Company Name: MillerKnoll, Inc.

CFP 2025 Manufacturing Module Score Report

Questions	Company Response	
Pre-Questions (must be answered, no points awarded for these questions)		
Question P1: Company Size		
P1.1 What size is your company (select one)?		
a. Our company is privately held. Proceed to Question P1.2.		
b. Our company is publicly traded. Proceed to Question P1.3.	x	
P1.2 Our company is privately held, with revenue for the latest fiscal year of (select one):		
a. Revenue greater than $50 billion		
b. Revenue greater than $5 billion and less than or equal to $50 billion		
c. Revenue greater than $0.5 billion and less than or equal to $5 billion	x	
d. Revenue less than or equal to $0.5 billion		
P1.3 Our company is publicly traded, with revenue for the latest fiscal year of (provide annual revenue in US dollars):		
	$	3,628,000,000.00
Question P2: Scope of Product Portfolio Reported		
P2.1 Indicate the scope of your product portfolio for which you are reporting (select one):		
a. Includes all product lines. Proceed to Question P3		
b. Did not include all product lines or divisions. Proceed to Question P2.2.	x	
P2.2 Indicate the product lines or divisions for which you are reporting (provide answer	Worst case scenario products in these categories: Herman Miller Seating, Herman Miller Storage, Herman Miller Systems, Knoll Seating	

Question P3: Disclose Company Name as Responder to the CFP Survey	
P3 Does your company agree to allow CFP to publicly list the name of your company as a responder to the CFP Survey - Product Module (select one)?	
a. Yes	x
b. No	

Question P4: Time Period Covered by Your Responses	
P4 Indicate the time period you are reporting for (select one and provide the dates in the format of mm/yyyy):	
a. Most recent fiscal year:	06/2022 to 05/2023
b. Past two fiscal years:	06/2022 to 05/2023 and 06/2021 to 05

Question P5: Type of Products Covered by Your Responses	
P5 Is your company reporting for (select one):	
a. Formulated products	
b. Articles	x
c. Both formulated products and articles	

Question P6: Industry by Global Industry Classification Standard (GICS)	
P6 Which industry is your company in? Using the Global Industry Classification Standard (GICS) provide the six digit industry and industry name (see https://www.spglobal.com/spdji/en/landing/topic/gics/):	
GICS industry code: 202010 Commercial Services & Supplies	

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Questions	Company Response		
Management Strategy Pillar (20 points)			
Question M1: Chemicals Policy (8 points)			
M1.1 Does your company have a chemicals policy that addresses PRODUCTS (select one)?			
a. Yes, proceed to Question M1.2.	x		
b. No, proceed to Question M1.3.			
M1.2 Our company's chemicals policy for PRODUCTS (select all that apply):			
a. Addresses the reduction of chemicals of high concern in our products.		x	
b. Includes an explicit reference to utilizing a precautionary, preventative, or green chemistry approach to reduce the hazards of chemicals.		x	
c. Includes an explicit preference for safer alternatives in our products.		x	
d. Is publicly disclosed.		x	
M1.3 Does your company have a chemicals policy that addresses SUPPLY CHAINS (select one)?			
a. Yes, proceed to Question M1.4.	x		
b. No, proceed to Question M1.5.			
M1.4 Our company's chemicals policy for SUPPLY CHAINS (select all that apply):			
a. Addresses the reduction of chemicals of high concern.		x	
b. Includes an explicit reference to utilizing a precautionary, preventative, or green chemistry approach to reduce the hazards of chemicals.		x	
c. Includes an explicit preference for safer alternatives.		x	
d. Is publicly disclosed.		x	
M1.5 Does your company have a chemicals policy that addresses FACILITIES (select one)?			
a. Yes, proceed to Question M1.6.	x		
b. No, proceed to Question M2.			
M1.6 Our company's chemicals policy for FACILITIES (select all that apply):			
a. Addresses the reduction of chemicals of high concern.	x		
b. Includes an explicit reference to utilizing a precautionary, preventative, or green chemistry approach to reduce the hazards of chemicals.	x		
c. Includes an explicit preference for safer alternatives.	x		
d. Is publicly disclosed.	x		
M1			**8.000**
Question M2: Business Strategy & Sustainability (4 points)			
M2.1 Is safer chemicals management integrated into your business strategy and other sustainability initiatives (select one)?			
a. Our company has integrated safer chemicals management into our business strategy or other sustainability initiatives as listed in Question M2.2.If you selected this option, proceed to Question M2.2.	x		
b. Our company has not integrated safer chemicals management into our business strategy or other corporate sustainability initiatives as listed in Question M2.2. If you selected this option, proceed to Question M3.			
M2.2 Our company has integrated safer chemicals management into our business strategy and other sustainability initiatives by (select all that apply):			
a. Highlighting the use of safer chemicals and/or materials in product marketing.	x		
b. Completing a materiality assessment or participating in an industry sector-based materiality assessment that analyzed where and how chemicals use is relevant to the topics included in the materiality assessment.	x		
c. Connecting safer chemicals management to other sustainability efforts, such as circularity, biodiversity loss, climate change, environmental justice, and/or plastic reduction in publicly available documents or webpages.	x		
d. Explicitly linking our safer chemicals/materials management work to one or more of the following: the Sustainability Accounting Standards Board (SASB) industry standard, the Global Reporting Initiative (GRI) Standard, or one or more of the United Nations (UN) Sustainable Development Goals (SDGs).	x		
M2			**4.00**

