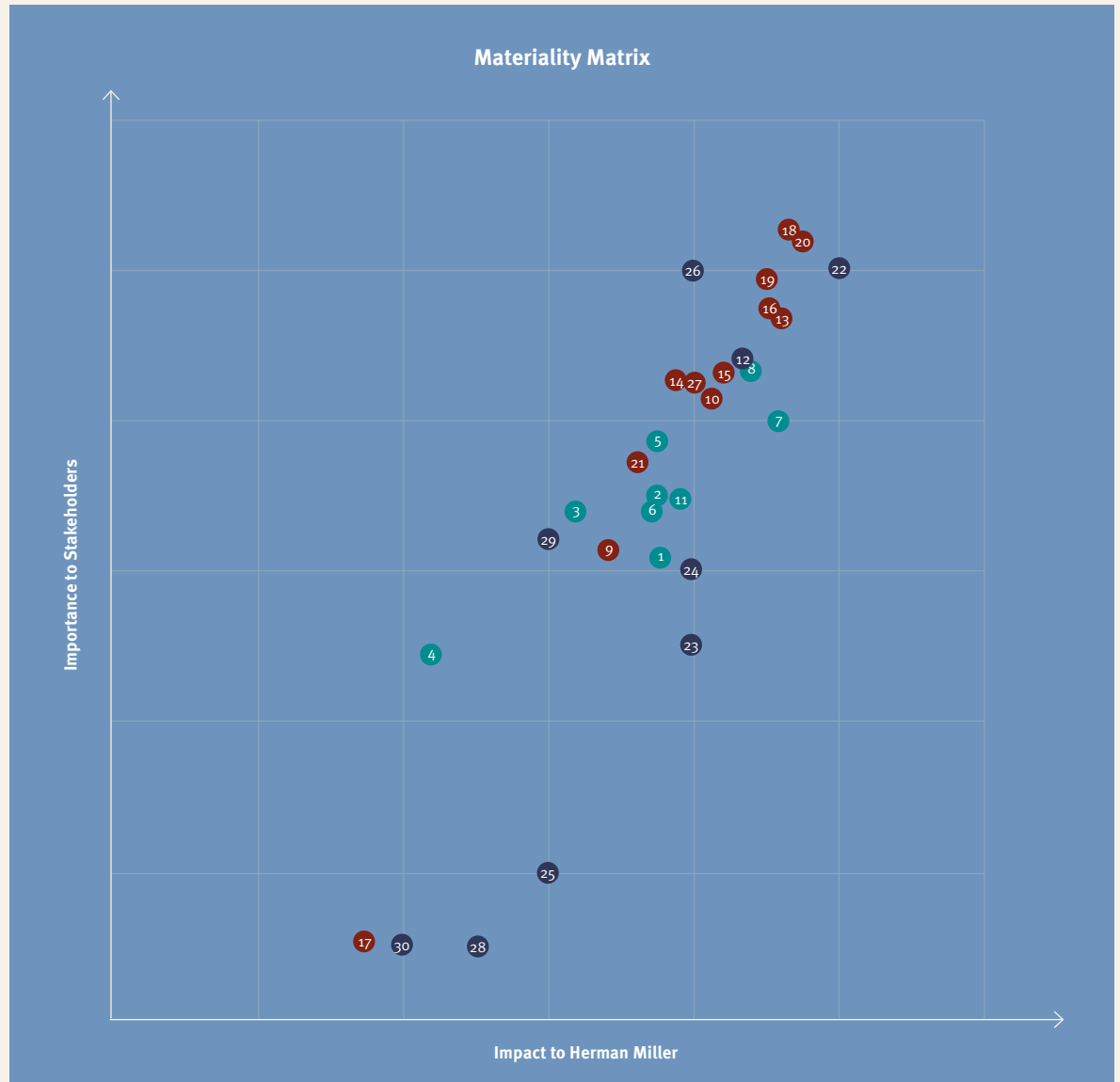
Responsible Materials	1
Energy Efficiency/Consumption	2
Water Efficiency/Consumption	3
Biodiversity	4
Air Emissions	5
Operational Eco-Efficiency/Waste	6
Product Chemical and Material Compliance	7
Process Chemicals and Other Dangerous Substances	8
Product Stewardship	11

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
Forced Labor	19
Human Rights	20
Community Engagement	21
Talent Attraction and Retention	27

Economic

Anti-corruption	12
Adverse Economic Conditions	22
Consumer Spending	23
Global Business Risks	24
Commodity Prices	25
Data Privacy and Security Risks	26
Supply Chain Disruptions	28
Cost of Product Defects	29
Compliance with Government Regulations	30



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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.

