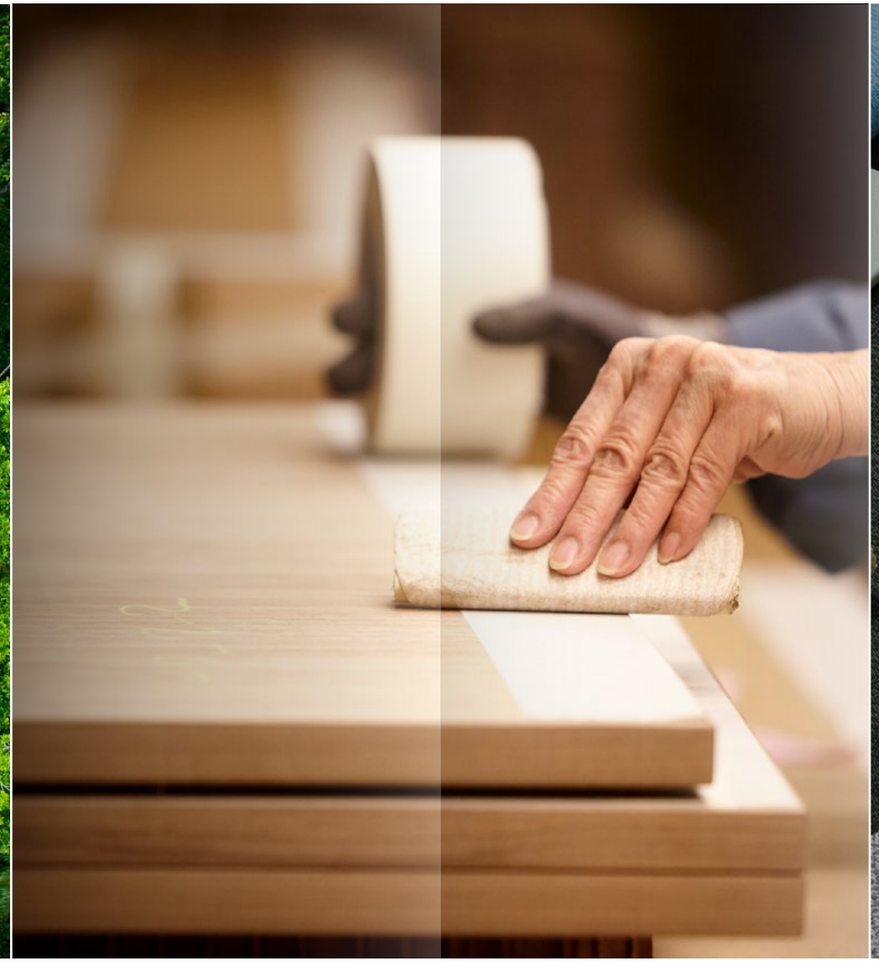
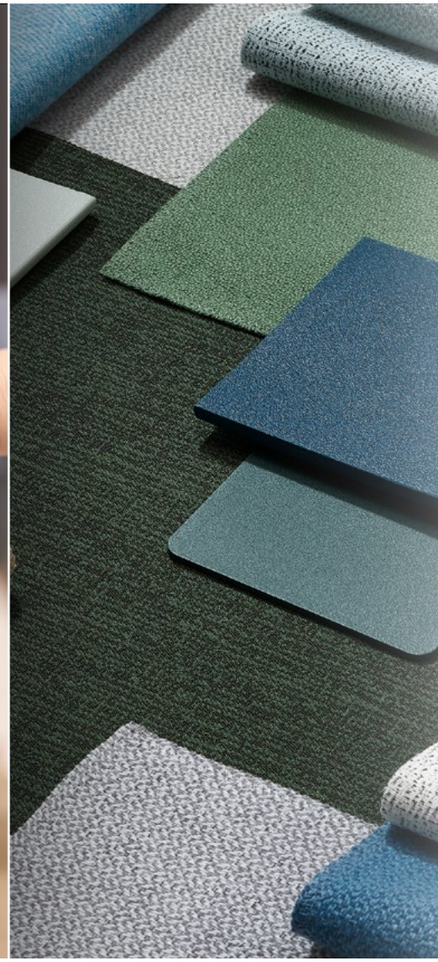
2023 Better World Report





MillerKnoll

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A letter from Andi Owen

As a collective of premier design brands, we know how powerful collaboration can be. We come to work connected by a shared purpose to design for the good of humankind. We are dedicated to creating a more equitable, diverse, and inclusive environment and to protect the planet we share.

Simply put—our goal is to design a better world for us all.

Our brands have storied legacies, each filled with their own individual triumphs. But at our core, we are connected by the way we solve complex problems with the power of design. Today, we approach designing a better world through three primary lenses: sustainability, community impact, and diversity, equity, inclusion, and belonging.

In 2022, we announced our new sustainability goals—reducing our carbon footprint, designing out waste, and sourcing better materials, all by 2030. Since then, our brands have made significant progress toward achieving our goals by investing in renewable energy, removing single-use materials in our packaging and production, and increasing recycled content like ocean-bound plastic.

Beyond our corporate responsibilities to the planet, we also believe in building a supportive and inclusive work environment that promotes our teams' wellbeing. We know our diverse global team is an incredibly valuable asset and our Business Resource Groups (BRGs), led by our associates, remind us that our differences foster vibrancy, innovation, and ultimately, better solutions.

Through MillerKnoll Foundation, we drive to make a difference in local communities across our global markets. Each year we host a Day of Purpose on U.S. election day, where our facilities worldwide close, removing barriers to voting and allowing all associates globally to give back in ways most meaningful to them.

To invest in the next generation, we offer scholarships to the children and grandchildren of our associates, financial assistance for underrepresented talent, and special programs and support for underrepresented youth interested in design.

And through our comprehensive supplier diversity program, we are creating opportunities for underrepresented businesses to thrive.

At MillerKnoll, we have the power—and the responsibility—to spark positive change, make a difference, and design a more beautiful world. In our Better World Report, you will see the inspirational work our teams do every day in that relentless pursuit.

Thank you to our associates, suppliers, designers, dealers, and the many customers who share our commitment. Together, we are designing a better world.

Andi Owen
CEO, MillerKnoll

> "At MillerKnoll, we have the power—and the responsibility—to spark positive change, make a difference, and design a more beautiful world."

Andi Owen
CEO, MILLERKNOLL

Who we are

We are a global collective of dynamic brands united in our belief that design can make the world a better place. Hence our purpose: Design for the good of humankind.

In the past, our brands opened the world to modern design. Today, we continue to lead through our ideas, our products, and our commitment to social good.

When our collective of brands came together under MillerKnoll in 2021, each brought a distinct point of view. Add them up and you get a powerful platform to explore, inspire, and redefine what's next—and to make the future more sustainable and equitable for our customers, communities, industry, and the world.

NaughtOne
Edelman
DATESWEISER
DESIGN WITHIN REACH
HAY
GEIGER
KnollTextiles
Knoll
HermanMiller
colebrook bosson saunders
MUUTO
maharam
spinneybeck filzfelt
HOLLY HUNT

Brands:
15

Associates (FY2023):
10,900

Revenue (FY2023):
$4.09 billion

Founded:
1905

Headquarters:
Zeeland, Michigan

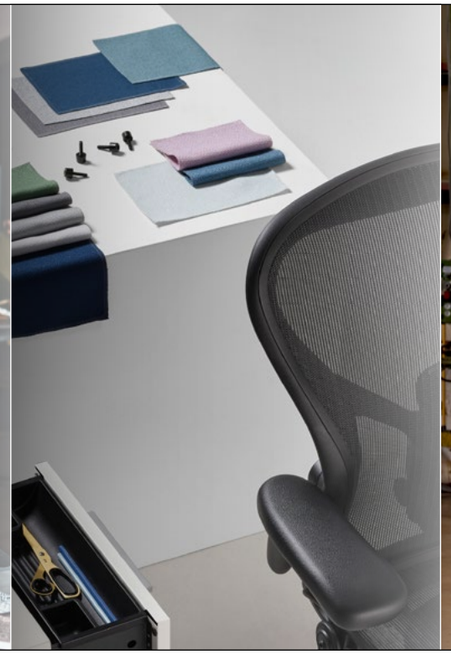
Our values

We believe design can make people's lives better.
We live that belief through our shared values.

We are difference makers.
Our products and our approach to business make a difference in the lives of our customers, our neighbors, and people around the world.

