

| CFP Survey Result MillerKnoll | | | CPA Score |
|-------------------------------|---|--|-------------------------------|
| Question # | Question | Response | |
| | Manufacturer/ No manufacturing Formulated Products/Articles/Both Products/Packaging/Both | Manufacturer Articles Products | |
| Pre-Questions | | | |
| P1 | What size is your company? | | |
| P1.a | Our company is privately held. | | |
| P1.b | Our company is publicly traded. | X | |
| P1.2 | Our company is privately held, with revenue for the latest fiscal year of | | |
| P1.2.a | Revenue greater than \$50 billion | | |
| P1.2.b | Revenue greater than \$5 billion and less than or equal to \$50 billion | | |
| P1.2.c | Revenue greater than \$0.5 billion and less than or equal to \$5 billion | | |
| P1.2.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): | 3,946,000,000 | |
| P2 | Indicate the scope of your product portfolio for which you are reporting | | |
| P2.a | Includes all product lines. Proceed to Question P3 | | |
| P2.b | Did not include all product lines or divisions. | X | |
| P2.2 | Indicate the product lines or divisions for which you are reporting | Seating, Tables, and Storage (wood and metal) products | |
| 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 | | |
| P3.a | Yes | X | |
| P3.b | No | | |
| P4 | Indicate the time period you are reporting for | | |
| P4.a | Most recent fiscal year: | | |
| P4.b | Past two fiscal years: | 06/2020 to 05/2022 | |
| P5 | Is your company reporting for | | |
| P5.a | Formulated products | | |
| P5.b | Articles | Articles | |
| P5.c | Both formulated products and articles | | |
| P6 | Which industry is your company in? Using the Global Industry Classification Standard (GICS) provide the six digit industry and industry name | 202010 Commercial Services & Supplies | |
| Management Strategy | | | |
| M1 | Does your company have a chemicals policy that addresses PRODUCTS | | |
| M1.a | Yes | X | |
| M1.b | No | | |
| M1.2 | Our company's chemicals policy for PRODUCTS | | |
| M1.2.a | Addresses the reduction of chemicals of high concern. | X | 0.925 |
| M1.2.b | Includes an explicit reference to utilizing a precautionary, preventive, or green chemistry approach to reduce the hazards of chemicals. | X | 0.925 |
| M1.2.c | Includes an explicit preference for safer alternatives. | X | 0.925 |
| M1.2.d | Is publicly disclosed | X | 0.925 |
| M1.3 | Does your company have a chemicals policy that addresses SUPPLY CHAINS | | |
| M1.3.a | Yes | X | |
| M1.3.b | No | | |
| M1.4 | Our company's chemicals policy for SUPPLY CHAINS | | |
| M1.4.a | Addresses the reduction of chemicals of high concern. | X | 0.925 |
| M1.4.b | Includes an explicit reference to utilizing a precautionary, preventive, or green chemistry approach to reduce the hazards of chemicals. | X | 0.925 |
| M1.4.c | Includes an explicit preference for safer alternatives. | X | 0.925 |
| M1.4.d | Is publicly disclosed | X | 0.925 |
| M1.5 | Does your company have a chemicals policy that addresses FACILITIES | X | |
| M1.5.a | Yes | | |
| M1.5.b | No | | |
| M1.6 | Our company's chemicals policy for FACILITIES | | No as defined in CFP Guidance |
| M1.6.a | Addresses the reduction of chemicals of high concern. | X | |
| M1.6.b | Includes an explicit reference to utilizing a precautionary, preventive, or green chemistry approach to reduce the hazards of chemicals. | X | |

| | | | |
|-------------|---|---|----------------------|
| M1.6.c | Includes an explicit preference for safer alternatives. | X | |
| M1.6.d | Is publicly disclosed | X | |
| M1 | | | |
| M2 | Is safer chemicals management integrated into your business strategy and other sustainability initiatives | | |
| M2.a | Our company has integrated safer chemicals management into our business strategy or other sustainability initiatives as listed in Question M2.2. | X | |
| M2.b | Our company has not integrated safer chemicals management into our business strategy or other corporate sustainability initiatives as listed in Question M2.2. | | |
| M2.2 | Our company has integrated safer chemicals management into our business strategy and other sustainability initiatives by | | |
| M2.2.a | Highlighting the use of safer chemicals and/or materials in product marketing. | X | 1 |
| M2.2.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 | 1 |
| M2.2.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 | Explicit text needed |
| M2.2.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 | 1 |
| M2 | | | |
| M3 | 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 | | |
| M3.a | Our company advocates externally to promote the actions listed in Question M3.2. | X | |