102-45

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Defining report content and topic boundaries

This is Herman Miller's eleventh 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).

102-46

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

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Re-statements of information

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Changes in reporting	102-49		hermanmiller.com
Reporting period This information covers fiscal years 2014, 2015, and 2016. (June 1, 2015–May 30, 2016).	102-50		
Date of most recent previous report Our last report covered fiscal 2015 and was published on Nov 12, 2016.	102-51		
Reporting cycle We produce an updated Better World Report annually.	102-52	32	
Contact point for questions regarding the report	102-53	32	
Claims of reporting in accordance with the GRI Standards This report has been prepared in accordance with the GRI Standards: Core option.	102-54		
GRI Content Index	102-55		This document
External assurance The information in this report has not been externally assured.	102-56		

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Economic Performance

DMA

Direct economic value generated and distributed

Please see our annual report for Herman Miller CEO Brian Walker's statement on our performance for fiscal year 2016.

201-1

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Financial implications and other risks and opportunities due to climate change

201-2

hermanmiller.com

Defined benefit obligations and other retirement plans

Considered company confidential

201-3

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Financial assistance received from government

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

201-4

Procurement Practices

DMA

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Proportion of spending on local suppliers

We spend about 80 percent of our purchasing power on locally based suppliers at significant locations of operations.

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Anti-corruption

DMA

Operations assessed for risks related to corruption

205-1

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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.

205-2

hermanmiller.com
supplier code of conduct

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.

205-3

hermanmiller.com
supplier code of conduct

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.

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Responsible Materials	DMA		
Materials used by weight or volume	301-1		hermanmiller.com
Recycled input materials used	301-2		hermanmiller.com
Reclaimed products and their packaging materials	301-3	24, 29	
Energy	DMA	21	
Energy consumption within the organization	302-1	21	
Energy consumption outside of the organization	302-2	21	
Energy intensity	302-3	21	
Reduction of energy consumption	302-4	21	
Reductions in energy requirements of products and services	302-5		Environmental Product Declaration (EPDs) iere.org
Water	DMA	21	
Water withdrawal by source	303-1		
<p>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.</p>			

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<p>The primary source for water is the municipal water systems where our sites are located. We used 37 million gallons (or 0.140060 million cubic meters) of water in fiscal year 2016.</p>			
<p>Water sources significantly affected by withdrawal of water None</p>	303-2		
<p>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.</p>	303-3	21	
<p>Biodiversity</p>	DMA		This document, page 20
<p>Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas</p>	304-1		
<p>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.</p>			
<p>Significant impacts of activities, products, and services on biodiversity</p>	304-2	24, 26	
<p>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.</p>	304-3		

Description	G4 General Disclosure	Better World Report Page Number	Online Sources
IUCN Red List species and national conservation list species with habitats in areas affected by operations	304-4		
<p>None of Herman Miller’s operations directly affects the International Union for Conservation of Nature and Natural Resources (IUCN) Red List threatened species’ habitats.</p>			
Emissions	DMA	22	
Direct (scope 1) GHG	305-1	22	
Energy indirect (scope 2) GHG	305-2	22	
Other indirect (scope 3) GHG	305-3	22	
<p>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.</p> <p>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.</p>			
GHG intensity	305-4	21	
Reduction GHG	305-5	21	

Description	G4 General Disclosure	Better World Report Page Number	Online Sources
Emissions of ozone-depleting substances (ODS) None	305-6		
Nitrogen oxides (NO_x), sulfur oxides (SO_x), and other significant air emissions We track our nitrogen oxide (NO _x) and sulfur oxide (SO _x) emissions at our Energy Center, where we burn scrap wood to create energy. NO _x and SO _x emissions from our Energy Center operations were 18.2 tons and 10.0 tons, respectively.	305-7		
Effluents and Waste	DMA	21	
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.	306-1		
Waste by type and disposal method	306-2	22	
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.	306-3		
Transport of hazardous waste	306-4	21	
Water bodies affected by water discharge and/or runoff None	306-5		

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Environmental Compliance	DMA		hermanmiller.com
Non-compliance with environmental laws and regulations See 306-3	307-1		
Supplier Environmental Assessment	DMA		This document, page 29
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	308-1		
Negative environmental impacts in the supply chain and actions taken	308-2		This document, page 29

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Employment

DMA

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New employee hires and employee turnover

401-1

	2015/16	2014/15	2013/14
Full-time employees turnover	9.9%	8.0%	7.8%
Number of hires	606	480	333

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

401-2

hermanmiller.com

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

401-3

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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.