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Questions	Company Response		
Question M3: External Engagement (4 points)			
M3.1 Does your company advocate externally for proactive chemicals management that includes: increasing the transparency of chemical ingredients in products and supply chains, restricting chemicals of concern based on their inherent hazards including classes of chemicals of concern such as per- and polyfluoroalkyl substances (PFAS), and promoting inherently safer alternatives (select one)?			
a. Our company advocates externally to promote the actions listed in Question M3.2. If you selected this option, proceed to Question M3.2.		x	
b. Our company does not advocate externally to promote the actions listed in Question M3.2. If you selected this option, proceed to Question M4.			
M3.2 Our company (select all that apply):			
a. Collaborates with non-governmental organizations (NGOs) that advance inherently safer alternatives to chemicals of concern.	x		
b. Advocates for safer chemicals/materials in government legislation or regulation, either directly or is a member of a trade association that advocates for increasing chemical ingredients transparency in products and supply chains, restricting chemicals of concern based on inherent hazards, or promoting inherently safer alternatives. Advocacy includes submitting written comments, making oral comments, or testifying to elected bodies or regulatory agencies.	x		
c. Supports safer chemicals/materials management in standards, certifications, eco-labels, or NGO-led pledges, either directly or as a member of a trade association that advocates for increasing chemical ingredient transparency in products and supply chains, restricting chemicals of concern based on inherent hazards, or requiring inherently safer alternatives. Support includes written and verbal comments to standard setting bodies.	x		
d. Presents publicly, states on our website, or publishes documents that support hazard-based frameworks for increasing chemical ingredient transparency in products and supply chains, restricting chemicals of concern based on inherent hazards, or requiring inherently safer alternatives.	x		
M3			**4.00**
Question M4: Accountability (4 points)			
M4.1 What means of accountability does your company have in place to ensure the implementation of your chemicals policy (M1) and/or footprint reduction goal(s) (F1) (select one)?			
a. Our company has means of accountability listed in Question M4.2 to ensure implementation of our chemicals policy and/or footprint reduction goals. If you selected this option, proceed to Question M4.2.		x	
b. Our company does not have means of accountability listed in Question M4.2 to ensure implementation of our chemicals policy and/or footprint reduction goals. If you selected this option, proceed to Question I1.			
M4.2 Our company (select all that apply):			
a. Delineates chemicals management responsibilities in job descriptions and individual annual performance metrics.	x		
b. Assigns member(s) of senior management responsibility for meeting chemical policy goals and objectives.	x		
c. Has financial incentives for senior management to meet corporate sustainability goals. These goals include reducing the use of some or all chemicals of high concern.	x		
d. Has Board level engagement in the implementation of our chemicals policy.	x		
M4			**3.00**
Management Strategy Pillar			**19.00**
Chemical Inventory Pillar (30 points)			28.00
Question I1: Restricted Substances List (RSL) (5 points)			
I1.1 What is the scope of chemicals of concern restricted in products (select one)?			
a. Our company has developed a list of chemicals of concern. If you selected this option, proceed to Question I1.2.	x		
b. Our company has not developed a list of chemicals of concern. If you selected this option, proceed to Question I3.			

