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A Better World

Advocating for the Environment





What do bees have to do with it?

The power of storytelling





Why did our founder have a garden on company land?

Early goals

Current leadership

Balancing modesty with marketing





How could such nice people irk the CEO?

Moving beyond the 3 R's

EQAT





How would losing 77 pounds improve our vision?

Perfect Vision Goals

- Zero landfill
- Zero hazardous waste
- Zero air and water emissions
- 100% renewable electricity
- Carbon neutral

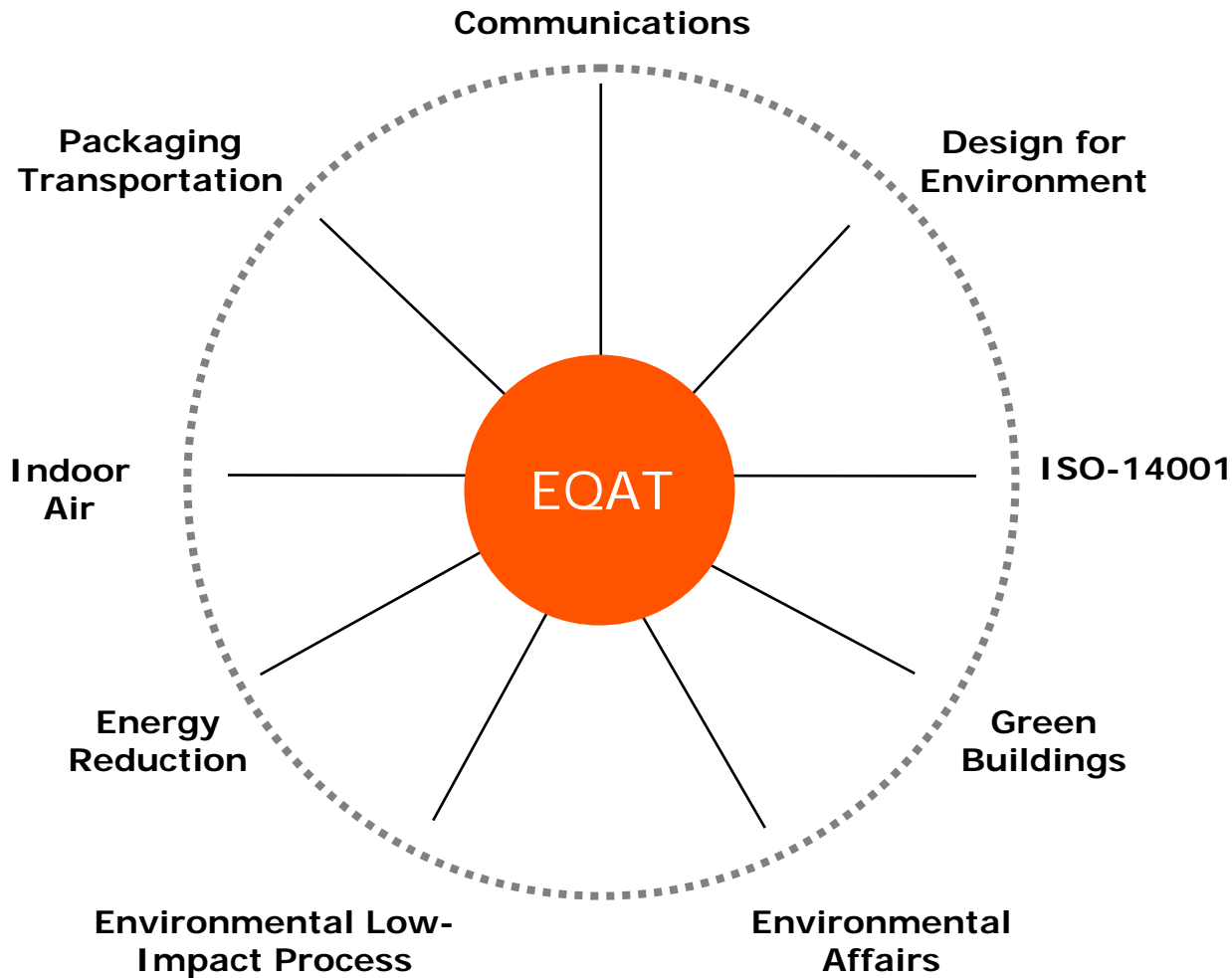


What to look for?