We are all extraordinary.
By celebrating what makes every individual unique and valuable, we help one another reach our fullest potential.

We are better together.
Our culture of accountability, inclusivity, and high performance creates strong teams and unifies our collective of brands.



Awards & recognition

Human Rights Campaign Foundation's top rating in the Corporate Equality Index for 15 consecutive years.

EcoVadis Silver, in recognition of CSR achievements based on environmental, labor, human rights, ethics, and sustainable procurement practices in 2022.

Chemical Footprint Project (CFP) Frontrunner and Disclosure Leader, winning the Chemical Footprint Project (CFP) category from 2020–2022.

Corporate governance

We are united in our belief that business should be a force for good. We hold ourselves and our partners accountable to high ethical standards, integrity, and a spirit of openness and trust.

Because we believe that continuous evolution is critical to our success, we embrace change. In 2021, we updated our global **Code of Business Conduct and Ethics**, which continues to include an ethics and compliance hotline where associates can report concerns.

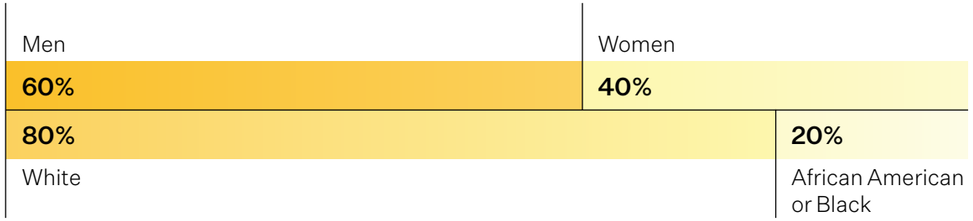
We expect all suppliers to follow our **Supplier Code of Conduct**, which holds them responsible for conducting business in an ethical, legal, and environmentally sustainable way. We make these documents easy to find on our website and available in several languages.

→ Read our corporate governance guidelines **here**

→ See details on our Board composition **here**

Board composition (FY2023)

- 10 members with an average tenure of 11 years
- Women make up 40% of our board, above the US national average of 29% in 2023[1]



[1] GDI 2023 Annual Progress Report of Women Corporate Directors By Race, Ethnicity, Company Size, State and Sector in the U.S. June 2023.

Board of Directors

The importance of effective corporate governance has been a cornerstone of MillerKnoll since becoming a publicly traded company in 1970. Our Board recognizes the need to maintain a strong foundation of governance built on a commitment to ethical standards of business conduct, integrity, professionalism, and purpose. This foundation is necessary to foster an environment, both in the boardroom and among the Company's entire workforce, that allows the Company to adapt to an increasingly complex and faster changing world. Our Board consists of members who bring diverse expertise and perspectives, while appreciating and listening to the viewpoints of others.

The Board currently has three standing committees:

- Audit
- Compensation
- Governance and Corporate Responsibility

ESG oversight

Here's how our organizational structure supports our efforts to create a better world:

- The CEO oversees implementation of MillerKnoll ESG strategy.
- The Board's Governance and Corporate Responsibility Committee reviews and assesses the effectiveness of the company's goals and objectives relating to environmental, social, and governance responsibility, stewardship, and sustainability practices, and recommends to the Board measures and actions deemed appropriate by the Committee.
- Our Better World Advisory team—which consists of members of our executive team and global cross-functional leaders across MillerKnoll's brands—provides input on ESG strategy, goals, and initiatives.
- When appropriate, this team elevates issues, including climate, to our Board's Governance and Corporate Responsibility Committee.

Board of Directors

↓

Governance and Corporate Responsibility Committee

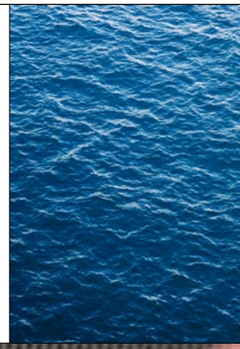
↓

CEO

↓

Better World Advisory team

Includes representatives from Sustainability, Legal, Finance, DEIB, Communications, Product, Operations, and Brand teams



Material topics and stakeholder engagement

We focus on the ESG topics most important to our stakeholders and business. Learn more about our approach to stakeholder engagement and materiality on **p. 23**.

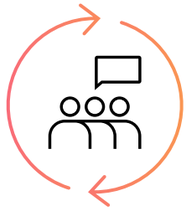
How we envision a better world

Our passion for social good is woven through our history. In the early 1990s, Herman Miller moved away from using endangered rosewood in the iconic Eames Lounge. Knoll participated in the 2006 Clinton Global Initiative Annual Meeting and joined the Chicago Climate Exchange (CCX®) to address climate change. In 2020, Herman Miller was named among the top one percent of companies in EcoVadis corporate social responsibility ratings.

As we look to the future, our passion for good continues to drive the decisions we make as a company.

Our three focus areas:

Doing more for our planet: We've sharpened our goals around carbon emissions, the smart use of resources, and eco-inspired design, and we've engaged our community of suppliers and associates in our sustainable practices.



Ensuring that all people can thrive: We embrace policies, practices, and programs that advance a more equitable and diverse workplace and industry, and that create spaces where all people feel seen, and all perspectives are heard.

Designing a brighter future: Our community impact and global philanthropy focuses on our diversity, equity, inclusion, and belonging (DEIB) ecosystem. We deliver impact through grantmaking, volunteerism, and collaborations that align with our purpose and values.

2022 ESG highlights

40%
reduction in packaging waste at 14 of our global contract facilities

14
global brands engaged across 9 days for our 2022 Days of Understanding

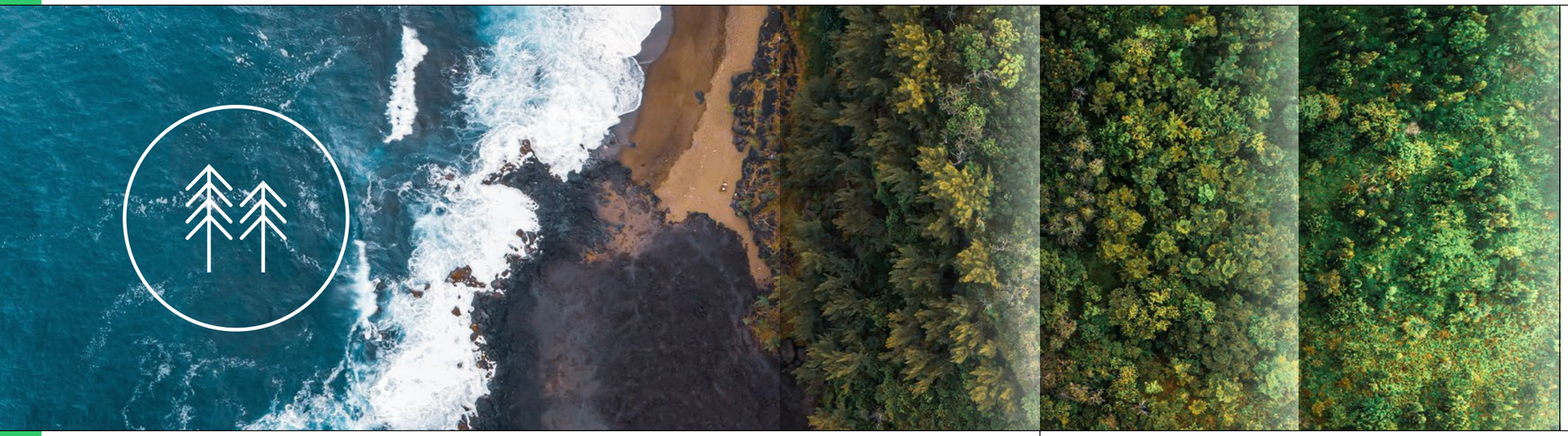
$450M
directed to spend with diverse suppliers from FY 2021–2023

22,000
associate volunteer hours annually

$2.4M+
philanthropic commitment to MillerKnoll communities

100%
brand and community participation in Global Day of Purpose

Environmental Sustainability



Increased
use of recycled content
(including **NextWave Plastics**)

HAY
engaged Maersk ECO delivery
to replace fossil fuel with green fuels

NaughtOne
Ever sofa designed for circularity
and ease of recycling

We harness the potential of our collective of world-class design brands to examine and transform every aspect of our business in pursuit of a better world.