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Questions	Company Response	
I1.2 Our company (select one):		
a. Uses an RSL for products to manage legal compliance within each market where it operates. Our RSL includes only chemicals that are legally restricted in each market.		
b. Uses a single RSL for products that reflects the strictest regulation in all of the countries or markets in which the company operates or sells products.		
c. Uses a single RSL for products that reflects the strictest regulation in all locations worldwide.		
d. Uses a single RSL for products that includes voluntary limits or bans of chemicals beyond what is covered in the most restrictive global regulations, or it includes chemicals that may not be subject to regulation but which the company has voluntarily chosen to limit or ban.	x	
e. Uses a list of chemicals identified for reduction beyond regulatory requirements. Our company may or may not require suppliers to eliminate all of these chemicals in their products.		
I1		**5.00**
Question I2: RSL Compliance (5 points)		
I2.1 What actions does your company take to ensure that its requirements regarding the RSL are current and implemented effectively (respond only if you selected Option a for Question I1.1)?		
a. Our company takes action listed in Question I2.2 to ensure that its requirements are current and implemented effectively. If you selected this option, proceed to Question I2.2.	x	
b. Our company does not take actions listed in Question I2.2 to ensure that requirements regarding our list of chemicals of high concern are current and implemented effectively. If you selected this option, proceed to Question I3.		
I2.2 Our company (select all that apply):		
a. Delineates compliance requirements in contracts with suppliers.	x	
b. Trains suppliers about how to comply with our requirements.	x	
c. Updates our RSL and/or other requirements on an annual basis (or more frequently).	x	
d. Publicly discloses our RSL and/or other requirements.	x	
I2		**5.00**
Question I3: Data Collection (5 points)		
I3.1 What chemical information does your company, either directly or through a third-party, collect from suppliers (select one)?		
a. Our company collects chemical ingredient information listed in I3.2 from suppliers. If you selected this option, proceed to Question I3.2.	x	
b. Our company does not collect chemical ingredient information listed in I3.2 from suppliers. If you selected this option, proceed to Question I5.		
I3.2 Our company (select one):		
a. Requires suppliers to confirm that they comply with our RSL.		
b. Requires suppliers to confirm that they comply with our RSL and to provide information on chemicals on our Watch List, which includes at least 10 chemicals or one class of chemicals such as PFAS.		
c. Requests that suppliers to provide full chemical ingredient information.	x	
d. Requires suppliers to provide full chemical ingredient information.		
I3		**3.00**
Question I4: Full Chemical Ingredient Disclosure (5 points)		
I4.1 FORMULATED PRODUCTS: For what percentage of formulated products sold by your company do you collect full chemical ingredient information? Respond only if you selected Option "c" or "d" for Question I3.2.		
Enter percent below.		
I4.2 ARTICLES: For what percentage of articles sold by your company do you collect full chemical ingredient information? Respond only if you selected Option "c" or "d" for Question I3.2.		

