

Environmental Stewardship







In 1953 our founder, DJ De Pree, stated
'We will be good stewards of the environment.'
Since then accountable practice and production
has been and always will be our policy.

HermanMiller



CEO's statement

Page 5

“You might say that Herman Miller is in the habitat business. The environments we help our customers create improve their performance and, we hope, help make their lives more delightful, meaningful, productive and rewarding. Our efforts at sustainability have to do with the largest human habitat of all – the earth. I can promise you that we will do everything within our power to make our common habitat as sustainable, as delightful and as long lasting as possible.”

Thank you.

A handwritten signature in black ink that reads "Brian Walker". The signature is fluid and cursive, with a long horizontal line extending to the right.

**Brian Walker
Chief Executive Officer**

Contents

Page 6

CEO's statement Page 5

PRINCIPLES

Herman Miller's Environmental Policy	Page 8
Policy 53 – it's part of our heritage	Page 9
The Environmental Quality Team	Page 10
2020 Vision – we can see the future clearly	Page 12
Managing our environmental impact	Page 13

PRODUCTS

Designing for the environment	Page 14/15
Raw materials	Page 17/18
Product re-use and recycling	Page 21
Product packaging	Page 22

PLACES

Green buildings	Page 24
The GreenHouse	Page 24
VillageGreen	Page 27
GreenHouse honey	Page 28

PROCESSES

Waste management	Page 31
Energy efficiency	Page 31
The Energy Center	Page 32
Clean air	Page 34/35
Herman Miller Production System	Page 36
Awards	Page 38

Introduction

For any organisation, behaving responsibly towards the environment should be more than just a policy. At Herman Miller it's an attitude that permeates every part of our business; as it has done for more than 50 years.

Page 7

Now, more than ever, the buildings we work in, the designs and materials our products are made from and the people who make them all have a vital role to play. As do our suppliers and the organisations that recycle our products when they've reached the end of their useful life.

After all, sustainability and commercial success are not mutually exclusive ends; instead they should coexist in a beneficial and happy relationship.

Policy 53 is the blueprint we use to ensure that Herman Miller's impact on the environment remains true to our founder D J De Pree's vision.

Pree, stated
environment,
production
our policy.

53

Herman Miller's Environmental Policy

Approved by the Herman Miller, Inc., Board of Directors October 2002

Page 8

Principles

At Herman Miller, respecting the environment is more than good business practice – it is the right thing to do. We believe that continued economic growth and environmental protection are inextricably linked – that the quality of life depends on meeting human needs without destroying the environment on which all life depends.

As business leaders, we are committed to develop sustainable business practices that meet the needs of the present without compromising the welfare of future generations. Sustainability demands that we pay attention to the entire life cycle of our products. We will develop strategies that enable us to move towards sustainability while enhancing the value offered to customers. We will measure and monitor progress towards our environmental goals as a key metric of our business success.

On the journey toward sustainable business practices, through continuous improvement, we will:

- Go beyond compliance with environmental regulations and other requirements
- Pursue prevention of pollution and elimination of waste of any kind
- Implement technologies to use energy resources efficiently
- Design our products, processes, and buildings for the environment
- Promote environmental knowledge and awareness

Policy 53 – it's part of our heritage

Page 9
Principles

Today, as environmental impact becomes an increasingly important issue, many organisations are only just starting out on the journey toward sustainable business practices. At Herman Miller, respecting the environment is nothing new.

In 1953 our founder, D J De Pree, developed a statement of corporate values that included the declaration “Herman Miller will be a good corporate neighbour by being a good steward of the environment.”

But, even before then, D J De Pree implemented a number of common-sense practices that, today, are regarded as environmentally sensible. For example, he placed windows in all company buildings, including manufacturing, to let in the light and provide natural ventilation. He also specified that 50 percent of any Herman Miller corporate site should be set aside as green space.

And since then, succeeding generations of Herman Miller employees have expanded upon that legacy. In the late 1980s, a group of Herman Miller employees founded the Environmental Quality Action Team (EQAT). Today EQAT continues to set our environmental direction and priorities and measures the results.

