

Knoll, Inc.

**Sustainability
Report**

2020

Our Approach to
Environment, Social and
Governance Excellence

Knoll

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About this Report

The information contained in the 2020 Knoll, Inc. Sustainability Report covers sustainability performance, program and activities for the 2020 calendar year. Where stated, select 2021 information has also been included.

This report provides our Associates, clients, suppliers and communities with detailed information about our environment, social and governance (ESG) commitments and accomplishments.

The scope of the report covers Knoll, Inc. with an emphasis on North American operations, including the Knoll Office, KnollStudio®, KnollExtra®, KnollTextiles®, Muuto®, DatesWeiser®, Spinneybeck® | FilzFelt®, Edelman® Leather, HOLLY HUNT®, and Fully® brands.

This report has been prepared in accordance with Global Reporting Initiative (GRI) Standards—Core Option. Report content was also informed by the Sustainability Accounting Standards Board (SASB) guidance for the Consumer Goods Sector: Building Products and Furnishings.

To learn more about our sustainability commitments and activities, visit: knoll.com/sustainable-design.

More information on Knoll, Inc. can be found in our [2020 Annual Report](#).

For questions about this report, please contact:

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Data Boundaries

Unless otherwise stated, operational performance data in this report covers our Knoll Office North American manufacturing operations. This includes our manufacturing facilities in East Greenville, Pennsylvania; Toronto, Ontario; Muskegon, Michigan; and former Grand Rapids, Michigan. Our Grand Rapids facility closed during the second quarter of 2020 as part of an initiative to optimize and consolidate our North American manufacturing operations.

Where relevant, charts and tables include notes to specify data boundaries.

Note: Effective July 19, 2021, Herman Miller acquired Knoll, Inc.

Message from the Director of Corporate Sustainability and Environment

2020 was a year of unprecedented change due to the Covid-19 pandemic. Knoll Associates rose to the occasion to support clients, dealers, the architectural and design community, and fellow Knoll Associates as we simultaneously moved our sustainability initiatives forward. Across our constellation of brands, our Associates kept our plants and our warehouses operational, re-opened showrooms where permitted and found new and innovative ways to connect digitally and in-person with designers, commercial clients and residential customers.

More than ever, our stakeholders—Associates, clients, suppliers and communities—challenge us to do more than sell our products; they have raised the bar, expecting us to build on our commitment to inspiring—and sustainable—workplaces and homes. When we think about sustainability at Knoll, we are not only framing our own corporate philosophy, but also making decisions that will shape the daily lives of those around us, guided by our Knoll Management System and our Environment Policy. This policy mandates that we manufacture well-designed furniture, textiles and office accessories in the most environmentally responsible way.

With the July 19, 2021 acquisition of Knoll by Herman Miller, we are as committed as ever to developing solutions that impact sustainable growth by conserving our natural resources; developing energy efficient processes; diverting waste generated from operations and products; protecting the health and safety of our Associates and the communities where we work; and advancing social and equitable outcomes for our Associates and our communities.

This report builds on the Knoll 2020 materiality assessment to determine which Environment, Social and Governance (ESG) topics our stakeholders believe are the most important for Knoll to manage and report. Once again, the report was written with the material topics our stakeholders identified in mind. It is also in accordance with the Global Reporting Initiative (GRI) Standards—Core Option. The GRI perspective fulfills stakeholder expectations and conditions for doing business, providing transparency on our performance and aims for the future with respect to such areas as the impact of our operations and product footprint, including greenhouse gas (GHG) emissions; associate health and safety; and supply chain and risk management.

In addition, giving back to the communities where we live and work continues to be a priority. During 2020, we made good progress on our corporate social responsibility and diversity and inclusion commitments. We launched two new initiatives to help build more equitable, inclusive communities—the Knoll Diversity Advancement Design Scholarship for Black Students and a corporate partnership

with Habitat for Humanity. These programs, along with our role as the founding sponsor of the World Monuments Fund Modernism at Risk program, are fundamental to our citizenship in the design world. The Knoll Diversity Advancement Design Scholarship for Black Students is an annual scholarship available to rising Black-identifying first year students in the United States or Canada who are pursuing undergraduate studies at two- or four-year institutions. The Habitat for Humanity + Knoll corporate partnership is an extension of our commitment to good design and sustainable building practices; we are partnering with Habitat to contribute to its mission to provide families with safe, sustainably-built homes. A component of the partnership allows consumers to donate to Habitat for Humanity when making a purchase at knoll.com or a Knoll Home Design Shop in New York and Los Angeles. Knoll Associates will be able to participate in volunteer opportunities with Habitat when it is safe to do so.

