

STRATHMORE SUSTAINABILITY PORTFOLIO

The new Strathmore Sustainability Portfolio features the inspiring stories of six companies that are pioneers in environmental and social stewardship. It is intended to empower designers to initiate their own sustainable initiatives at work, at home and in communities across the country.

HERMAN MILLER INC. FOUNDED 1923 ZEELAND, MICHIGAN 6,200 EMPLOYEES WWW.HERMANMILLER.COM

The legendary office furniture company. Herman Miller found a natural way to bring indigenous wildlife to its 48-acre GreenHouse, designed to set a new standard for environmental responsibility.

START: ANN WILLOUGHBY'S INTERVIEW WITH STEVE FRYKHOLM, CREATIVE DIRECTOR, HERMAN MILLER

Ann: I've been reading up on your corporate literature, and Herman Miller just has so many great stories. The bees, the Mirra chair, the buildings.

Steve: They're all good stories. One building in particular that William McDonough did with us is really one of the great precursors of LEED certification: The GreenHouse.

Ann: For Herman Miller, sustainability is really a whole philosophy; it's a way of being.

Steve: It's really in the ethos of the company. In 1923 our founder, D.J. Depree, promised that this company would be a good steward of the environment. We sure haven't let him down.

Ann: When I look at Herman Miller's initiatives, you're definitely further along than anyone else and you're doing it in a more comprehensive way than anyone else.

Steve: Why don't you come up and visit?

Ann: We'll see! I'd love to! With the GreenHouse, you're so far ahead of everyone else. You did this LEED thing in, what year?

Steve: I want to say '95 or '96.

Ann: That was before William McDonough was a rock star!

Steve: He was just coming of age. I have some materials on the GreenHouse that I'll send you. We call it a customer experience site, so it's on the tour for customers when they come visit. And we also manufacture the Mirra Chair in that building, and there are offices and more.

Ann: The whole Herman Miller experience happens in that building.

Steve: More than in any other building. There's a lot of stuff going on there.

Ann: Is this building where the beehive is?

Steve: Yes. So you'll have that information, too.

END: ANN WILLOUGHBY'S INTERVIEW WITH STEVE FRYKHOLM, CREATIVE DIRECTOR, HERMAN MILLER

START: EXCERPTS FROM HERMAN MILLER'S PROMOTIONAL MATERIALS

From Herman Miller's Environmental Advocacy promotional book

Our (not so) easy 10-step formula

Start with a corporate culture that believes in stewardship. Get yourself a CEO who on top of that thinks that environmentally friendly business practices are the right thing to do. **Educate your employees** in the benefits of corporate participation and doing things on their own. Cultivate a group of those employees who see the environment as part of their job. Have your CEO give them the freedom to do whatever they think is best. **Do this for 15 years.** Generate some of your company's power. **Continue for 20 years.** Encourage your core group of corporate environmentalists to spread the word and practices throughout

your company and community. **Help found the Tropical Forest Foundation.** Change the veneer used on your most famous product to align with your environmental efforts. Help found the U.S. Green Building Council. Hire an unknown but promising architect who's passionate about environmentalism to design a building for you and wait for him to become famous. Continue to listen to Bill McDonough's advice. Complete 2 of the first 11 Gold LEED-certified projects in the country. Host biannual conferences on the environment and invite your competition. **Repeat these steps as necessary. We are making a difference. You can, too.**

1. When it involves the environment, don't go halfway. Above all, get started. It's the right thing to do.

Herman Miller started in 1953 when D.J. DePree, the company's founder, declared, "We will be good stewards of the environment." So we started with basic, common-sense things like reducing waste and generating our own power. We involved every employee in the company. We reduced emissions. We asked our Board of Directors for a policy statement. After 50 years, the results pile up.

2. Don't just say you're a leader. Act like one.
3. Use the power of participation. The result is leadership.
4. Don't endanger the environment with ignorance. Spread the word. Show everybody you care.
5. Begin environmentally sound products with their design, not with their marketing.

Since 1989, our Design for Environment Team has introduced us to materials and processes that don't make trouble downstream. **Our product designers routinely incorporate environmental goals into their problem statements**, ensuring that the resulting products follow the best environmental thinking of the time. Our engineers constantly improve our products with alternative, earth-friendly materials like wheat board and corn-based fabrics.

6. Set a standard for every new product in your industry.

Introduced in 2003, the Mirra chair is up to 96% recyclable. It is made of 42% recycled material. It can be disassembled in less than 15 minutes. It is the first piece of office furniture to be developed from the beginning according to cradle-to-cradle principles. **It is the first product we have introduced to meet all these requirements. It is not the last.**

7. Put architecture and the environment on your corporate agenda.
8. Build your own MarketPlace and prove that sustainable business, together with Gold LEED-certified architecture, makes an unbeatable combination.
9. Act first, talk later. Work for the environment well enough and long enough and someone will notice.