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Taking climate action

We're not afraid to take on complex challenges in service of the greater good. We've done it throughout the history of our iconic brands, and we're continuing that tradition to address our impact on the climate. Because our biggest impacts come from products and operations, we are first focused on reducing carbon emissions in these two areas. And we're working to increase renewable energy use and work closely with our suppliers across our value chain to decrease our indirect Scope 3 emissions.

Carbon reduction

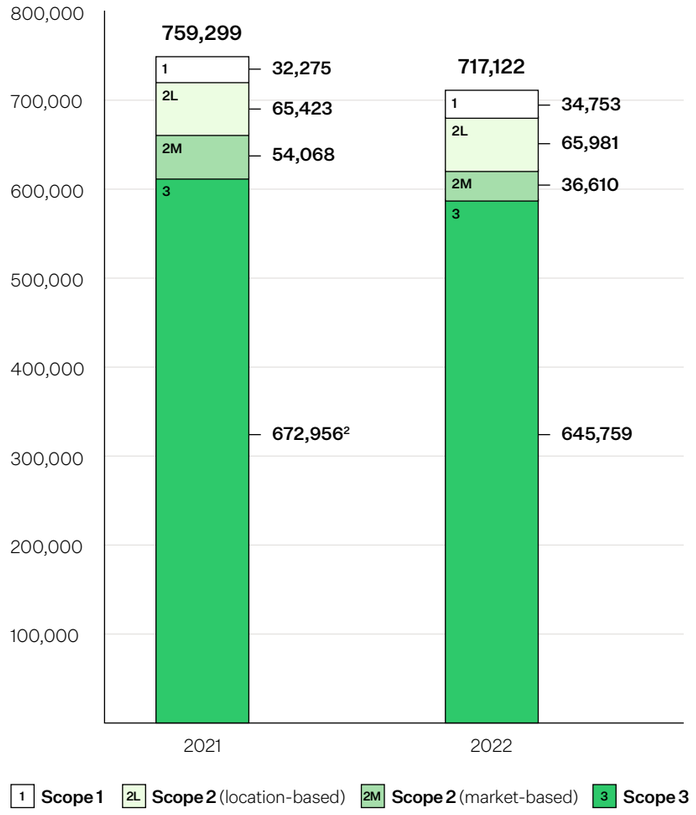
Our holistic, realistic climate action plan incorporates the full impact of our collective of brands, is grounded in science, and aligns with experts—to make our future world better.

- **Understanding impact:** Since our 2021 acquisition of Knoll, we've unified our carbon data among brands for a more complete picture of our impact.
- **Joining the global effort:** We're engaging in the long-term work necessary to reach our carbon reduction goals for 2030, which are in line with the U.N. Paris Agreement. (See these goals on **p. 13**.)
- **Setting goals:** We plan to develop a near-term company-wide emission reductions goal in line with the Science Based Targets initiative (SBTi).

We are constantly pushing ahead, seeking new partnerships and cutting-edge technologies. In Europe and the Asia Pacific region, HAY has engaged Maersk ECO Delivery to address the everyday business need of transporting products across the ocean in a low-carbon way. As part of HAY's ongoing CO_2 reducing initiatives, we developed a more sustainable foam for About A Lounge (AAL) and Uchiwa chairs. By replacing the existing polyurethane from fossil fuels with a biomassed balanced polyurethane made from renewable raw materials, we contribute to saving limited resources and reduce our environmental impact. The quality of the product remains the same, but is produced with 80–82% less carbon.

We are also conducting energy audits across our largest manufacturing sites to develop a carbon reduction roadmap to achieve our 2030 goals.

GREENHOUSE GAS (GHG) EMISSIONS[1]



[1] Scope 1: direct emissions from operations; Scope 2: indirect emissions from energy purchased and used; Scope 3: all other emissions associated with the company's activities that occur from sources not owned or controlled by MillerKnoll. Examples of Scope 3 emissions include purchased goods and services, business travel and associate commuting, transportation of product to customers, manufacturing waste, etc.

[2] Upstream transportation and distribution not included.

For more detailed information about our Scope 3 emissions categories, see the GRI Index on **p. 32**.

Sourcing renewable energy

To further reduce our footprint, we've enlisted experts to evaluate and carry out our renewable energy plans.

CASE STUDY

We've changed the course of our operations with two recent agreements to purchase renewable energy for MillerKnoll campuses in Spring Lake, Michigan and East Greenville, Pennsylvania. Both facilities are now sourcing 100% hydropower and wind energy—together accounting for 25% of MillerKnoll's total energy use. This progress makes us even more determined to keep forging ahead with new and gentler ways to operate.

Supplier compliance

Relationships remain at the heart of our business. Suppliers are expected to behave in a way that is ethical, environmentally sustainable, and socially responsible. In 2023, we revised our supplier scorecard to prioritize sustainability. Now, suppliers are evaluated based on how they support our environmental goals, alongside metrics like cost, quality, and reliability.

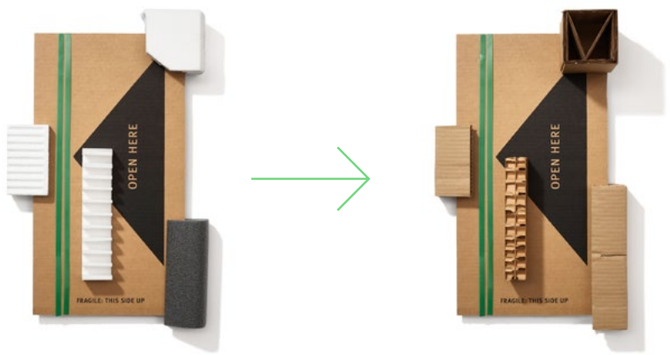
- MillerKnoll's Supplier Code of Conduct details our expectations for how to conduct business.
- Each year, we conduct third-party compliance audits at selected supplier factories to verify compliance with our Supplier Code of Conduct.
- The audits cover five main areas: Environment, Labor, Wages & Hours, Health & Safety, and Management Systems.
- For more on how we work with our suppliers to support our diversity, equity, inclusion, and belonging (DEIB) goals, please see the **Increasing supplier diversity** section.

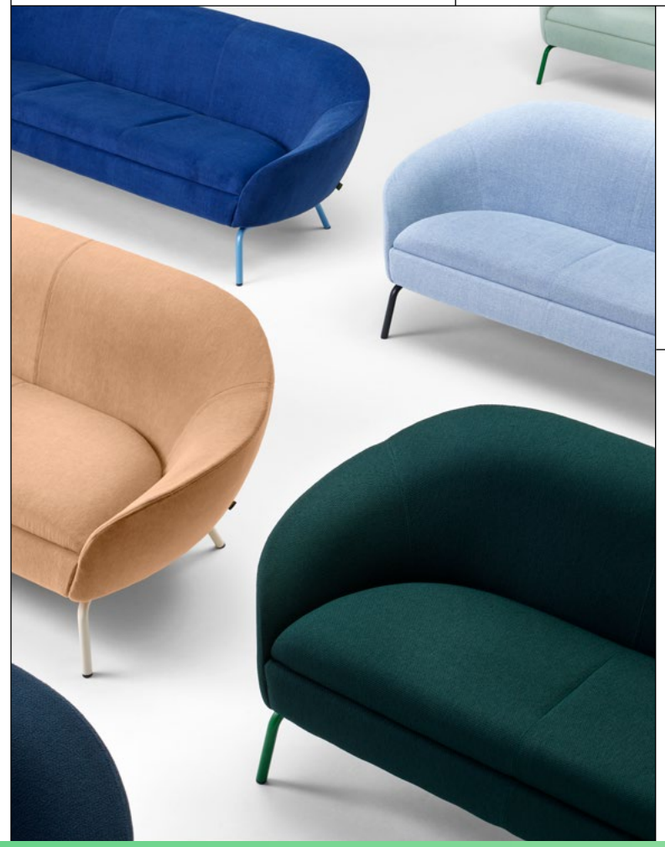
Designing out waste

Reducing waste is the right move for our company and the planet. We're harnessing the full force of our creativity to envision new ways to reduce waste and design sustainably.

- **Designing out waste:**
  We're inspired to raise the bar across our industry for designing out waste. Since FY 2021, we have reduced packaging waste by 40% at 14 of our global manufacturing facilities. We've done this by substantially reducing all types of waste, replacing foam packing materials with paper-based content, and decreasing single-use plastic packaging.
- **Embracing circularity:**
  According to the U.S. EPA, more than 80% of used furniture is sent to landfills. In the U.S., MillerKnoll's **rePurpose** program gives unwanted furniture a new home—we diverted more than 1,500 tons of used furniture from the landfill and helped 300+ nonprofits and community organizations with furniture donations. And in the U.K., all NaughtOne products can be recycled through a take-back program.