The Environmental Quality Action Team

Page 10
Principles

At Herman Miller, any employee can step up and assume responsibility for a corporate initiative. We call it 'roving leadership'.

In 1989 a group of mid-level employees did just this, launching the Environmental Quality Action Team (EQAT), to push our senior management to take a strong position on environmental issues and explore ways in which the words could be supported with action.

In 1991 EQAT created our first formal environmental policy statement and set zero landfill use as our first-ever goal. Since then we have continually expanded our goals to reflect our aspirations to keep improving – even as our objectives become harder to meet. We now track and report monthly on seven strategies that monitor our progress.

Today, more than 400 Herman Miller employees work on environmental initiatives, either directly or indirectly, and our day-to-day operations are strongly influenced by EQAT, its initiatives and policies.





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2020 Vision – we can see the future clearly

Page 12
Principles

In 2004 we established the 'Perfect Vision' programme. The initiative established a target date of 2020 to meet a precise and challenging list of sustainable goals:

- 100% reduction of volatile organic compound (VOC) emissions to air
- 100% reduction of process water consumption
- 100% reduction of hazardous waste
- 100% reduction of solid waste to the landfill
- 100% renewable electrical energy use
- 100% of sales from our Design for Environment (DfE) approved products
- 100% of owned or leased company buildings target United States Green Building Code's (USGBC) Leadership in Energy and Environmental Design (LEED) silver certification

We have successfully achieved our target of being at 80% of this objective by 2010.

With continuing improvements in technology and a strong commitment among Herman Miller employees, we fully intend to reach these goals. And to make sure we're on track, we measure our performance against these targets and regularly report our results to senior management.

Managing our environmental impact

In order to help meet its 2020 vision, Herman Miller has a documented Environmental Management System (EMS) that satisfies requirements of ISO 14001:2004. The EMS is fully integrated within the company's overall management system.

Page 13
Principles

We have a procedure to identify the environmental impact of our activities, products and services. It includes emissions to air, releases to water, release to land, use of raw materials and natural resources.

The EMS is reviewed at least annually.

We are one of the founder members of the 'Furniture Industry Sustainability Programme', launched in 2006 in the UK by the Furniture Industry Research Association (FIRA) and Office Furniture and Filing Manufacturers' Association (OFFMA). It is a focus for the development of new industry standards.



Designing for the environment

Page 14
Products

Our long-term emphasis on product durability, innovation and quality demonstrates that our company has designed environmentally sensitive products for decades.

Today, Herman Miller furniture products come with a 12-year warranty – in use, their life span is much greater. As proof, one need only consider the many classic Herman Miller products manufactured in the 1950s that are still being used today. And, as Herman Miller continues its ‘journey towards sustainability’, designing with consideration for environmental impact remains a fundamental part of our corporate strategy.

Our Design for Environment (DfE) team is responsible for developing environmentally sensitive design standards for Herman Miller products. It has initiated a protocol to guide this effort – McDonough Braungart Design Chemistry’s (MBDC) cradle-to-cradle design protocol.

“Herman Miller has been a pioneer in the environmental movement for decades. With their adoption of MBDC’s cradle-to-cradle design protocols, they have taken that commitment to a new and immensely more powerful level, moving beyond eco-efficient to true sustainability.”

William McDonough

Under the auspices of the cradle-to-cradle protocol, product design is evaluated in three key areas:

- Material chemistry – what chemicals are in the materials specified? Are they the safest available?
- Disassembly – can our products be taken apart at the end of their useful life to recycle their materials?
- Recyclability – Do the materials contain recycled content and, more importantly, can the materials be recycled at the end of the product's useful life?

Every material that enters one of our production processes is painstakingly evaluated and assigned a colour code based on human health and environmental considerations. The colour codes are green, yellow, orange and red (in order of decreasing acceptability). In following the cradle-to-cradle protocol, the DfE team aims to use green or yellow coded materials only.

The first product to follow this protocol was the Mirra™ chair in 2003. Guaranteed for 12 years, the Mirra™ chair is 96% recyclable at the end of its useful life and comprised of 42% recycled materials.