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Questions	Company Response	
Enter percent below.	92%	
I4		**4.60**
Question I5: Data Management (5 points)		
I5.1 What capabilities does your company have for managing data on chemical ingredients in its products (select one)?		
a. Our company has capabilities for managing data on chemical ingredients in products listed in Question I5.2. If you selected this option, proceed to Question I5.2.	x	
b. Our company does not have capabilities for managing data on chemical ingredients in products listed in Question I5.2. If you selected this option, proceed to Question I6.		
I5.2 Our company has (select all that apply):		
a. An internal named point(s) of contact or outside contractor who communicates with suppliers concerning chemical information requirements.	x	
b. A data system, internal or third party, to manage an inventory of chemicals in products.	x	
c. A data system, internal or third party, that links our inventory of chemicals in products to chemical hazard information.	x	
d. A data system for generating reports on chemical/material ingredient declarations to customers.	x	
I5		**5.00**
Question I6: Supplier Conformance (5 points)		
I6.1 How does your company ensure conformance with your chemical management requirements (select one)?		
a. Our company ensures conformance with chemical management requirements through methods listed in Question I6.2. If you selected this option, proceed to Question I6.2.	x	
b. Our company does not ensure conformance with chemical management requirements through methods listed in Question I6.2. If you selected this option, proceed to Question F1.		
I6.2 Our company (select all that apply):		
a. Has an audit program to verify supplier submitted data.	x	
b. Requires suppliers to test parts in third party approved labs and provide results.	x	
c. Trains suppliers on how to comply with reporting requirements.	x	
d. Routinely tests parts, components, or products to assure conformance with reporting requirements.	x	
I6		**5.00**
Chemical Inventory Pillar		**27.60**
Footprint Measurement Pillar (33 points)		
Question F1: Footprint Reduction Goal (6 points)		
F1.1 Has your company set goals for reducing chemicals of high concern (CoHCs) and/or chemical classes in the products you sell and measured progress toward these goals (select one)?		
a. Yes, our company has a goal to reduce CoHCs or chemical classes. If you selected this option, proceed to Question F1.2.	x	
b. No, our company does not have a goal to reduce CoHCs or chemical classes. If you selected this option, proceed to Question F2.		
F1.2 Our company (select all that apply from Options "a-f" or Option "g"):		
a. Has set a goal for reducing CoHCs by count or mass.	x	
b. Has set a goal to eliminate one or more chemicals classes of concern.	x	
c. Has set a goal to reduce its chemical footprint.	x	
d. Publicly discloses the goal, which at a minimum includes percentage reduction and time period.	x	
e. Publicly discloses specific CoHCs included in the goal.	x	
f. Publicly reports annually on progress towards meeting the goal.	x	

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Questions	Company Response	
g. Has no CoHCs on the CFP CoHCs Reference List in our products and publicly discloses this information.		
F1		**6.00**

Question F2: Footprint Measurement (8 points)		
F2.1 How does your company measure its baseline chemical footprint for products sold (select one)?		
a. Our company has calculated its chemical footprint. If you selected this option, proceed to Question F2.2.	x	
b. Our company is unable to calculate its chemical footprint at this time. If you select this option, proceed to Question F4.		
F2.2 Our company (select one and provide narrative of how you calculate your footprint and the time period covered):		
a. Has calculated its chemical footprint by mass using the CFP CoHCs Reference List. If yes, answer Question F2.3.	x	
b. Has calculated its chemical footprint by count using the CFP CoHCs Reference List. If yes, answer Question F2.4.		
c. Has calculated its chemical footprint by mass using the EU REACH Candidate List of SVHCs. If yes, answer Question F2.3.		
d. Has calculated its chemical footprint by count using the EU REACH Candidate List of SVHCs. If yes, answer Question F2.4.		
e. Has no intentionally added CoHCs, using the CFP CoHCs Reference List.		
F2.3 Our company's chemical footprint in kilograms is (required response if you selected Option "a" or "c" for Question F2.2):		
Enter footprint in kilograms below:	1,038,900	
F2.4 Our company's chemical footprint by count is (required response if you selected Option "b" or "d" for Question F2.2):		
Enter footprint by number of CoHCs in your product portfolio below:		
F2		**8.00**