28
tons of expanded polystyrene eliminated by adding 50% post-consumer recycled content to plastic bags at our Greenhouse manufacturing facility





127
metric tons of recycled materials have been incorporated into our packaging

Sourcing better materials

We're focused on using better materials to design and manufacture products. Our Design for Environment (DfE) team works to meet all regulatory compliance standards for products, and we also strive to meet our customers' needs for healthy, sustainable products and spaces. Dedicated work across our company includes regular life cycle assessments (LCAs) of our products to measure environmental impacts.

300
metric tons of plastic waste diverted from the ocean through FY23

- **Creating transparency on materials:**
  We are transparent about our materials because we believe in informed decisions. Our ecomedes platform provides environmental product information from across our brands, including details about materials used and third-party certifications. This resource helps customers buy or specify environmentally preferable products by supplying product-level data and automating product performance calculations that can help contribute to sustainability goals.
- **Increasing recycled content**
  Thinking long term about tomorrow defines what we do today. We are a founding member of **NextWave Plastics**, a consortium of brands dedicated to using ocean-bound plastics in their products. In 2021, Herman Miller announced ocean-bound plastic incorporation for the Aeron Chairs. By incorporating ocean-bound plastic in the Aeron Chair, more than 54 metric tons of mismanaged plastic waste was diverted from entering the ocean at the end of fiscal year 2022. Other examples include Muuto's Fiber Chair, which uses 80 percent recycled material and Herman Miller's Eames Shell Chair, composed of 100 percent post-industrial recycled plastic.
- **Sustainably harvested materials:**
  MillerKnoll is dedicated to reducing environmental impacts by protecting against deforestation and forest degradation. We take action to reduce and remove deforestation and forest degradation from operations and supply chains by requiring FSC certification throughout our supply chain. It's never been more important to address deforestation and carbon emissions.

Looking ahead

Bringing curiosity and a sense of possibility enables us to redefine what is possible for a business to run sustainably. In 2022, this journey led us to set bold goals for the future, which we're pursuing as we continue the work to set baselines across our brands.

2030 goals:

- Reduce the carbon footprint from our products and operations by 50% and aim to reduce the carbon footprint of our suppliers
- Stop using single-use plastics and substantially reduce all types of waste
- Use 50% or more recycled content and purchase materials that are responsibly and sustainably produced

Diversity, Equity, Inclusion, and Belonging (DEIB)

8,071
training hours, focused on leveraging inclusive teams

$150M
average spend with diverse suppliers per year

1,000+
associates participated across eight Business Resource Groups

We're driven by our commitment to a more equitable future, and by our responsibility as a transformative global design leader. We impact change through our programs, policies, and actions across our organization to realize this vision.

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Engaging associates

Our people are passionate about so much more than design. We're activating our associates to learn and participate in a way that's aligned with our values and each person's unique interests.

+20%
average annual growth in associate participation in BRGs since 2020

Inclusion & belonging

We're dedicated to making space in our industry for everyone. Leading from the top, we're creating a diverse, equitable, inclusive workplace where everyone feels they belong.

- Our Global DEIB Council is led by the CEO and Leadership Team. Its goal is to inform strategy and propose solutions and includes several working committees.
- Our Equity Teams started as a grassroots effort led by associates and have since expanded into a global structure of Business Resource Groups that play a crucial role in bringing DEIB-related ideas forward to directly impact the work we do.

CASE STUDY

Days of Understanding

Nurturing an inclusive culture calls for connection, conversation, and community among all associates, no matter their position or title. In 2021, we launched Days of Understanding to provide spaces for sharing opinions, increasing understanding, and deepening empathy and respect. In 2022, these conversations extended to a full month of events.

We've evolved our internship program to ensure it is inclusive to underrepresented students. In 2022, we had interns from 30 colleges and universities, 57.5% of whom identified as people of color and 45% who identified as women.

Inclusive learning & development

We see experiential learning as a means to define our individual and collective futures. In addition to the foundational compliance programs supporting what we do and how we do it, we've transformed our learning and development strategy to encompass a global initiative focused on Inclusive Learning. Both a strategy and a mindset, Inclusive Learning takes a multicultural approach rooted in creating a better tomorrow through inclusivity. Here are a few key programs we've launched or expanded upon in 2022:

- **INCLUDE**
  A series of workshops that focuses on learning daily inclusive habits such as finding common ground, lifting people up, and helping create clarity.
- **DECIDE**
  A 30-day, integrated digital program with weekly learning sessions designed to teach habits to mitigate the impact of biases that undermine decisions.
- **LENS**
  A series of conversations designed to provide a safe space to learn from and engage with others on DEIB topics.

Working with suppliers

We don't pretend to do everything alone—nor do we want to. Our identity as a collective is what makes us unique. Our global web of talented suppliers forms a creative, unique ecosystem poised to do great things. To learn more about how we work with our suppliers, please see the **Supplier compliance** section.

Industry collaborations

As a leading furniture manufacturing company, we embrace our role in driving DEIB strategy across the design industry. We think boldly: we want to change the face of representation in the field of design. And we want to do it through collaboration.

MillerKnoll's DEIB team also supports the efforts of our independent dealers embarking on their DEIB journey. The MillerKnoll team has mentored the employees of Catalyst, a Seattle, Washington-based dealer. Specific areas of Catalyst's DEIB learning and development have focused on inclusive leadership, cultural awareness, cultivating a sense of curiosity and empathy, introducing a common language and understanding into daily work/life business engagements, and understanding the significance of DEIB to an organization and its people.

Increasing supplier diversity

We believe in the power of inclusive design. Our expanded global supplier diversity program—Supplier Equity Advancement Transformation (SEAT)—ignites this power and delivers positive results for our suppliers and our communities. We look within our company to increase supplier diversity while also reaching outward to the wider industry for ways to identify, collaborate with, and develop diverse suppliers through engagement with external certifying organizations and mentorship. A few recent examples of our efforts:

- The National Minority Supplier Development Council (NMDC) has established a goal to reach $1 trillion in certified Minority-Owned Business Enterprise (MBE) annual revenue; MillerKnoll was among the first of the member organizations to commit to a year over year spend increase.
- MillerKnoll mentors a group of diverse MBE suppliers as part of the Collaborative Growth Initiative (CGI).
- As part of our commitment to diverse suppliers, MillerKnoll supports veteran-owned businesses. Through our partnership with the Veteran Owned Business Roundtable, we sponsored scholarships supporting the education and business development of Veteran owned businesses.

Across our brands, we are creating a supplier social compliance program with metrics for risk assessment within one consolidated system. Expanding our number of diverse suppliers also remains a top priority: our CEO announced a goal to increase our spend with minority businesses by five percentage points over the next five years.

Winner, Best in Class, Great Lakes Women's Business Council Award for MillerKnoll's Supplier Diversity in 2019, 2021, 2022, and 2023

Diversity in Design—Bringing possibility to the design sector

In 2021, MillerKnoll became a founding member of the **Diversity in Design** (DID) Collaborative, whose goal is creating systemic change by increasing diversity and improving conditions for Black creatives across the design industry. As DID expanded, so did its ambitions. Soon, DID developed an ambassador program which now connects diverse communities to design professionals, contributes to thought leadership, and creates joint work streams of interest such as youth design awareness or college-to-workforce readiness.

As part of DID's proof of concept in 2022, the Collaborative Growth Initiative launched **Designed By**, a pilot program to foster awareness of design as a career path for high school students. The half-day program brought together Black creatives with over 200 teens from 14 Detroit public schools, and featured a keynote by a Hip-hop architect along with a lively intergenerational panel discussion. The teens left energized about their potential new pathways into design, and the program's success has led to plans for additional programs around the country.

> "It's interesting to see the different avenues of design that are open. What I've learned is that you can do anything that you want, and creativity and design is needed in almost everything."

Neala
DESIGNED BY PARTICIPANT

Looking ahead

DEIB is infused into everything we do. It shapes how we activate associates, understand their interests, and deepen their knowledge. And we plan to continue to evolve our Total Rewards to be competitive and equitable throughout our company.