*Herman Miller purchases
woods coming only
from sustainable supplies.*

Raw materials

Sustainable forests

Herman Miller purchases wood which comes only from responsibly managed forests.

Page 17

Products

Taking responsibility

Herman Miller supports the responsible management of the world's forests by choosing to purchase wood-based materials from The Forest Stewardship Council® (FSC®) and Programme for the Endorsement of Forest Certification (PEFC) sources. The FSC® and PEFC schemes provide a credible assurance to purchasers of wood and paper products that they are promoting the responsible management of forests.

Friendly fabrics

The fabrics we use in greatest volume are either 100% recycled or 100% compostable. They are made using sustainable manufacturing techniques, including green electricity, comprehensive energy and effluent management, borehole water and ongoing waste saving initiatives.

PRODUCTS

Raw materials

Page 18

Products

Kira

We are always looking for clever ways to use natural materials in our products. One of these is the use of Kira.

Kira is a unique Herman Miller fabric woven from yarn made from Ingeo. Ingeo is a fibre extruded from a high performance polymer that is manufactured from corn starch.

As a biological nutrient, it can be quickly composted and returned to the soil at the end of its useful life. From an environmental perspective, this represents another significant step forward in our journey to sustainability.

Printed materials

Our marketing materials are printed on FSC® certified paper or recycled materials and soya-based inks.

Supplier Qualification Programme

Our Supplier Qualification Programme (SQP) includes stringent environmental requirements which must be met by our approved suppliers. We maintain these standards wherever we trade. Our suppliers buy materials to the grades we specify, in their country of operation.

PRODUCTS

Good
Standards



Kira is a unique Herman Miller fabric woven from yarn made from Ingeo. Ingeo is a fibre extruded from a high performance polymer that is manufactured from corn starch.

Aeron Revive is a refurbishment programme where customers trade in their Aeron chairs on a buy-back scheme.



Product re-use and recycling

Page 21

Products

Every Herman Miller product is designed to last through many years of reliable performance before being recycled, in whole or in part, when it reaches the end of its long working life. To assist with recycling, we provide disassembly instructions and recycling options for many of our products.

We encourage our clients and dealers to use the services of accredited companies that can help provide the most socially and environmentally appropriate way of disposing of furniture which is no longer required.

The first goal, the best possible kind of recycling, is always to re-use the furniture, ideally via a charitable donation. Where this is not possible and products are not re-used, they are broken down to their component materials and recycled.

In 2009 Herman Miller started Aeron Revive, a refurbishment programme where customers trade in their Aeron chairs on a buy-back scheme. Herman Miller refurbishes those chairs and places them for re-sale, backed up by a 3-year full manufacturer's warranty, at a reduced price.

In order to minimise the environmental impact of the electrical and electronic goods we manufacture, by increasing re-use and recycling of such equipment at the end of its life, Herman Miller is registered with an accredited compliance company. As members of this registration scheme we fund, at the time of sale, the eventual recycling of our electrical products such as the Sense power blocks and Resolve system lights, in effect allowing consumers to return their waste equipment free of charge.

PRODUCTS

Product packaging

Page 22

Products

Our packaging practices have been much modified to minimise waste and save valuable resources in recent years. Since the early 1990s, many suppliers have committed to packaging alternatives that fulfil one or more of these criteria: reduce, reuse and recycle.

For furniture products manufactured in the UK, we mainly use shrink wrapping and all shrink wrap trimmings are recycled. This has enabled us to reduce substantially the amount of cardboard used to a small amount for protection of edges. Less packaging weight also translates into lower fuel costs and less pollution when transporting goods to customers.

Chairs produced in the UK are packaged in cardboard boxes. This protects against damage in transit, which would have a negative environmental impact by creating the need to manufacture and deliver a second time. The boxes are made of 100% recycled cardboard which is itself 100% recyclable.

If required for a specific contract, we can arrange for recycling bins to be available when the product is delivered. Packaging materials can be managed by installation and delivery crews and sent for recycling by local contractors.



HANDLE
WITH CARE

Chairs produced in the UK are packaged in cardboard boxes. The boxes are made of 100% recycled cardboard which is itself 100% recyclable.