| M3.b | Our company does not advocate externally to promote the actions listed in Question M3.2. | | |
| M3.2 | Our company | | |
| M3.2.a | Collaborates with non-governmental organizations (NGOs) that advance inherently safer alternatives to chemicals of concern. 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 | 1 |
| M3.2.b | 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. 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 | 1 |
| M3.2.c | | X | 1 |
| M3.2.d | | X | 1 |
| M3 | | | |
| M4 | 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) | | |
| M4.a | Our company has means of accountability listed in Question M4.2 to ensure implementation of our chemicals policy and/or footprint reduction goals. | X | |
| M4.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. | | |
| M4.2 | Our company | | |
| M4.2.a | Delineates chemicals management responsibilities in job descriptions and individual annual performance metrics. | X | 1 |
| M4.2.b | Assigns member(s) of senior management responsibility for meeting chemical policy goals and objectives. | X | 1 |
| M4.2.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 | No evidence |
| M4.2.d | Has Board level engagement in the implementation of our chemicals policy. | X | No evidence |
| M4 | | | |
| M | | | |
| | Chemical Inventory | | |
| I1 | What is the scope of chemicals of concern restricted in products | | |
| I1.a | Our company has developed a list of chemicals of concern. | X | |
| I1.1.b | Our company has not developed a list of chemicals of concern. | | |
| I1.2 | Our company | | |
| I1.2.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. | X | |

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| I1.2.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. | X | | |
| I1.2.c | Uses a single RSL for products that reflects the strictest regulation in all locations worldwide. | X | | |
| I1.2.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. 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. | X | | 5 Max points |
| I1.2.e | | X | | |
| I1 | | | | |
| I2 | What actions does your company take to ensure that its requirements regarding the RSL are current and implemented effectively | | | |
| I2.a | Our company takes action listed in Question I2.2 to ensure that its requirements are current and implemented effectively. | X | | |
| I2.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. | | | |
| I2.2 | Our company | | | |
| I2.2.a | Delineates compliance requirements in contracts with suppliers. | X | | 1.25 |
| I2.2.b | Trains suppliers about how to comply with our requirements. | X | | 1.25 |
| I2.2.c | Updates our RSL and/or other requirements on an annual basis (or more frequently). | X | | 1.25 |
| I2.2.d | Publicly discloses our RSL and/or other requirements. | X | | 1.25 |
| I2 | | | | |
| I3 | What chemical information does your company, either directly or through a third-party, collect from suppliers | | | |
| I3.a | Our company collects chemical ingredient information listed in I3.2 from suppliers. | X | | |
| I3.b | Our company does not collect chemical ingredient information listed in I3.2 from suppliers. | | | |
| I3.2 | Our company | | | |
| I3.2.a | Requires suppliers to confirm that they comply with our RSL. | | | |
| I3.2.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. | | | |
| I3.2.c | Requests that suppliers to provide full chemical ingredient information. | | | |
| I3.2.d | Requires suppliers to provide full chemical ingredient information. | X | | 5 |
| I3 | | | | |
| I4 | FORMULATED PRODUCTS: For what percentage of formulated products sold by your company do you collect full chemical ingredient information? | | | |
| I4.1 | | | | |
| I4.2 | ARTICLES: For what percentage of articles sold by your company do you collect full chemical ingredient information? | | 95 | |
| I4 | | | | |
| I5 | What capabilities does your company have for managing data on chemical ingredients in its products | | | 4.75 |
| I5.a | Our company has capabilities for managing data on chemical ingredients in products listed in Question I5.2. | X | | |
| I5.b | Our company does not have capabilities for managing data on chemical ingredients in products listed in Question I5.2. | | | |
| I5.2 | Our company has | | | |
| I5.2.a | An internal named point(s) of contact or outside contractor who communicates with suppliers concerning chemical information requirements. | X | | 1.25 |
| I5.2.b | A data system, internal or third party, to manage an inventory of chemicals in products. | X | | 1.25 |
| I5.2.c | A data system, internal or third party, that links our inventory of chemicals in products to chemical hazard information. | X | | 1.25 |
