



# *Herman Miller Gender Pay Gap Report*

2021

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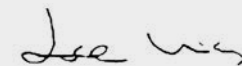
*At Herman Miller,  
we respect each  
other as we are  
and focus on who  
we will become.*

Our culture represents the collective attitudes, aspirations, ideas and experiences of the people who work here. We value the whole person and everything that each of us has to offer, obvious or otherwise. We believe that every person should have the chance to realise his or her potential, regardless of ethnicity, gender, age, sexual orientation, educational background, family status, skill level – the list goes on and on.

All UK organisations with over 250 employees are now required to publish the details of their gender pay and bonus gaps. The pay data has been calculated for the pay period up to and including 5 April 2021. The bonus calculation is for the year 6 April 2020 to 5 April 2021.

We will publish our gender pay figures annually, and continue with our commitment to diversity and inclusivity across the business.

I hereby confirm that the information provided in this report to be accurate.



**Joanne Williams**  
Vice President International People Services

## Gender Pay

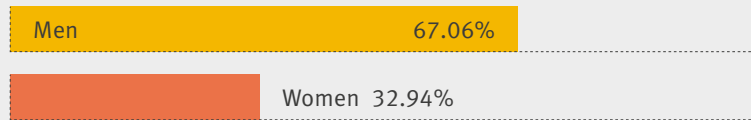
Hourly pay difference between men and women for the pay period up to and including 5 April 2021.

Mean  
**7.04%**

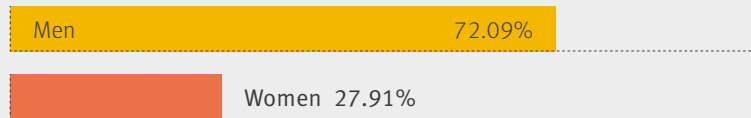
Median  
**0.18%**

Proportion of men and women in each pay quartile

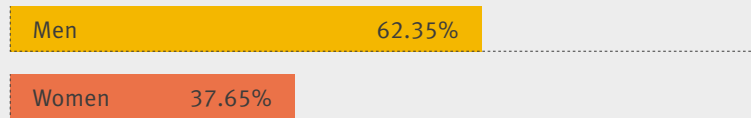
Upper quartile



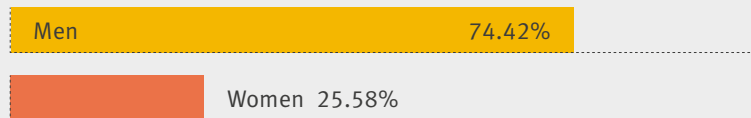
Upper middle quartile



Lower middle quartile



Lower quartile



### Notes

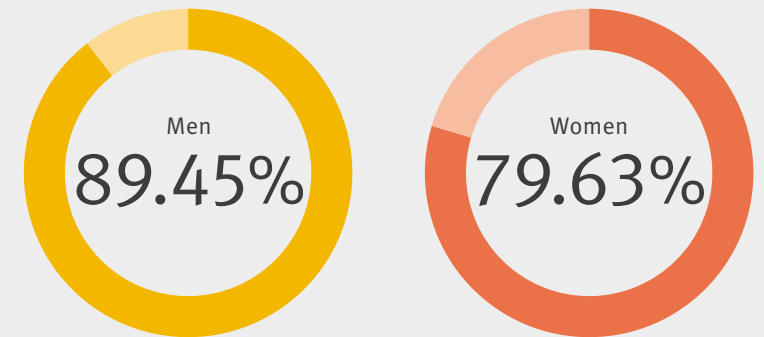
The pay differences are expressed as the difference between the mean/median hourly rate / bonus for men and women as a percentage of the mens rate / bonus pay. Negative values mean that the average rate for women is greater than for men. For more information see the relevant legislation.

The percentages of employees receiving bonuses are simply based on the numbers of male and female employees identified as having received some kind of bonus payment in the year.

Quartile figures are calculated by dividing the pay rates into four equal groups from the lowest to the highest and working out how many male and female employees are in each group

## Bonus Payments

Proportion of men and women who received a bonus payment for the year 6 April 2020 to 5 April 2021.



Bonus pay difference between men and women.

Mean  
**22.50%**

Median  
**-17.49%**