Green buildings

Page 24

Places

Herman Miller's founder, D J De Pree, recognised the importance of green space around buildings and natural light within them, long before the emergence of the green building industry.

So, it was a natural progression for Herman Miller to become a founder member of the US Green Building Council (USGBC). The USGBC's members are from industry, environmental groups and governmental organisations and its purpose is to improve the environmental performance and efficiency of buildings. We also helped formulate the USGBC's Leadership in Energy and Environmental Design (LEED) certification standards.

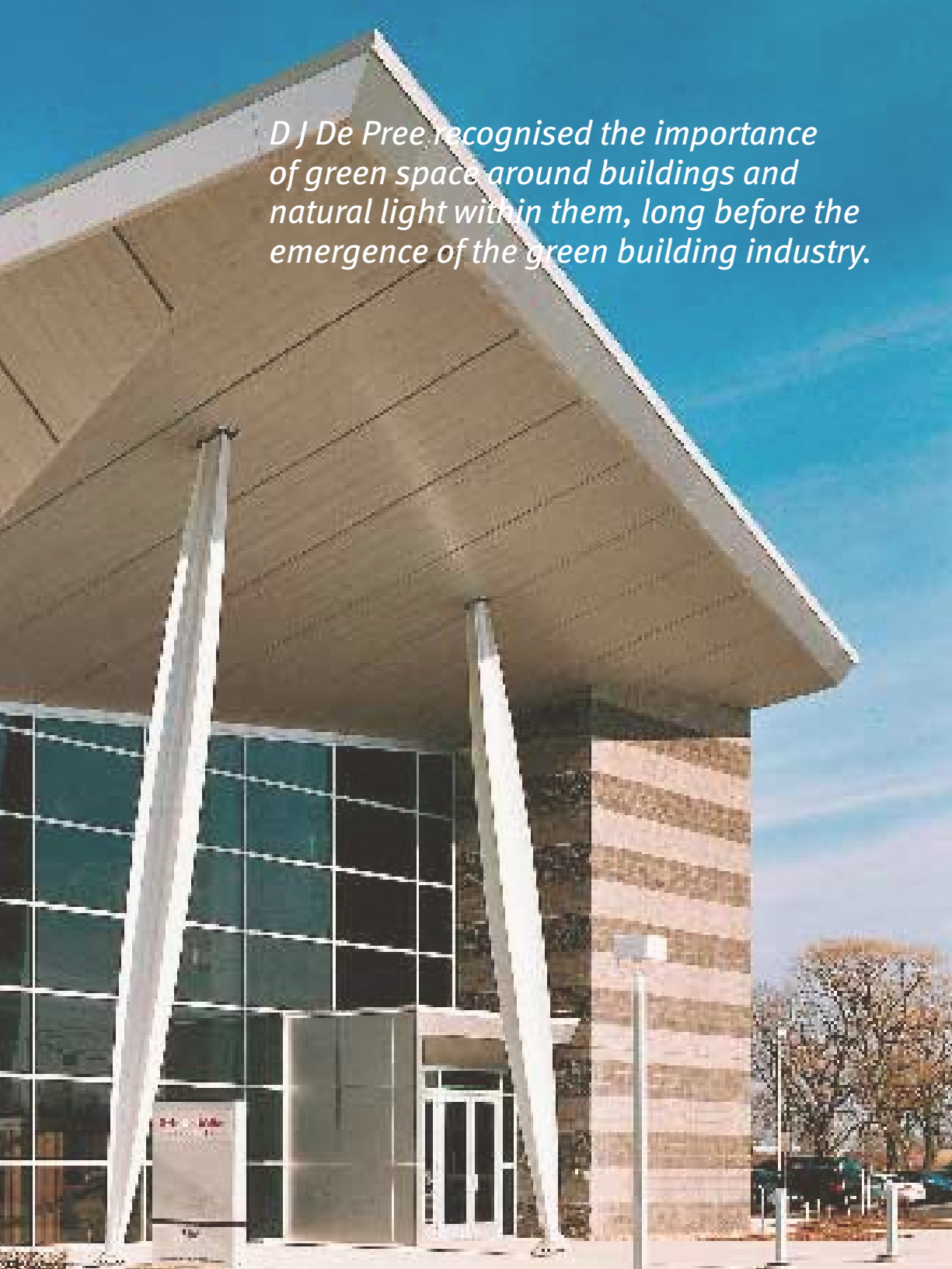
Today we are committed to building or renovating our facilities to a minimum of silver LEED certification. In Michigan, we are among the top tier of companies with the most LEED-certified buildings. The first to gain this status was the GreenHouse.