| I5.2.d | A data system for generating reports on chemical/material ingredient declarations to customers. | X | | 1.25 |
| I5 | | | | |
| I6 | How does your company ensure conformance with your chemical management requirements | X | | |
| I6.a | Our company ensures conformance with chemical management requirements through methods listed in Question I6.2. | | | |
| I6.b | Our company does not ensure conformance with chemical management requirements through methods listed in Question I6.2. | | | |
| I6.2 | Our company | | | |
| I6.2.a | Has an audit program to verify supplier submitted data. | X | | 1.25 |
| I6.2.b | Requires suppliers to test parts in third party approved labs and provide results. | X | | 1.25 |
| I6.2.c | Trains suppliers on how to comply with reporting requirements. | X | | 1.25 |
| I6.2.d | Routinely tests parts, components, or products to assure conformance with reporting requirements. | X | | 1.25 |
| I6 | | | | |
| I | | | | |
| Footprint Measurement | | | | |
| F1 | 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 | Yes, our company has a goal to reduce CoHCs or chemical classes. | | |
| F1.a | Yes, our company has a goal to reduce CoHCs or chemical classes. | X | | |

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|-----------|--|----|-------------------------------|
| F1.b | No, our company does not have a goal to reduce CoHCs or chemical classes. | | |
| F1.2 | Our company | | |
| F1.2.a | Has set a goal for reducing CoHCs by count or mass. | X | No as defined in CFP Guidance |
| F1.2.b | Has set a goal to eliminate one or more chemicals classes of concern. | X | No as defined in CFP Guidance |
| F1.2.c | Has set a goal to reduce its chemical footprint. | X | No as defined in CFP Guidance |
| F1.2.d | Publicly discloses the goal, which at a minimum includes percentage reduction and time period | X | No as defined in CFP Guidance |
| F1.2.e | Publicly discloses specific CoHCs included in the goal. | X | No as defined in CFP Guidance |
| F1.2.f | Publicly reports annually on progress towards meeting the goal. | X | No as defined in CFP Guidance |
| F1.2.g | Has no CoHCs on the CFP CoHCs Reference List in our products and publicly discloses this information. | | |
| F1 | | X | |
| F2 | How does your company measure its baseline chemical footprint for products sold | | |
| F2.a | Our company has calculated its chemical footprint. I | X | |
| F2.b | Our company is unable to calculate its chemical footprint at this time. I | | |
| F2.2 | Our company | | |
| F2.2.a | Has calculated its chemical footprint by mass using the CFP CoHCs Reference List. | X | 8 |
| F2.2.b | Has calculated its chemical footprint by count using the CFP CoHCs Reference List. | | |
| F2.2.c | Has calculated its chemical footprint by mass using the EU REACH Candidate List of SVHCs. | | |
| F2.2.d | Has calculated its chemical footprint by count using the EU REACH Candidate List of SVHCs. | | |
| F2.2.e | Has no intentionally added CoHCs, using the CFP CoHCs Reference List. | | |
| F2.3 | Our company's chemical footprint in kilograms is | | |
| F2.4 | Our company's chemical footprint by count is | | |
| F2 | | | |
| F3 | Over the most recent one or two years for which you have data, how much have intentionally added CoHCs in your products changed | | |
| F3.a | Our company has calculated the change in intentionally added CoHCs. | X | |
| F3.b | Our company is unable to answer this Question at this time. | | |
| F3.2 | Our company | | |
| F3.2.a | Has calculated the change in its chemical footprint by mass using the CFP CoHCs Reference List | X | 8 |
| F3.2.b | Has calculated the change in its chemical footprint by count using the CFP CoHCs Reference List. Has calculated the change in its chemical footprint by mass using the EU REACH | | |
| F3.2.c | Candidate List of SVHCs. | | |
| F3.2.d | Has calculated the change in its chemical footprint by count using the EU REACH Candidate List of SVHCs. | | |
| F3.2.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 | | |
| F3.2.f | and/or mass of intentionally added CoHCs over the reporting period. 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 | | 2 |
| F3.4 | Our company's change in chemical footprint by count is | | |
| F3.5 | Our company's change in the number and/or mass of intentionally added CoHCs is | | |
| F3 | | | |
| F4 | 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? | | |
| F4.a | Assesses the hazards of chemicals in our products. | X | |
| F4.b | Does not assess the hazards of chemicals in our products beyond regulatory requirements. | | |
| F4.2 | Our company | | |