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Labor management relations	DMA		hermanmiller.com
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.	402-1		
Occupational health and safety	DMA	17	
Workers' representation in formal joint management-worker health and safety committees	403-1	17	
Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	403-2	17	
Workers with high incidence or high risk of diseases related to their occupation	403-3	17	
Training and education	DMA	8, 9	
Average hours of training per year per employee	404-1		

	2015/16	2014/15	2013/14
Full-time employees training hours	27.69	31.47	21.19
Training cost (as a percentage of sales)	0.19%	0.19%	0.19%

Due to reporting difficulties, these numbers do not include our subsidiaries Nemschoff and Geiger as well as International Operations.

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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.

404-2

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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.

404-3

Diversity and Equal Opportunity

DMA

hermanmiller.com

Diversity of governance bodies and employees

405-1

Our Board of Directors	2015/16	2014/15	2013/14
Board members	12	12	12
Women	5	4	4
Minority members	1	1	1
Independent members	11	11	10

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

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	2015/16	2014/15	2013/14
Female employees	40.8%	40.2%	38.4%
Minority employees	20.2%	19.3%	18.9%
Female senior management	34.3%	32.8%	31.1%
Minority senior management	8.3%	8.1%	8.1%

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.

405-2

Non-discrimination

DMA

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Incidents of discrimination and corrective actions taken

See our Discrimination and Harassment policy at hermanmiller.com/discrimination-policy.

406-1

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Freedom of association and collective bargaining

DMA

hermanmiller.com

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).

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Description	G4 General Disclosure	Better World Report Page Number	Online Sources
Child labor	DMA		hermanmiller.com
Operations and suppliers at significant risk for incidents of child labor	408-1		hermanmiller.com supplier code of conduct
Forced or compulsory labor	DMA		hermanmiller.com
Operations and suppliers at significant risk for incidents of forced or compulsory labor	409-1		hermanmiller.com supplier code of conduct
Human Rights Assessment	DMA	5	
Operations that have been subject to human rights reviews or impact assessments	412-1	5	
Employee training on human rights policies or procedures	412-2	5	
Significant investment agreements and contracts that include human rights clauses or that underwent human rights screenings	412-3	5	
Local communities	DMA	5-7	hermanmiller.com Herman Miller Cares
Operations with local community engagement, impact assessments, and development programs	413-1	5-7	
Operations with significant actual and potential negative impacts on local communities	413-2	5-7	

Description

G4 General Disclosure

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Supplier Social Assessment

DMA

hermanmiller.com

New suppliers that were screened using social criteria

414-1

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

414-2

hermanmiller.com

Description

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Assessment of the health and safety impacts of product and service categories

416-1

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

416-2

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.

Description	G4 General Disclosure	Better World Report Page Number	Online Sources
Customer privacy	DMA		hermanmiller.com annual 10-k
Substantiated complaints regarding breaches of customer privacy and losses of customer data None	418-1		
Socioeconomic compliance	DMA		hermanmiller.com annual 10-k
Non-compliance with laws and regulations in the social and economic area	419-1		hermanmiller.com

Description

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Our Material Aspects

Employee engagement

DMA
Indicators

7
7

hermanmiller.com
Strengthening Communities

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.

DMA
Indicators

This document, page 32

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.

DMA
Indicators

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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

Description	G4 General Disclosure	Better World Report Page Number	Online Sources
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	8, 9 11	hermanmiller.com hermanmiller.com
Adverse economic conditions	DMA Indicators		hermanmiller.com Annual Report/10-k
Consumer spending	DMA Indicators		hermanmiller.com Annual Report/10-k
Global business risks	DMA Indicators		hermanmiller.com Annual Report/10-k
Commodity prices	DMA Indicators		hermanmiller.com Annual Report/10-k
Cost of product defects	DMA Indicators		hermanmiller.com Annual Report/10-k

**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