The GreenHouse

Built in 1993, the 'GreenHouse' is a 295,000 sq ft factory and office building in West Michigan, USA. It provides an urbane, pleasant environment for employees, fresh air and sunlight, easy access between administrative and manufacturing staff and natural features such as wetlands and swales that purify storm water run-off and provide habitat for local birds, flowers and grasses. The result: a measured increase in productivity, job satisfaction and an array of positive social and ecological impacts. The building won *Business Week's* first 'Good Design is Good Business' award for its impact on the top and bottom line.

However, the sustainability of Herman Miller facilities extends beyond new construction. Energy-saving projects and programmes are continually being implemented: a good example is our commitment to the Green Light programme in the US. Since 2000, we have voluntarily participated in this programme, sponsored by the Environmental Protection Agency (EPA), encouraging the implementation of energy efficient lighting in all our buildings.

D J De Pree recognised the importance of green space around buildings and natural light within them, long before the emergence of the green building industry.



We are justifiably proud of our sustainably designed international HQ. It provides an inspiring place to work, as well as standing testament to our real commitment to a greener, better world.



VillageGreen

Our international HQ at Chippenham, UK, incorporates best practice in environmental design. The building reflects our commitment to the environment and better ways of working.

Page 27
Places

We made sure our building contractors operated the considerate contractor scheme; ensuring that consideration was given to environmental issues such as construction waste management, recycling, clean sites, accountability and responsibility.

The timber beams that support the roof were imported from Forest Stewardship Council (FSC) sources in Finland. All other woodwork is from local FSC sources. The remaining building materials were sourced from within 30 km.

Exterior lighting has been specifically designed to reduce light pollution. Inside, 75% of spaces in the building have natural daylight and 95% of office spaces have views. No air conditioning or humidification systems are needed. Instead, a computer-controlled climate control system adjusts airflow through the building. Carbon dioxide build-up is correspondingly low.

To reduce our water consumption, we use waterless urinals that need flushing only once a week. Dual flush cisterns are fitted throughout and intelligent flow regulators are fitted to showers. To prevent watercourse pollution, a FormPave system is used in the grounds. It allows contaminated water and pollutants to be drained away from the watercourse and filtered naturally and effectively into a balancing pond.

Cycle racks and showers are provided to encourage alternative transport and there are allocated parking spaces for car sharers. In the grounds, outside areas are planted with meadow grass, wild flowers and drought-resistant plants.

We are justifiably proud of our sustainably designed international HQ. It provides an inspiring place to work, as well as standing testament to our real commitment to a greener, better world.

GreenHouse honey

Page 28

Places

In the spring of 2000, the staff of the Herman Miller GreenHouse manufacturing facility in Holland, Michigan, realised they had a serious insect problem. Large colonies of paper wasps had decided that the GreenHouse, with its ample welcoming windowsills and rain-sheltering eaves, was a great place to take up residence. Unfortunately, wasps can be aggressively territorial, as GreenHouse employees and visitors soon learned. Since Herman Miller follows a strict 'no pesticides' policy, this was a tricky situation.

While wasps were wreaking havoc around the building, the flowering terrain surrounding the GreenHouse was not living up to its colourful expectations. Experts suggested there might be a pollination problem. Further investigation led to a beekeeper and a plan was devised to bring beehives to the GreenHouse grounds. The company was concerned that the wasps might chase the bees away, but the beekeeper said that in fact the bees would take over the main food source and the wasps would be the ones to leave.