- Management Support
- Structure
- Strategy & Metrics
- Results



We embed sustainability in our structure.



State clear goals and report progress.

Perfect Vision 2020	1994	2008	2020
Air (tons)	266	34	0
Water (MM gallons)	144	34	0
Landfill (tons)	10,500	1,623	0
Energy (% Green-e)	0	63%	100%
Haz. Waste (tons)	291	26	0





We benefit from the business side of sustainability.

\$2.4 million in revenues from recycling

\$500,000 in cost avoidance through efficiency programs

Savings on disposal and permit fees





We will get 100%
of sales from DfE-
products by 2020.

Nearly 50% in
January 2009



Designing Better Buildings



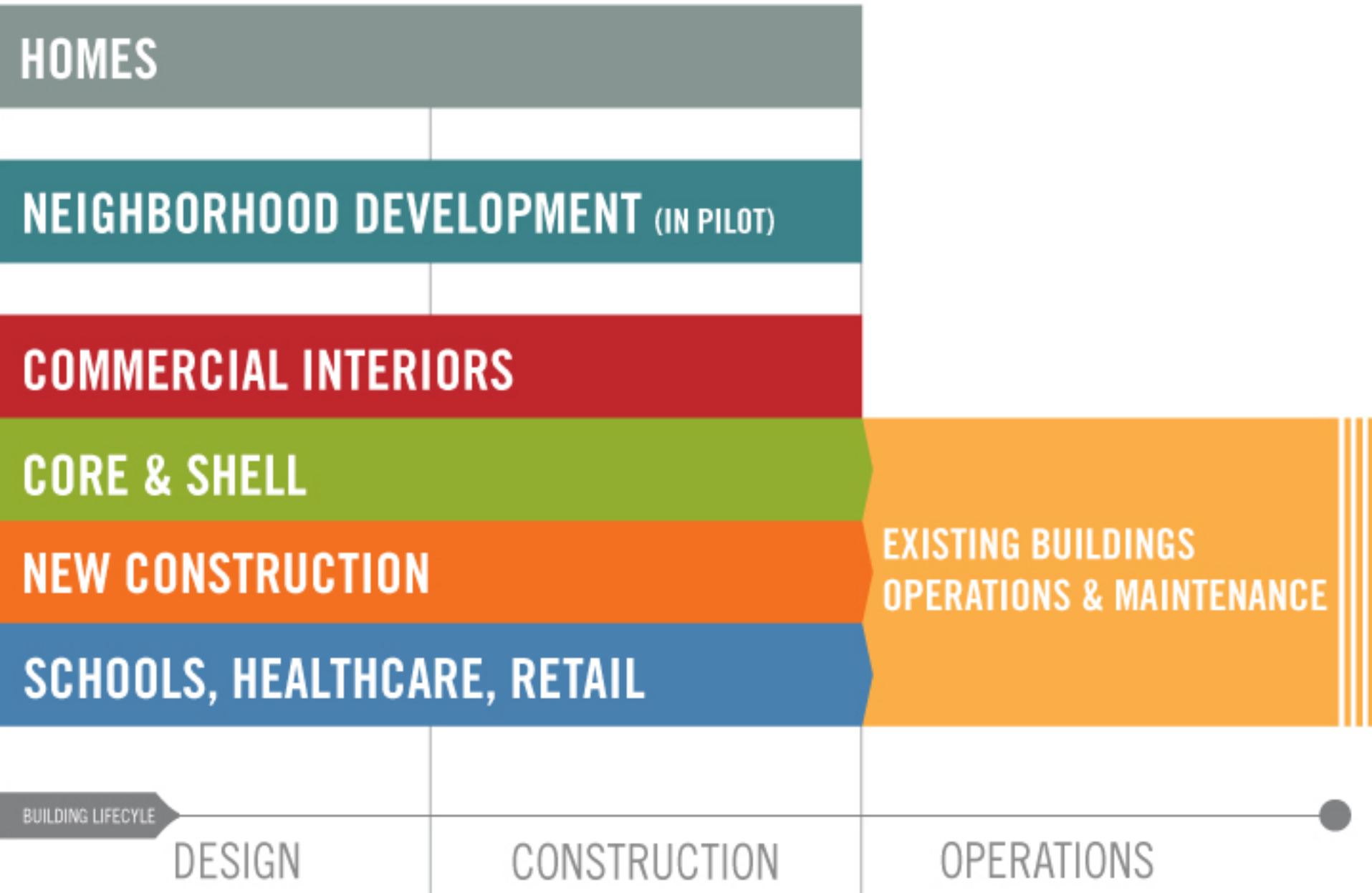


How did our concern help form a seal of approval?