Question F3: Footprint Change (10 points)		
F3.1 Over the most recent one or two years for which you have data, how much have intentionally added CoHCs in your products changed (select one)?		
a. Our company has calculated the change in intentionally added CoHCs. If you selected this option, proceed to Question F3.2.		
b. Our company is unable to answer this Question at this time. If you selected this option, proceed to Question F4.		
F3.2 Our company (select one):		
a. Has calculated the change in its chemical footprint by mass using the CFP CoHCs Reference List. If yes, answer Question F3.3.	x	
b. Has calculated the change in its chemical footprint by count using the CFP CoHCs Reference List. If yes, answer Question F3.4.		
c. Has calculated the change in its chemical footprint by mass using the EU REACH Candidate List of SVHCs. If yes, answer Question F3.3.		
d. Has calculated the change in its chemical footprint by count using the EU REACH Candidate List of SVHCs. If yes, answer Question F3.4.		
e. Is unable to calculate its baseline chemical footprint for beginning of reporting period. However, it is able to calculate the change in the number and/or mass of intentionally added CoHCs over the reporting period. If yes, answer Question F3.5.		
f. Had no products containing intentionally added CoHCs using the CFP CoHCs Reference List for the reporting period.		
F3.3 Our company's change in chemical footprint in kilograms is (required response if you selected Option "a" or "c" for Question F3.2):		
Enter your change in chemical footprint in kilograms below.	-155,220	

**Note: an additional two points are awarded to companies that calculated their chemical footprint according to Option F3.2a and reported a reduction in their footprint by mass using the CFP CoHCs Reference List.*

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Questions	Company Response
F3.4 Our company's change in chemical footprint by count is (required response if you selected Option "b" or "d" for Question F3.2):	
Enter your change in chemical footprint by number of chemicals below.	
F3.5 Our company's change in the number and/or mass of intentionally added CoHCs is (required response if you selected Option "e" for Question F3.2):	
Enter your change in CoHCs by number and/or kilograms below.	
F3	**8.00**
Question F4: Hazard Assessment (3 points)	
F4.1 How does your company assess the hazards of chemicals in its products and for what percent of your products has your company assessed these hazards? Our company (select one):	
a. Assesses the hazards of chemicals in our products. If you selected this option, proceed to Question F4.2.	x
b. Does not assess the hazards of chemicals in our products beyond regulatory requirements. If you selected this option, proceed to Question F5.	
F4.2 Our company (select all that apply):	
a. Uses a system or tool, internal or third party, to evaluate chemical hazards. Identify the system or tool in attached documentation.	x
b. Asks suppliers to provide their evaluations of chemical hazards in the products they sell to us.	x
F4.3 Our company assessed the hazards for the following percent of our products (required response if you selected Option "a" or "b" for Question F4.2):	
Indicate percent of products screened for hazard.	92%
F4	**2.76**
Question F5: Safer Alternatives (6 points)	
F5.1 How does your company encourage the use of safer alternatives to chemicals of high concern? Our company (select one):	
a. Uses methods listed in Question F5.2 to encourage the use of safer alternatives to CoHCs. If you selected this option, proceed to Question F5.2.	x
b. Does not use any of the methods listed in Question F5.2 to encourage the use of safer alternatives to CoHCs. If you selected this option, proceed to Question D1.	
F5.2 Our company (select all that apply for Options "a-f" or only Option "g"):	
a. Has a definition and criteria for a "safer alternative" that is consistent with the CFP definition, and we include such criteria in our business processes.	x
b. Communicates our criteria for safer alternatives to suppliers and asks suppliers to use our criteria when evaluating alternatives to CoHCs.	x
c. Rewards suppliers that use safer alternatives.	x
d. Has integrated criteria for safer alternatives into our product development process.	x
e. Has established a goal and is tracking progress to improve the profile of chemicals across our products, consistent with our company's criteria for a safer alternative.	x
f. Publicly discloses our company's definition for a "safer alternative" and our approach to integrating it into our business practices.	x
g. Products do not contain CoHCs using the CFP CoHCs Reference List and we publicly disclose how we evaluate the chemical safety of our products using a hazard-based framework. Describe in documentation how your company ensures that the safest chemicals available are used.	
F5	**6.00**
Chemical Footprint Pillar	**30.76**
Public Disclosure and Verification (22 points)	
Question D1: Disclosure of Chemical Ingredients (8 points)	
D1.1 FORMULATED PRODUCTS: What information does your company disclose about the chemical ingredients in its formulated products?	