Notice or not, it's the right thing to do. Herman Miller doesn't work to become a sustainable business to rack up awards. We believe that working with the environment is in the common good and our own best interests. This combination has proved viable in products, building projects, and educational efforts. And somehow over the years, we have accumulated more than a little recognition.

10. Finding your own formula for a sustainable business isn't easy. We are constantly tinkering with ours. We know that new discoveries are right around the corner.

Environment-related recognition from Herman Miller's latest annual report

Herman Miller received a Sustainable Leadership Award at the CoreNet Global Summit for its exemplary practices and commitment to a completely sustainable business.

Herman Miller is one of 16 companies—and the lone representative in the contract furniture industry—to be included in a pair of prestigious and rigorous indexes for social responsibility: KLDs Domini 400 Social Index and the KLD Global Climate 100 Index.

During the past year, the Caper, Mirra, and Celle chairs were certified by the McDonough/Braungart “cradle-to-cradle” design protocol, Design for the Environment criteria.

Herman Miller’s new VillageGreen facility in Chippenham, UK, designed by Gensler and Associates, received Britain’s BREEAM (Building Research Establishment’s Environmental Assessment Method) Award—“Excellent” for green building standards.

The State of Michigan’s “Clean Corporate Citizen” Award went to Herman Miller’s GreenHouse manufacturing facility for its environmental management system and record for active pollution prevention.

Herman Miller was again included in the Dow Jones Sustainability Index, an international index to track the sustainability performance of companies, evaluating corporate performance using economic, environmental and social criteria.

For the fourth consecutive year, Herman Miller is among SustainableBusiness.com’s list of the “Top 20 Sustainable Stocks” among public companies worldwide: “World leaders in terms of both sustainability and financial strength.” The Sustainable Business Top 20 appeared in the Progressive Investor newsletter.

The U.S. Environmental Protection Agency presented Herman Miller with its WasteWise 2005 Product Stewardship Gold Achievement Award in the Design category. The company also received Honorable Mention in the Large Business category for its recycling efforts.

Vanity Fair magazine cited Herman Miller in its Green Issue for its efforts to reduce waste and its goal of nothing to the landfill by 2020.

Business Ethics named Herman Miller one of its “100 Best Corporate Citizens” in America, an honor the company has received for several years. It were cited for environmental leadership and sustainable practices, and its commitment to inclusiveness and diversity.

From Herman Miller’s booklet introducing the GreenHouse

A building is like a reputation. Once you build it, it hangs around for years. Now we’ve built both.

Once upon a time, a group of people decided that buying office furniture ought to be simple, quick, and affordable. So they set about making their company a place where good service and good products went hand in hand with good business. And they did.

They were happy with the new arrangement. More important, their customers were happy. And the happier they were, the better their service became, and the happier their customers became. Until one day, they needed a bigger place to work. Now this building wasn’t going to be just another building. NO WAY. They wanted a building that was like their company—open, friendly, efficient, and fun. They wanted a building that was like the office furniture they sold—functional, durable, good-looking, and easy on the environment. Most of all, they wanted a building that made visitors and customers feel at home.

You might predict that Herman Miller people would love to TALK. They do. They TALK to each other. They TALK to their suppliers. And they loved TALKING about the plans for their new building. The people at Herman Miller TALKED to their architects. They TALKED to the contractors. They TALKED and TALKED. Boy did they TALK.

They said, “We listen to our customers and give them what they want and what they need. We want you to do the same for us.” And the architects and engineers and planners and contractors listened.

But what would a new house be without a few pets? And of course Herman Miller people weren’t satisfied with ordinary pets. Nooo. They filled the hallways and byways and nooks and niches with curious, joyful, and creative carved animals from the imaginations of Oaxacan artists. The animals fit right in.

The place is filled with light. Besides, with all these windows, the Herman Miller people can keep up with what's going on outside. Including the climate in their customers' businesses.

The Herman Miller building has turned out to be as striking as the Herman Miller service. Its environmental burden is as easy as that of Herman Miller's recyclable products. The water from the site forms ponds for wildlife and cleans itself before it flows into the nearby creek. The air inside is completely replenished every hour, and is cleaner than the air in most homes. The grounds are filled with indigenous plants and grasses.

Now the Herman Miller people don't pull their spirit and insistence on good architecture out of thin air. They pull it out of their long tradition of design and innovation.

If you ever get tired of buying office furniture the old-fashioned way, if you ever want to see a building full of people having fun redefining service, if you ever want to see a piece of architecture and a group of people that fit hand in glove—come visit us.

END: EXCERPTS FROM HERMAN MILLER'S PROMOTIONAL MATERIALS