In late June, the beekeeper brought 122 hives, inhabited by approximately 600,000 honey bees, to the natural areas around the GreenHouse. Within a month, most of the wasps had left.

While this was happening, the GreenHouse bees also went about their business of cross-pollinating the gardens. By the end of summer, their efforts had spurred the growth of a wonderful array of colourful flowers.

The bees also started making honey, lots of it. Herman Miller now bottles approximately 20,000 four ounce jars of honey a year!

Another colourful example of our thoughtful approach to the environment.

*The bees also started making honey; lots of it.
Herman Miller now bottles approximately
20,000 four ounce jars of honey a year!*

**GreenHouse
Honey**



**GreenHouse
Honey**



**GreenHouse
Honey**



**GreenHouse
Honey**





*In the UK, our
renewable
energy portfolio
consists of 51%
wind-generated
electricity.*

Waste management

Our prime objective is to minimise waste in the manufacturing process. Where waste is unavoidable, we have made significant strides in recycling to minimise our contribution to landfill. We currently recycle up to 98%, or 2,000 tons, of waste from UK manufacturing facilities per year. This recycled content is then put to a wide variety of uses. For example:

Page 31
Processes

- MDF is converted into compost
- Melamine-faced chipboard and mixed wood are turned into bedding at a chicken farm

At the same time, as new manufacturing technologies and techniques have been implemented, our use of hazardous waste has been steadily managed downwards. For example, the conversion from liquid paint to powder-coating has resulted in significant reductions, because clean-up solvents are no longer used.

Energy efficiency

In May 2010 we achieved our 2020 goal of using 100 percent renewable electrical energy in all our facilities world-wide, this puts us nearly 70 percent of the way to carbon neutrality. Our renewable energy certificates (RECs) are purchased with savings achieved from energy efficiency projects such as Energy Star projects, lighting upgrades, LEED projects, and manufacturing-related projects.

The Energy Center

Page 32
Processes

Few environmental initiatives at Herman Miller have received as much attention as our innovative Energy Center in the USA. Built in the late 70s and refurbished in 1994, the Center features a heat-recovery boiler fuelled with burnable solid waste. Two-thirds of the waste comes from Herman Miller facilities in West Michigan and the rest from other manufacturing operations in the area.

The biggest benefit derived from the Energy Center is the diversion of 13,000 tons of solid waste from landfill each year. This waste is used to generate all of the heating and cooling and 8% of the electricity for our Zeeland complex.

13,000 tons of solid waste is the equivalent of 1,625 eight-ton lorry loads.

We are pursuing a zero-solid-waste-to-landfill goal by 2020. By finding alternative uses for waste, Herman Miller cuts landfill costs, generates steam, earns revenue and reduces waste's negative effect on the environment. In the last 10 years we have tripled the amount of solid waste we recycle.

We embrace a 'lean' manufacturing philosophy to minimise waste and employ a range of innovative ideas which we believe go further than any other furniture manufacturer in the world.





The biggest benefit derived from the Energy Center is the diversion of 13,000 tons of solid waste from landfill each year.

Clean air

Page 34
Processes

At Herman Miller, we are serious about our commitment to a healthy environment. It's not just about landfill, it's about emissions to air too. We are continually reducing our greenhouse gas (GHG) emissions, achieving a year-on-year reduction.

Volatile organic compounds (VOCs)

In our industry, the biggest problem related to clean air has been that of VOCs. A VOC is any of various organic chemical compounds that evaporate quickly, especially from solvents, adhesives, fuels, or industrial wastes and that contribute to photochemical smog in the atmosphere.

In UK manufacturing facilities, we have now eliminated all VOCs, replacing them with water-based products.

To combat VOCs in paints, an issue we regarded as a challenge to our ingenuity, we switched to powder-based paints. As a result, we have achieved an 80% decline in VOC emissions worldwide since 2001.

Our clean air strategy includes a range of other initiatives such as:

- The conversion from solvent-based to water-based adhesives
- The introduction of autodeposition on metal
- The use of paint heaters
- A reduction in the amount of solvents used for clean-ups

PROCESSES

Emissions

As part of our continued commitment to cleaner air, we do as much as possible to reduce the greenhouse gas emissions associated with our business. We are working with a leading sustainability consultancy to evaluate and reduce the carbon footprint of our products.