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Questions	Company Response
a. We publicly disclose information about chemical ingredients in our formulated products beyond legal requirements. If you selected this option, proceed to Question D1.2.	
b. We do not publicly disclose information about chemical ingredients in our formulated products beyond legal requirements. If you selected this option, proceed to Question D1.6.	
D1.2 FORMULATED PRODUCTS: For formulated products, our company publicly discloses (select one):	
a. The identity of chemicals beyond legal requirements at the SKU level. If selecting this option also answer Question D1.3.	
b. All intentionally added chemicals including fragrances, flavors, and preservatives in products at the SKU level. If selecting this option also answer Question D1.4.	
c. Both "a" and "b" apply to our company. If selecting this option also answer Question D1.5.	
D1.3 FORMULATED PRODUCTS: Our company publicly discloses the identity of chemicals beyond legal requirements at the SKU level for the following percent of our formulated product portfolio (required response if you selected D1.2a):	
Enter percent below.	
D1.4 FORMULATED PRODUCTS: Our company publicly discloses all intentionally added chemicals including fragrances, flavors, and preservatives at the SKU level for the following percent of our formulated product portfolio (required response if you selected D1.2b):	
Enter percent below.	
D1.5 FORMULATED PRODUCTS:	
a. Our company publicly discloses the identity of chemicals beyond legal requirements at the SKU level for the following percent of our formulated product portfolio (required response if you selected D1.2c)	
Enter percent below.	
b. Our company publicly discloses all intentionally added chemicals including fragrances, flavors, and preservatives at the SKU level for the following percent of our formulated product portfolio (required response if you selected D1.2c)	
Enter percent below.	
D1.6 ARTICLES: What information does your company disclose about the chemical ingredients in its articles?	
a. We publicly disclose information about chemicals in our articles beyond legal requirements. Proceed to Question D1.7.	x

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Questions	Company Response	
b. We do not publicly disclose information about chemicals in our articles beyond legal requirements. Proceed to Question D2.		
D1.7 ARTICLES: For articles, our company publicly discloses (select one):		
a. Generic material content for 95% by mass of chemicals in products at the SKU level. If selecting this option also answer Question D1.8.		
b. Chemical identity for 95% by mass of chemicals in products at the SKU level. If selecting this option also answer Question D1.9.		
c. Both "a" and "b" apply to our company. If selecting this option also answer Question D1.10.	x	
D1.8 ARTICLES: Our company discloses generic material content for 95% by mass of chemicals in products at the SKU level for the following percent of our article portfolio (required response if you selected D1.7a):		
Enter percent below.		
D1.9 ARTICLES: Our company discloses the chemical identity for 95% by mass of chemicals in products for the following percent of our article portfolio (required response if you selected D1.7b):		
Enter percent below.	86%	
D1.10 ARTICLES		
a. Our company discloses generic material content for 95% by mass of chemicals in products at the SKU level for the following percent of our article portfolio (required response if you selected D1.7c):		
Enter percent below.		
b. Our company discloses the chemical identity for 95% by mass of chemicals in products for the following percent of our article portfolio (required response if you selected D1.7c):		
Enter percent below.		
D1		**6.88**
Question D2: Disclosure of CFP Responses (5 points)		
D2 Does your company agree to publicly disclose its responses to the CFP Survey on the CFP website (select one then proceed to Question D3)?		
a. Yes	x	
b. No		
D2		**5.00**
Question D3: Disclosure of CFP Score (5 points)		
D3 Does your company agree to publicly disclose its score on the CFP website (select one then proceed to Question D4)?		
a. Yes	x	
b. No		
D3		**5.00**
Question D4: Verification of CFP Responses (4 points)		
D4.1 Have any of your company's responses to the Questions in the Survey been verified by an independent third party (select one)?		
a. Yes, proceed to Question D4.2.	x	
b. No, you are finished with the Survey.		
D4.2 Our company's response options have been verified by an independent third party for (select one):		
a. One of our response options.		
b. Two to four of our response options.		
c. At least eight of our response options.	x	
d. At least twelve of our response options.		
e. All response options except D2, D3, and D4.		
D4 Maximum Points		**2.00**
Public Disclosure and Verification Pillar		**18.88**

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Questions	Company Response
Final Score	**96.24**