Helped found USGBC in 1993



LEED
Standards



HOMES

NEIGHBORHOOD DEVELOPMENT (IN PILOT)

COMMERCIAL INTERIORS

CORE & SHELL

NEW CONSTRUCTION

SCHOOLS, HEALTHCARE, RETAIL

EXISTING BUILDINGS
OPERATIONS & MAINTENANCE

BUILDING LIFECYCLE

DESIGN

CONSTRUCTION

OPERATIONS



How and why do we ensure our spaces are sustainable?

By 2020, all new spaces must be at least LEED Silver certified

Use 72% of our electricity

Use 40% of our raw materials

Produce 30% of our waste output

Generate 38% of our CO₂ emissions



Source: USGBC



Benefits from building sustainably are big.

8-9% decrease in operating costs

7.5% increase in building values

6.6% better ROI

3.5% increase in occupancy

3% increase in rent



Source: USGBC

Designing Better Products





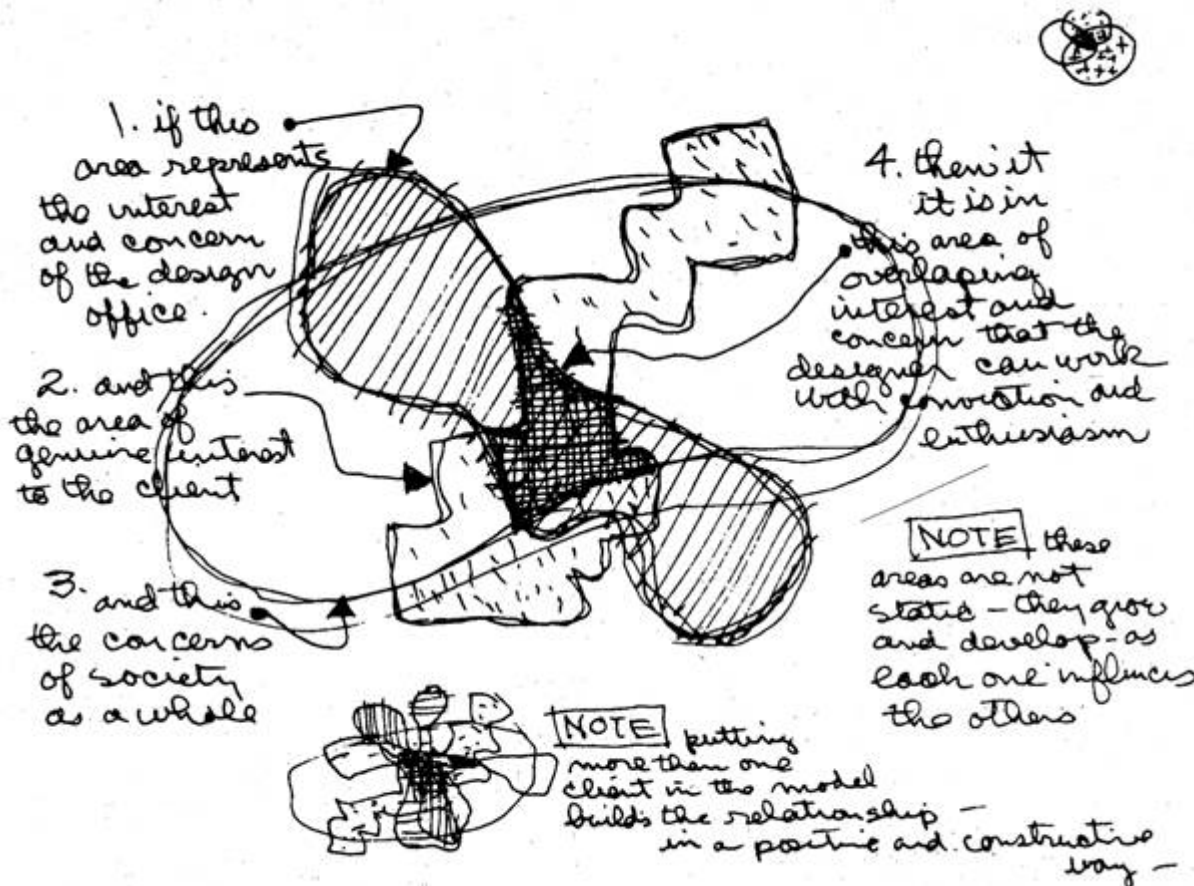
How could we walk away from \$1.5M in material cost savings?