Community Impact

$2.4M+
total philanthropic investment in 2022

22K
total volunteer hours in 2022

9K
youth impacted through partnerships and programs 2022

We believe in being a force for good in MillerKnoll Communities worldwide. We deliver community impact through work with non-profit organizations and stakeholders that share our belief in equity, access, opportunity, and belonging. We drive positive impact in three areas closely connected to our purpose and values: engaging underrepresented youth in art and design, advancing equity in MillerKnoll communities, and doing more for our planet.

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A force for good

We connect our people to our purpose and values through a global philanthropic platform enabling our associates and collective of brands to drive positive social impact in MillerKnoll communities worldwide. Giving is an integral part of our DEIB ecosystem, and we are laser focused on actions that resonate in our communities. Building on the strength and momentum of both the legacy Herman Miller Cares and Knoll Charitable Foundations, in 2022 the two merged into MillerKnoll Foundation to amplify and expand our global philanthropic initiatives and impact.

MillerKnoll FOUNDATION

In addition to our community-based grant making, we activate worldwide programs accessible to all brands that reinforce our company's values, including:

- **Associate Educational Scholarships:**
  We strive to support and empower the children and grandchildren of our associates through a global scholarship program that has been in place for over 20 years.
- **Disaster Support:**
  When a natural disaster or tragedy strikes, we often engage immediately with financial support and match associate contributions. In 2022, the Ukraine Humanitarian crisis compelled us to broaden our donation match beyond associates to our dealers and suppliers, which generated over $150,000 in aid for Ukraine refugees within a 30-day period.
- **Fund Matching Programs:**
  Through various fund matching programs, we support and encourage associates to give personally to causes they care about and/or lead fundraising teams. These programs reinforce our commitment to associate engagement and belonging and generate donation matches engaging 500+ associates year over year.
- **Global Associate Relief Fund:**
  When a personal hardship impacts an associate, we offer ways to care for each other. Our new Global Associate Relief Fund depends on individual donations and company contributions to directly help coworkers with unexpected challenges, such as funerals, medical bills, or other emergencies.

Committed to giving back

Volunteering is the purest form of service. The good of humankind is on full display when we volunteer, and our commitment to serve has been a constant throughout our company's history. Launched in 2020, our annual Day of Purpose is a paid day off for global associates to serve and give back in meaningful ways in every one of our communities. Scheduled on election day in the U.S., we remove barriers to voting and encourage a philosophy of civic engagement worldwide to make our voice heard. This Day reinforces our belief that we exist for a higher purpose and giving back is embedded in our culture.

100%
brand and community participation in Global Day of Purpose

"Day of Purpose is a special moment for all MillerKnoll associates. It's a day when we choose to serve as a force for good and design a brighter future in our communities."

Linda Brand
DIRECTOR OF MILLERKNOLL GLOBAL PHILANTHROPY AND FOUNDATION PRESIDENT

Our three community impact priorities in action

As a global design company, we put our weight behind three community impact areas that align with our core strengths and uphold our purpose and values. Through our advocacy, engagement, and financial support, we deliver on our DEIB commitments worldwide in a multitude of ways.

#1 Engaging underrepresented youth

MillerKnoll Foundation collaborates with nonprofits to support programs that break down barriers to access and participation in design.

#DesignYourFuture
The European Racial BRG worked with U.K. charities Ok Mentor and United in Design to develop #DesignYourFuture, a program supported by MillerKnoll Foundation that engages underrepresented youth in design, providing resources and helping them understand opportunities in the design sector.

#2 Advancing equity in MillerKnoll communities

To create more just and equitable communities, we collaborate with organizations tackling systemic oppression to generate lasting, transformational change.

OutRight International
MillerKnoll Foundation collaborates with OutRight in their work to advance equality, support human rights, and help end discrimination against the LGBTQ+ community through advocacy, skill building, mentorship, and discourse.

#3 Preserving and protecting our planet

We believe sustainability is everyone's responsibility. Through advocacy and support, we can impact positive environmental action worldwide.

Ocean Cycle
MillerKnoll Foundation supports Ocean Cycle's mission to improve livelihoods in communities where we source ocean-bound plastic by donating and providing training on water filtration systems, and by delivering meals to waste pickers.

Looking ahead

Service is integral to our values, and we're motivated to scale participation in these programs across brands. We are creating new collaborations and discovering uncharted ways to activate our associates to do great things in their communities that have meaning, bring them fulfillment, and lead to more equity and understanding.

Appendix

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About this report

We published this report to provide an overview of our company's performance related to environmental, social, and governance (ESG) issues that are important to our stakeholders. It covers the time frame that starts on May 30, 2020, and ends on May 28, 2022. In some cases, where noted within the report, data or information outside this scope may appear for additional context.

While some of our individual brands have published their own reports in the past, this is our inaugural ESG report for the MillerKnoll collective. We intend to report on an annual basis.

We referenced several ESG reporting frameworks to inform data and information disclosed in this report. The 2023 Better World Report was prepared with reference to the Global Reporting Initiative (GRI) Universal Standards and informed by recommendations from the Task Force on Climate-related Financial Disclosures (TCFD). A GRI Content Index on **page 24** and TCFD disclosure table on **page 42** show our alignment with these reporting frameworks.

For the purposes of this report, the concept of materiality used in our ESG disclosures is based on a definition of materiality specific to the assessment of ESG issues and does not correspond to the concept of materiality used in the securities laws and disclosures required by the U.S. Securities and Exchange Commission (SEC). Issues that we identify as "material" from an ESG perspective are not necessarily material to the Company under securities laws, rules and regulations in place at the time of publication.

For additional information regarding this report and its contents, **please visit our website**. We welcome feedback on this Report, along with our ESG initiatives and performance. To share comments, please email **ESG@millerknoll.com**.

This report contains forward-looking statements, including but not limited to ESG plans, goals, and strategies to achieve results or goals. Any and all forward-looking statements are subject to external and internal risks, opportunities, and uncertainties that could change actual future performance, strategy, or goals. We assume no obligation to amend or update any forward-looking statements found in this year's Better World report should future conditions change.

Stakeholder engagement and materiality

Listening to our stakeholders is essential to the way we do business. In doing so, we seek to understand their priorities and concerns, which becomes valuable input into how we understand our ESG priorities and material topics.

In 2016, we conducted our first materiality assessment. This helped us identify the ESG topics most important to our business and highlight areas we can improve. We are currently engaging with our stakeholders to refresh the assessment and expect results to be published in our Better World Report in 2024. For the purposes of this Report, please see our priority topics to the right. Topics are listed in alphabetical order and do not denote order of importance or priority.

- Adverse economic conditions
- Board compositions and competencies
- Community engagement
- Customer safety
- Data privacy and security
- Diversity, equity, inclusion and belonging
- Employee engagement
- Energy use and management
- Ethical business practices
- GHG emissions
- Non-discrimination
- Occupational health and safety
- Product and facility certifications
- Supply chain management
- Sustainable product design
- Talent attraction and retention

GRI index

GRI Disclosure	Disclosure Title	Response
GRI 1: Foundation		
	Statement of Use	MillerKnoll has reported with reference to the GRI Standards for the period beginning May 31, 2021 through May 28, 2022 unless otherwise noted in specific disclosures.
	GRI 1 Used	GRI 1: Foundation 2021
	Applicable GRI sector standards	Not applicable
GRI 2: General Disclosures		
2-1	Organizational details	MillerKnoll is a collective of dynamic brands that comes together to design the world we live in. From the spaces we make that help us live and work better, to how we manufacture our products, to the ways we solve challenges facing our customers and global community, design is our tool for creating positive impact. Headquartered in Zeeland, Michigan, MillerKnoll researches, designs, manufactures and distributes interior furnishings for use in various environments including residential, office, healthcare and educational settings, and provides related services that support organizations and individuals all over the world. **2023 Better World Report, Who we are**
2-2	Entities included in the organization's sustainability reporting	Unless otherwise noted within the footnotes of specific disclosures, this report is inclusive of the controlled operations of MillerKnoll, Inc. Unless otherwise noted, ESG-related non-financial data presented includes that of Knoll, Inc. including for periods prior to the acquisition (which was completed July 19, 2021). **2023 Better World Report, Who we are** **2022 Annual Report Form 10-K, pp. 2-3**
2-3	Reporting period, frequency and contact point	Our 2023 Better World Report covers fiscal year 2022 (May 31, 2020 to May 28, 2022) unless otherwise noted. FY 2021 data may include legacy Herman Miller and Knoll data pre-merger, where available. Our goal is to report on an annual cycle. Please contact us at **ESG@millerknoll.com**. **2022 Better World Report, About this report**