Transportation

We've introduced new cleaner Euro IV and V vehicles, which are fuel efficient and run on ultra low sulphur diesel to minimise emissions. We actively monitor our fleet usage and work against strict KPIs to ensure we are focussed on reducing our environmental impact.

All drivers achieve the Safe and Fuel Efficient Driving (SAFED) certification, making a major contribution to fuel savings and carbon emission reductions. Onboard computers monitor fuel economy and record details of fleet/driver usage per delivery and by multiple drops (i.e. efficient route management/mapping takes into account road quality and topography thereby minimising route deviation).

By reducing the operational weight of vehicles and load through better cube fill, we are reducing the number of journeys our vehicles make.

By regularly checking tyre pressure, the purchase of new tyres is reduced and the life of existing tyres prolonged. After servicing, waste oil is collected by a registered waste company and recycled.

Other transport initiatives

We encourage car sharing and other energy-conservation measures whenever possible and practical. We use video conferencing to eliminate the need to travel. When employees do need to travel to attend meetings and seminars, we aim to provide the most efficient form of transport fit for the purpose.

Herman Miller Production System

Page 36
Processes

The office furniture industry has traditionally struggled with long lead times and unreliable delivery commitments, largely because the majority of industry products are built to each customer's unique order. With so many products, each with its own potential feature and finish options, the number of product permutations runs to many millions. Ongoing improvements in manufacturing practices over time have brought improved reliability, higher quality and reduced costs. With a desire to remain at the forefront of the industry, the implementation of the Herman Miller Production System (HMPS) has had a dramatic effect.

In 1996, Herman Miller started working with Toyota and learning from them. Toyota invented lean manufacturing and through our unique relationship with them, we have been able to adopt the Toyota Production System (TPS) and model HMPS on it. The basis of HMPS is understanding customers' needs and giving them exactly what they want, when they want it, the way they want it. Anything else is waste.

The way we do this is by training our people to recognise waste and use scientific problem-solving methods to eliminate it. This is a continuous process that can be applied in every area of our business. The results obtained include significant reduction of manufacturing space and inventories. Product lead times have been cut, with many products regularly available in 10 business days. Today we produce similar volumes of product compared to five years ago, but we do it in 40% less space.

These improvements have had a fundamental effect on our environmental initiatives, minimising wasted effort, energy and materials. HMPS plays an important part in Herman Miller's ongoing commitment to a better environment.



Awards

Page 38

Herman Miller has won more than 40 environmental awards since 1991. We have included some recent highlights here, you can find a complete list at www.policy53.com

2011

Seventh consecutive listing on Dow Jones Sustainability World Index, a portfolio that evaluates environmental performance. Herman Miller is the only contract office furniture manufacturer, selected for the DJSI World.

2008

LEED-CI Gold Certification from the US Green Building Council (USGBC) for VillageGreen, the international HQ, Chippenham UK

2007

BREEAM Award for the environmentally-responsible international HQ, Chippenham UK

LEED-CI Gold Certification from the US Green Building Council (USGBC) for the National Design Center in Atlanta, Georgia

2006

LEED-CI Gold Certification from the US Green Building Council (USGBC) for the National Design Center in New York City, New York. This is the first LEED-CI Gold rating to be awarded in New York City

Sustainable Leadership Award presented at the CoreNet Global Summit for exemplary practices and commitment to a completely sustainable business

2005

LEED Gold Certification from the US Green Building Council (USGBC) for the Design Yard Front Door in Holland, Michigan

The US Environmental Protection Agency WasteWise 2005 Product Stewardship Gold Achievement Award for design

2004

Included on SustainableBusiness.com's list of the top 20 sustainable stocks among public companies worldwide

Selected for the Dow Jones Sustainability World Index, international stock portfolio

*In 2007, our international HQ
in Chippenham, UK, was awarded
Building Research Establishment
Environmental Assessment Method
(BREEAM) certification.*



HermanMiller

PB1716



All information contained within this booklet is accurate at time of printing.