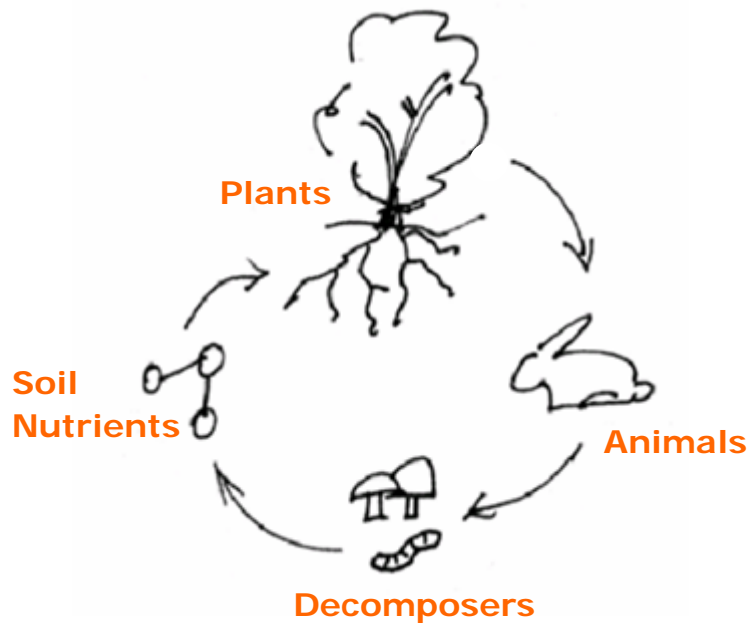
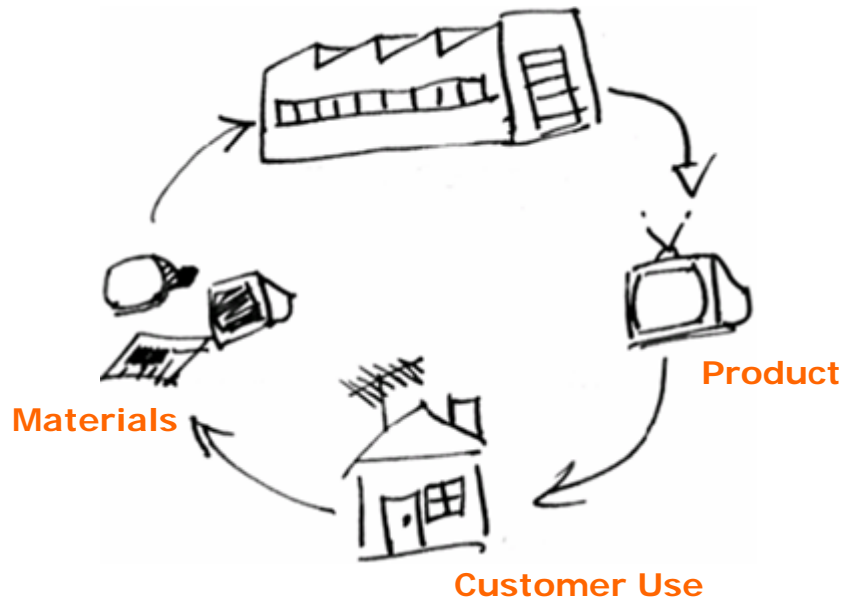
Design Constraints

"I don't remember being forced to accept compromises, but I've willingly accepted constraints."

– Charles Eames



Manufacturing/Assembly



What path do we take to ensure our products are sustainable?



We assess products in 3 categories.



Chemistry



Disassembly



Recyclability





We go to the source to get material data.