GRI Disclosure	Disclosure Title	Response
2-4	Restatements of information	Since this is the first Better World Report inclusive of the brands and acquisitions covered in Disclosure 2-2, we have no restatements of information to report.
2-5	External assurance	MillerKnoll is responsible for the preparation and integrity of the information in this report. MillerKnoll does not currently seek external assurance over the GHG emissions data within this report.
2-6	Activities, value chain and other business relationships	**2023 Better World Report, Who we are** **2022 Annual Report Form 10-K, pp. 2-6, 15-16, 48-51, 95-98**
2-7	Employees	As of May 28, 2022, MillerKnoll had approximately 11,300 employees. For more information about our employees, please see **GRI 405-1**. **2022 Annual Report Form 10-K, pp. 5-6**
2-8	Workers who are not employees	In addition to the MillerKnoll employee workforce, we use contracted and temporary labor to meet fluctuating demands in our manufacturing operations. Contractor headcount data is not available.
2-9	Governance structure and composition	**2023 Better World Report, Corporate governance** **Governance Guidelines** **Board of Directors** **2022 Proxy Statement, pp. 6-7, 11**
2-10	Nomination and selection of the highest governance body	**2022 Proxy Statement, pp. 8, 12-16**
2-11	Chair of the highest governance body	**2022 Proxy Statement, pp. 6** **Board of Directors**
2-12	Role of the highest governance body in overseeing the management of impacts	**2023 Better World Report, Corporate governance, ESG oversight** **2022 Proxy Statement, p. 7**
2-13	Delegation of responsibility for managing impacts	**2023 Better World Report, Corporate governance, ESG oversight**
2-14	Role of the highest governance body in sustainability reporting	**2023 Better World Report, Corporate governance, ESG oversight** **2023 Better World Report, About this report** **Governance and Corporate Responsibility Committee Charter**

GRI Disclosure	Disclosure Title	Response
2-15	Conflicts of interest	**Governance Guidelines** **Code of Business Conduct and Ethics**
2-16	Communication of critical concerns	We do not report the number and nature of critical concerns communicated to the Board due to confidentiality constraints. **2022 Proxy Statement, p. 8**
2-17	Collective knowledge of the highest governance body	**2023 Better World Report, Corporate governance** **Governance Guidelines** **2022 Proxy Statement, pp. 13-16**
2-18	Evaluation of the performance of the highest governance body	**Governance Guidelines** **2022 Proxy Statement, p. 7**
2-19	Remuneration policies	**2022 Proxy Statement, pp. 9-10, 22-31, 39-40** **2023 CDP Response**
2-20	Process to determine remuneration	**Compensation Committee Charter** **2022 Proxy Statement, pp. 9-10, 22-31, 39-40**
2-21	Annual total compensation ratio	**2022 Proxy Statement, p. 41**
2-22	Statement on sustainable development strategy	**2023 Better World Report, A letter from Andi Owen** **2023 Better World Report, How we envision a better world**
2-23	Policy commitments	**2022 Proxy Statement, p. 7** **Supplier Code of Conduct**
2-24	Embedding policy commitments	**2023 Better World Report, Corporate governance** **Policy Regarding Conflict Minerals**
2-25	Processes to remediate negative impacts	**2022 Proxy Statement, pp. 4, 8** **Ethics and Compliance Hotline**

GRI Disclosure	Disclosure Title	Response
2-26	Mechanisms for seeking advice and raising concerns	**Ethics and Compliance Hotline** **Code of Business Ethics and Conduct** **Whistleblower and Non-retaliation Policy**
2-27	Compliance with laws and regulations	MillerKnoll does not report the number of significant instances of non-compliance with laws and regulations due to confidentiality constraints. **Insider Trading Policy** **Code of Business Ethics and Conduct**
2-28	Membership associations	We are a part of a number of membership and industry organizations, including but not limited to the following: • Diversity in Design (DID) Collaborative (founding member) • Great Lakes Regional Partner affiliate of Women's Business Enterprise National Council (WBENC)—the Great Lakes WBC • National Gay & Lesbian Chamber of Commerce (NGLCC) • National Minority Supplier Development Council (NMSDC) • NextWave Consortium (founding member) • Veteran Owned Business Roundtable (VOBRT)
2-29	Approach to stakeholder engagement	**2023 Better World Report, Stakeholder engagement and materiality**
2-30	Collective bargaining agreements	**2022 Annual Report Form 10-K, p.5**
GRI 3: Material Topics		
3-1	Process to determine material topics	**2023 Better World Report, Stakeholder engagement and materiality**
3-2	List of material topics	**2023 Better World Report, Stakeholder engagement and materiality**
GRI 201: Economic Performance		
3-3	Management of the material topic	**2023 Better World Report, Who we are** **2022 Annual Report Form 10-K, pp. 5-6**

GRI Disclosure	Disclosure Title	Response
201-1	Direct economic value generated and distributed	**2022 Annual Report Form 10-K, pp. 20-21**
201-2	Financial implications and other risks and opportunities due to climate change	**2023 Better World Report, Environmental Sustainability** **2023 CDP Climate Questionnaire** **2022 Annual Report, p. 13**

GRI 203: Indirect Economic Impacts

3-3	Management of the material topic	**2023 Better World Report, Community Impact**
203-1	Significant indirect economic impacts	MillerKnoll Foundation is working hard to make the greatest possible impact across our organization and beyond.

	FY 2022	FY 2021
Global Grant Writing and NGO Partnerships		
Engaging underrepresented youth in art and design	$450,000	$400,000
Advancing equity in MillerKnoll communities worldwide	$1,300,000	$1,200,000
Preserving and protecting our planet	$160,000	$180,000
Global Programs		
Educational scholarships for children of Associates	$70,000	$75,000
Associate Team Fundraising Matches	$40,000	$30,000
Disaster Support	$400,000	$200,000
Global Associate Relief Fund[1]	-	-

[1] Our Global Associate Relief Fund was launched in 2022 to give us the ability to help colleagues through unexpected personal hardships. Initial seed funding for this program was provided by MillerKnoll Foundation with ongoing support from associate donations worldwide. Associates who have received financial support have voiced positive feedback to date, reinforcing the value and importance of this Fund.

2023 Better World Report, Community Impact

GRI Disclosure	Disclosure Title	Response
GRI 204: Procurement Practices		
3-3	Management of the material topic	**2023 Better World Report, Diversity, Equity, Inclusion, and Belonging, Working with suppliers** **Supplier Code of Conduct**
204-1	Proportion of spending on local suppliers	We do not have official requirements or incentives for purchasing from local suppliers.
GRI 205: Anti-corruption		
3-3	Management of the material topic	**2023 Better World Report, Corporate governance**
205-2	Communication and training about anti-corruption policies and procedures	100% of MillerKnoll employees receive communications on our anti-corruption policies and procedures through our Code of Business Ethics and Conduct. All MIllerKnoll employees have required Code of Business Conduct and Ethics Training, which consists of the entire Code and annual refreshers on specific topics. Current completion is at 95%. Hourly associates in our operations areas are given this training in a face-to-face format, while office associates complete the training in an online format. In addition, there are other required courses on Ethical Leadership, Modern Slavery, Conflicts of Interest, and Trade Compliance for specific areas of the business. **Code of Business Ethics and Conduct** **Supplier Code of Conduct**
205-3	Confirmed incidents of corruption and actions taken	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, General Counsel, Business Risk Assurance (internal audit) offices and/or to the **Ethics & Compliance Hotline**.
GRI 301: Materials		
3-3	Management of the material topic	**2023 Better World Report, Environmental Sustainability, Designing out waste** **2023 Better World Report, Environmental Sustainability, Sourcing better materials**
301-3	Reclaimed products and their packaging materials	**2023 Better World Report, Environmental Sustainability, Designing out waste** **2023 Better World Report, Environmental Sustainability, Sourcing better materials**

GRI Disclosure	Disclosure Title	Response		
GRI 302: Energy				
3-3	Management of the material topic	**2023 Better World Report, Environmental Sustainability, Taking climate action**		
302-1	Energy consumption within the organization		**FY 2022**	**FY 2021**
		Total Non-Renewable		
		Energy Consumption (MMBTU)—Natural Gas	678,257	655,123
		Energy Consumption (MWH)—Electricity	171,980	165,241
		Total Renewable		
		Energy Consumption (MWH)—Renewables	76,562	28,681
		2023 Better World Report, Environmental Sustainability, Taking climate action		
302-3	Energy intensity	**2023 Better World Report, Environmental Sustainability, Taking climate action** **2023 CDP Climate Questionnaire**		
302-4	Reduction of energy consumption	**2023 Better World Report, Environmental Sustainability, Taking climate action** **2023 CDP Climate Questionnaire**		
302-5	Reductions in energy requirements of products and services	**2023 Better World Report, Environmental Sustainability, Taking climate action** **2023 CDP Climate Questionnaire**		