| F4.2.a | Uses a system or tool, internal or third party, to evaluate chemical hazards. Identify the system or tool in attached documentation. | X | |
| F4.2.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 | | |
| F4 | | 95 | 2.85 |
| F5 | How does your company encourage the use of safer alternatives to chemicals of high concern? Our company | | |
| F5.a | Uses methods listed in Question F5.2 to encourage the use of safer alternatives to CoHCs. | X | |
| F5.b | Does not use any of the methods listed in Question F5.2 to encourage the use of safer alternatives to CoHCs. | | |
| F5.2 | Our company | | |
| F5.2.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 | 1 |
| F5.2.b | Communicates our criteria for safer alternatives to suppliers and asks suppliers to use our criteria when evaluating alternatives to CoHCs | X | 1 |
| F5.2.c | Rewards suppliers that use safer alternatives. | X | 1 |
| F5.2.d | Has integrated criteria for safer alternatives into our product development process. | X | 1 |

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| F5.2.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 | | no evidence |
| F5.2.f | Publicly discloses our company's definition for a "safer alternative" and our approach to integrating it into our business practices. | X | | 1 |
| F5.2.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 | | | | |
| F | | | | |
| | Public Disclosure and Verification | | | |
| D1 | FORMULATED PRODUCTS: What information does your company disclose about the chemical ingredients in its formulated products? | | | |
| D1.a | We publicly disclose information about chemical ingredients in our formulated products beyond legal requirements. | | | |
| D1.1.b | We do not publicly disclose information about chemical ingredients in our formulated products beyond legal requirements. | | | |
| D1.2 | FORMULATED PRODUCTS: For formulated products, our company publicly discloses | | | |
| D1.2.a | The identity of chemicals beyond legal requirements at the SKU level. | | | |
| D1.2.b | All intentionally added chemicals including fragrances, flavors, and preservatives in products at the SKU level. | | | |
| D1.2.c | Both "a" and "b" apply to our company. | | | |
| 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 | | | |
| 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 | | | |
| D1.5 | FORMULATED PRODUCTS: | | | |
| D1.5.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 | | | |
| D1.5.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 | | | |
| D1.6 | ARTICLES: What information does your company disclose about the chemical ingredients in its articles? | | | |
| D1.6.a | We publicly disclose information about chemicals in our articles beyond legal requirements. | X | | |
| D1.6.b | We do not publicly disclose information about chemicals in our articles beyond legal requirements. | | | |
| D1.7 | ARTICLES: For articles, our company publicly discloses | | | |
| D1.7.a | Generic material content for 95% by mass of chemicals in products at the SKU level. | | | |
| D1.7.b | Chemical identity for 95% by mass of chemicals in products at the SKU level. | | | |
| D1.7.c | Both "a" and "b" apply to our company | 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 | | 54 | 2.16 |
| 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 | | | |
| D1.10 | ARTICLES: Our company discloses the chemical identity for 95% by mass of chemicals in products for the following percent of our article portfolio | | | |
| D1.10.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 | | | |
| D1.10.b | Our company discloses the chemical identity for 95% by mass of chemicals in products for the following percent of our article portfolio | | | |
| D1 | | | | |
| D2 | Does your company agree to publicly disclose its responses to the CFP Survey on the CFP website | | | |
| D2.a | Yes | X | | 5 |
| D2.b | No | | | |
| D2 | | | | |
| D3 | Does your company agree to publicly disclose its score on the CFP website | | | |
| D3.a | Yes | X | | 5 |
| D3.b | No | | | |
| D3 | | | | |
| D4 | Have any of your company's responses to the Questions in the Survey been verified by an independent third party | | | |
| D4.a | Yes | X | | |
| D4.b | No | | | |
| D4.2 | Our company's response options have been verified by an independent third party for | | | |
| D4.2.a | One of our response options. | | | |
| D4.2.b | Two to four of our response options. | | | |
| D4.2.c | At least eight of our response options. | | | |

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| D4.2.d | At least twelve of our response options. | | |
| D4.2.e | All response options except D2, D3, and D4. | X | 3 |
| D4 | | | |
| D | | | |
| Total | | | 87.16 |