Material manufacturers

Supplier information





We avoid materials
harmful to humans.

Known and suspected

From mild to severe
toxicity





We focus on
ecological health.

Ability to biodegrade

Impact on climate

Effect on plant and
animal life



We assess
chemicals in a
graduated way.



Green

Little or no hazard; acceptable for use under the Cradle to Cradle Design Protocol.



Yellow

Low to moderate hazard; acceptable for use until a green alternative is found.



Red

High hazard; should be phased out as soon as possible.



Orange

Incomplete data; no indication it is problematic but a complete assessment is not impossible.





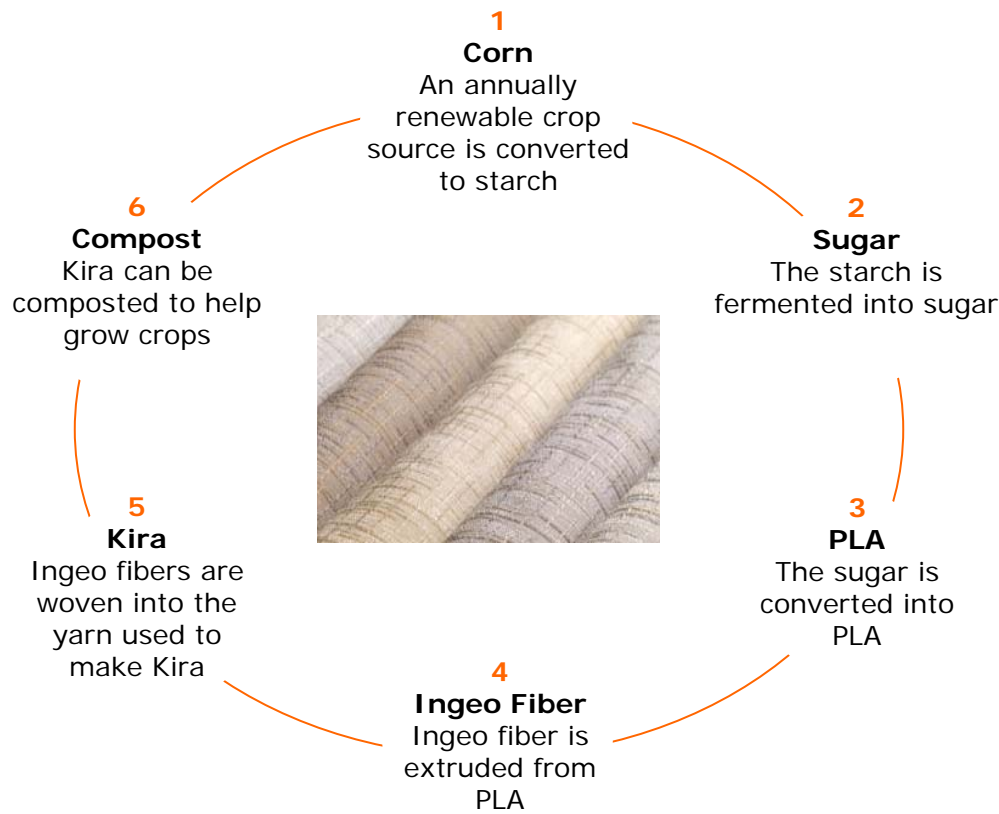
We make sure products can be easily taken apart.

Fast disassembly with common tools

Clear material identification



We make recycling part of product design.



Corn Starch Dextrose Lactide PLA Ingeo Yarn Kira Compost





We get parts in reusable packaging.





We ship products
in ways that
reduce waste.





Our DfE standards help get our products certified.

MBDC Cradle to CradleSM

GREENGUARD[®]



Life Cycle Assessment & Carbon Footprinting





How to step more lightly?

Select the appropriate material.

Material Selection accounts for 80% of impacts.

Improve energy efficiency up and down the supply chain.

Use renewable energy.

Buy good offsets.





Reporting and involvement

Employee

Community



Summary

- Environmental leadership requires commitment.
- Sustainable product design is possible.
- Partnerships are critical.
- “Green” does not always cost more.

“Environmental advocacy is part of our heritage and responsibility that we gladly bear for future generations.”





Scott Charon (616) 654-3704
Scott_charon@hermanmiller.com