GRI Disclosure	Disclosure Title	Response		
GRI 305: Emissions				
3-3	Management of the material topic	**2023 Better World Report, Environmental Sustainability, Taking climate action**		
		2023 CDP Climate Questionnaire		
305-1	Direct (Scope 1) GHG emissions		**FY 2022**	**FY 2021**
		Direct (Scope 1) GHG Emissions (Metric Tons CO_2e)		
		Direct (Scope 1) GHG emissions	34,753[1]	32,275[2]
		2023 Better World Report, Environmental Sustainability, Taking climate action		
305-2	Energy indirect (Scope 2) GHG emissions		**FY 2022**	**FY 2021**
		Energy Indirect (Scope 2) GHG Emissions (Metric Tons CO_2e)		
		Location-based	65,981[1]	65,423[2]
		Market-based	36,610[1]	54,068[2]
		2023 Better World Report, Environmental Sustainability, Taking climate action		

[1] Data covers MillerKnoll Global

[2] Data covers Herman Miller and Knoll North America

GRI Disclosure	Disclosure Title	Response
305-3	Other indirect (Scope 3) GHG emissions	

	FY 2022	FY 2021
Other Indirect (Scope 3) GHG Emissions (Metric Tons CO_2e)		
Purchased Goods and Services	495,499[1]	580,133[1]
Capital Goods	3,332[2]	2,953[3]
Upstream Transportation & Distribution	1,915[2]	NR[4]
Waste Generated in Operations	5,562[2]	5,141
Business Travel	2,114[1]	1,062[2]
Employee Commuting	19,758[1]	19,758[1]
Downstream Transportation & Distribution	75,161[2]	21,984[3]
Use of Sold Products	42,418[3]	41,926[3]

Methodology:

- Scope 1 & 2 are based on primary data and covers a global MillerKnoll Scope for FY 2022 and FY 2021.
- Scope 2 Market based was calculated based on bundled REC contracts accounting for 17% and unbundled RECs purchased accounting for 27% for FY 2022, totaling the renewables used to 44% of the total electricity consumption.
- FY 2021 the amount of renewables account for 17%, all from the bundled RECs.
- Scope 3, Category 1 Purchased Goods and Services and Category 2 Capital Goods are calculated using the spend-based calculation method.

[1] Data covers MillerKnoll Global.

[2] Data covers Herman Miller and Knoll North America.

[3] Data covers Herman Miller North America.

[4] "NR" is Not Reported.

2023 Better World Report, Environmental Sustainability, Taking climate action

GRI Disclosure	Disclosure Title	Response		
305-4	GHG emissions intensity		**FY 2022**	**FY 2021**
		Emissions Intensity[1]		
			0.00018	0.00016
		[1] Emissions intensity figure calculated by gross total Scope 1 and 2 emissions divided by total revenue, using a location-based methodology for Scope 2 emissions.		
		2023 Better World Report, Environmental Sustainability, Taking climate action		
GRI 306: Waste				
3-3	Management of the material topic	**2023 Better World Report, Environmental Sustainability, Designing out waste**		
306-2	Management of significant waste-related impacts	**2023 Better World Report, Environmental Sustainability, Designing out waste**		
306-3	Waste generated		**FY 2022**	**FY 2021**
		Total Waste (Metric Tons)		
		Non-hazardous	1,624,117	2,277,807
		Hazardous	6	31
		2023 Better World Report, Environmental Sustainability, Designing out waste		
306-4	Waste diverted from disposal		**FY 2022**	**FY 2021**
		Waste Diverted from Disposal (Metric Tons)		
		Recycling	9,595	10,628
		Reuse	6,771	9,351
		2023 Better World Report, Environmental Sustainability, Designing out waste		

GRI Disclosure	Disclosure Title	Response
306-5	Waste directed to disposal	

Waste Directed to Disposal (Metric Tons)	FY 2022	FY 2021
Waste-to-energy (WTE)	146	204
Landfill	8,424	6,560
Compost	116.5	163

2023 Better World Report, Environmental Sustainability, Designing out waste

GRI 308: Supplier Environmental Assessment

3-3	Management of the material topic	**2023 Better World Report, Environmental Sustainability, Taking climate action** **Supplier Code of Conduct**
308-1	New suppliers that were screened using environmental criteria	Suppliers are screened using high-level environmental criteria (for example, environmental program strength). We do not currently screen suppliers based on environmental metrics or data.

GRI 401: Employment

3-3	Management of the material topic	**2023 Better World Report, Diversity, Equity, Inclusion, and Belonging, Engaging associates**
401-1	New employee hires and employee turnover	

New Employee Hires (U.S. only)	FY 2022	FY 2021
Total U.S. hires	1,957	761
Male	53%	46%
Female	47%	54%

GRI Disclosure	Disclosure Title	Response
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Our associates bring tremendous energy and creativity to what they do. We deliver ways to support them in their work to design a better future. When they tell us they want flexible benefits and a work/life balance, we listen and respond. Our goal is to help our people feel healthier, happier, and stronger in body and mind. In North America, this starts with competitive benefits including healthcare and retirement programs all designed to provide security and protection for our associates. We offer various ways to stay well, from an app that helps guide health decisions to a well-being program offering many ways to create healthy habits through an engaging, personalized and rewarding wellness experience. The launch of a web-based tool to easily access benefits and information in several languages has made it easier to take advantage of our offerings. We have consistently worked to evolve our Total Rewards strategy: since the Knoll acquisition, we have worked steadily to provide equitable benefits for our associates, regardless of legacy brand. Outside of North America, we're also working to ensure our programs are market competitive globally in the areas in which we operate. **MillerKnoll Benefits**
GRI 403: Occupational Health and Safety		
3-3	Management of the material topic	**2023 Better World Report, Diversity, Equity, Inclusion, and Belonging, Engaging associates**
403-1	Occupational health and safety management system	Our Geiger Fulton (Atlanta, GA), Greenhouse, Nemschoff, Spring Lake-Hickory, Spring Lake-71st, and Mainsite are certified in accordance with ISO 450001.
GRI 404: Training and Education		
3-3	Management of the material topic	**2023 Better World Report, Diversity, Equity, Inclusion, and Belonging, Engaging associates**
404-1	Average hours of training per year per employee	

GRI Disclosure	Disclosure Title	Response

DEIB-based Training Hours[1]	
Include	5,471
Decide	2,650
Days of Understanding	30
ESL	558.5
Propel	30
The Lens	39
Ops Career Academy	4
Total Hours	**8,783**

Hours of Training[2]	FY 2022	FY 2021
Web-based training hours	18,488	35,734
Instructor-led training hours	5,235	8,333
Total Hours	**23,723**	**44,067**

[1] Data is for the period of May 31, 2020- May 28, 2022. Further breakdown of data by fiscal year is not available. For descriptions of the Include, Decide, Days of Understanding, and Lens programs, please see **2023 Better World Report, Diversity, Equity, Inclusion and Belonging, p. 15-16**.

[2] FY 2021 numbers reflect Herman Miller activity; no training for Knoll employees was delivered through the corporate LMS during this time period. Totals do not include Diversity, Equity, Inclusion, and Belonging (DEIB) training hours. DEIB training numbers are reported in a separate table to the left. We are unable to calculate average hours per employee for each year, because total headcount is unknown. These hours only reflect training delivered through the corporate LMS; other training in Operations and Sales is tracked in other systems. "Web-based training" includes Operations safety training that was delivered in person, but was tracked as web based since it was captured through badge swipe.

GRI Disclosure	Disclosure Title	Response
404-2	Programs for upgrading employee skills and transition assistance programs	**2023 Better World Report, Diversity, Equity, Inclusion, and Belonging, Engaging associates**
404-3	Percentage of employees receiving regular performance and career development reviews	We highly encourage associates and their people leaders to have, at a minimum, quarterly discussions to review performance and development. Discussion prompts are provided to associates and people leaders to ensure the conversations are robust and quality conversations.

GRI Disclosure	Disclosure Title	Response
GRI 405: Diversity and Equal Opportunity		
3-3	Management of the material topic	**2023 Better World Report, Diversity, Equity, Inclusion, and Belonging, Engaging associates**
405-1	Diversity of governance bodies and employees	

Employee Representation[1]	**%**
Gender Identity (Global)	
Women	42%
Men	57.4%
Unknown	0.6%
Ethnicity (U.S. Only)	
American Indian or Alaska Native	0.5%
Asian	4.9%
Black or African American	7%
Hispanic or Latino	12.2%
Native Hawaiian or Other Pacific Islander	0.1%
Two or More Races	3.2%
White	71.4%
No response/Do not wish to answer	0.7%

	Women	**Men**	**% of Associates**
Associate Level[2]			
Leadership	41%	59%	4%
Manager	41%	59%	10%
Individual Contributor	43%	57%	86%

	%
Associate Breakdown by Region	
North America	74%
Asia Pacific/Middle East/Africa	14%
Europe	11%
Latin America	1%

[1] All data as of May 31, 2022.

[2] "Leadership" is defined as Director Level and above. Percentages may not equal 100 due to rounding.

GRI Disclosure	Disclosure Title	Response
405-1 (continued)	Diversity of governance bodies and employees	

2023 Board Representation	%
Gender Identity	
Men	60%
Women	40%
Race/Ethnicity	
African American or Black	20%
White or Caucasian	80%
Age	
Over 50 years old	100%

405-2	Ratio of basic salary and remuneration of women to men	**2023 Better World Report, Diversity, Equity, Inclusion, and Belonging, Engaging associates**

GRI 406: Non-discrimination

3-3	Management of the material topic	**2023 Better World Report, Diversity, Equity, Inclusion, and Belonging, Engaging associates**
406-1	Incidents of discrimination and corrective actions taken	MillerKnoll is committed to ensuring our policies, practices, and programs support a workplace that adheres to anti-discrimination laws, and which by implementing enables a culture that honors fairness for all. We not only follow requirements which are mandated, but also focus on initiatives which foster greater understanding and respect. These also align to our enterprise-wide values and actions to foster a workplace that supports non-discrimination. Our Legal and Compliance team, Office of Diversity, Equity, Inclusion and Belonging, Human Resources Business Partners and all leaders across the organization partner in support of ensuring a discrimination-free workplace.

GRI Disclosure	Disclosure Title	Response
GRI 407: Freedom of Association and Collective Bargaining		
3-3	Management of the material topic	As a matter of law and simple moral obligation, MillerKnoll 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). **Supplier Code of Conduct** **Code of Business Conduct and Ethics**
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	MillerKnoll has not identified any operations or suppliers in which employee rights to collective bargaining and the right to freedom of association may be at risk or where rights have been violated.
GRI 408: Child Labor		
3-3	Management of the material topic	We are committed to upholding fundamental human rights and believe that all human beings must be treated with dignity, fairness, and respect in compliance with the United Nations Universal Declaration of Human Rights. MillerKnoll does not use or condone the use of forced, involuntary, or child labor or engage in human trafficking—nor will we tolerate any other individual or organization who does so. We follow all applicable labor and employment standards, laws, rules, regulations, and policies in the jurisdictions where we operate, including wage and hour laws and regulations, and we expect our business partners to do the same. MillerKnoll also strives to ensure our products are free of conflict minerals. **Supplier Code of Conduct** **Code of Business Conduct and Ethics** **Policy Regarding Conflict Minerals**
408-1	Operations and suppliers at significant risk for incidents of child labor	MillerKnoll has not identified any operations or suppliers in which violations of child labor laws have occurred or that pose significant risk for incidents of child labor.

GRI Disclosure	Disclosure Title	Response
GRI 414: Supplier Social Assessment		
3-3	Management of the material topic	**2023 Better World Report, Diversity, Equity, Inclusion, and Belonging, Working with suppliers** **Supplier Code of Conduct**
414-1	New suppliers that were screened using social criteria	Suppliers must disclose relevant ESG information, including social criteria, which informs our selection process.
GRI 416: Customer Health and Safety		
3-3	Management of the material topic	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 MillerKnoll 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.
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	MillerKnoll 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 MillerKnoll products and services.

GRI Disclosure	Disclosure Title	Response
GRI 418: Customer Privacy		
3-3	Management of the material topic	**2022 Annual Report Form 10-K, pp. 12-13** **MillerKnoll Privacy Notice**
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	In FY 2022, there were zero substantiated complaints concerning breaches of customer privacy and losses of customer data.
Adverse Economic Conditions		
3-3	Management of the material topic	**2022 Annual Report Form 10-K, pp. 6-13**
No applicable GRI Topic Standard		**2023 Better World Report, Corporate governance**
Board Compositions and Competencies		
3-3	Management of the material topic	**2023 Better World Report, Corporate governance**
No applicable GRI Topic Standard		See responses to **GRI 2-12**, **2-14**, **2-17**.
Product and Facility Certifications		
3-3	Management of the material topic	We seek credible, third-party standards and certifications for our products and facilities. In 2022, we earned an EcoVadis Silver Rating and our global retail headquarters in Stamford, CT, achieved WELL Platinum certification. We will continue to seek out certifications of our products and facilities to lead by example.
No applicable GRI Topic Standard		The following manufacturing sites are ISO 14001 certified: • Geiger Fulton (Atlanta, GA), Greenhouse, Nemschoff, Spring Lake-Hickory, Spring Lake-171st, Mainsite, Muskegon, EG, and Toronto. • Customers can utilize our online platform, ecomedes. On the platform, designers, architects, and customers can sort products to easily access environmental information. Results can be sorted by standards and certifications, such as LEED, BIFMA, Declare, or SCS Indoor Advantage. • **Ecomedes**

TCFD index

TCFD Recommendation	Response
Governance: Disclose the organization's governance around climate-related risks and opportunities.	
a) Describe the board's oversight of climate-related risks and opportunities.	The Board of Directors reviews ESG-related objectives as part of MillerKnoll's strategic and operating plans. The Governance and Corporate Responsibility Committee supports and assists the Board in its oversight of the company's strategies, policies, objectives and progress relating to environmental, social, and governance (ESG) responsibility, stewardship, and sustainability matters, including receiving periodic updates from the Company's management responsible for ESG and sustainability activities and providing periodic updates to the Board. The Governance and Corporate Responsibility Committee meets throughout the reporting year and has ultimate oversight of ESG strategy. This responsibility is included in the committee charter. **2023 CDP Climate Questionnaire**
b) Describe the management's role in assessing and managing climate-related risks and opportunities.	At MillerKnoll the CEO is responsible for overseeing and monitoring progress of the company toward sustainability goals and making decisions regarding investments in support of climate-related initiatives. The Board of Directors has delegated to the CEO, working with the other executive officers of the company, the authority and responsibility for managing the business of the company in a manner consistent with its overall strategy, including its standards and practices. The CEO and management are responsible for seeking the advice and, in appropriate situations, the approval of the Board with respect to material actions to be taken by MillerKnoll. MillerKnoll has a corporate sustainability team that leads the development of the climate strategy, working with a cross-functional team, including operations, product development, finance, real estate, and strategy. Each quarter the sustainability team reports on progress toward climate-related corporate targets. The company assesses climate risk annually as part of its Enterprise Risk Management process. **2023 CDP Climate Questionnaire**
Strategy: Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.	
a) Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term.	Please see questions 2.3a and 2.4a in our **2023 CDP Climate Questionnaire**
b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.	**2023 CDP Climate Questionnaire**

TCFD Recommendation	Response
c) Describe the potential impact of different scenarios, including a 2ºC scenario, on the organization's businesses, strategy and financial planning.	MillerKnoll does not currently undertake a scenario planning analysis, as the current Enterprise Risk Management process appropriately covers the identification of substantive climate-related risks right now.
Risk Management: Disclose how the organization identifies, assesses and manages climate-related risks.	
a) Describe the organization's process for identifying and assessing climate-related risks.	**2023 CDP Climate Questionnaire**
b) Describe the organization's processes for managing climate-related risks.	**2023 CDP Climate Questionnaire**
c) Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management.	**2023 CDP Climate Questionnaire**
Metrics and Targets: Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities.	
a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk-management process.	**2023 CDP Climate Questionnaire**
b) Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	**2023 CDP Climate Questionnaire**
c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	**2023 CDP Climate Questionnaire**