No operations, marketplace or community impact initiative is realized without the dedication of our Associates worldwide, whose health and well-being continues to be our number one priority. As we move forward to advance our approach to environment, social and governance excellence, we are committed to continuing to bring a contemporary perspective to sustainability, a vision that reflects our modern heritage.



Yolanda F. Pagano

Director, Corporate Sustainability and Environment
Knoll, Inc.

Knoll Overview

A Constellation of Design-driven Brands for Work and Life

Knoll, Inc. is headquartered in East Greenville, PA, and is a subsidiary of MillerKnoll. We work with commercial, healthcare, education and government organizations worldwide as a designer, manufacturer and supplier of business and residential furnishings.

In 2020, we managed our business through two reportable segments: Office and Lifestyle. The Office segment includes Knoll Office systems furniture, seating, storage, tables, desks and KnollExtra accessories. It also includes DatesWeiser, known for signature spaces with refined and flexible conference furniture platforms that set a standard of design, quality and technology integration, and Fully, which offers standing desks, high-performance adjustable height desks, ergonomic chairs and accessories principally for individual home offices and small businesses.*

Our businesses represent a diversified portfolio designed to perform throughout business cycles and respond to evolving trends.

The Lifestyle segment includes: KnollStudio, HOLLY HUNT, KnollTextiles, Spinneybeck | Filzfelt, Edelman Leather and Muuto. KnollStudio products, which are distributed primarily in North America, Europe, the Middle East and Asia, include iconic seating, lounge furniture, side, café and dining chairs as well as conference, training, dining and occasional tables, lighting, rugs, textiles, high-quality fabrics, felt, leather and related architectural products. Many of these products cross-over between residential settings and the workplace.

Our businesses represent a diversified portfolio that performs throughout business cycles and responds to evolving trends. Our strategy includes capitalizing on strategic opportunities in underpenetrated categories and ancillary markets in the workplace sector, which represents the largest portion of our business.

At the same time, we are leveraging our experience with products that cross over between the office and the home to expand further into global consumer and decorator channels. We reach customers through our brand websites, through our direct sales force, our showrooms and Home Design Shops and through a broad network of independent dealers and distribution partners.

**Note: Effective July 19, 2021, Herman Miller acquired Knoll, Inc.*

We are also focused on specific international markets, such as Canada, Mexico, Europe, Asia, the Middle East, and selected under penetrated areas across the globe where we see opportunities to significantly build our market share.

Our Office segment is supported by operational and administrative facilities in Canada, Italy, Michigan, Oregon and Pennsylvania. The Lifestyle Segment is supported by sites in Connecticut,

GLOBAL HEADCOUNT BY COUNTRY

Country	2020 Headcount
Australia	4
Belgium	2
Canada	659
China	8
Denmark	113
England	31
France	33
Germany	8
Ireland	2
Italy	183
Japan	1
Mexico	1
Netherlands	2
Norway	4
Poland	1
Scotland	1
Singapore	2
South Korea	3
Sweden	8
Switzerland	2
UAE	7
UK	6
USA	2,001
Grand Total	3,082

Denmark, Illinois, Italy, New York, Pennsylvania, and Texas. In January 2020, we announced that we would consolidate our manufacturing footprint in North America, resulting in the closure of our Grand Rapids, Michigan manufacturing facility. In June 2020, the Company completed the sale of that facility.

As of December 31, 2020, we employed a total of 3,082 people, consisting of 1,588 hourly and 1,494 salaried employees. Certain employees in our Italian facilities are represented by unions. Depending on the time of year, approximately 5 to 15 percent of our workforce includes contractors.

Code of Ethics

The Knoll Code of Ethics (superceded in July 19, 2021 by the MillerKnoll Code of Business Conduct and Ethics) guides all Associates to conduct business honestly, ethically and in compliance with applicable laws. It covers our business and addresses a full range of topics, including: legal compliance; environment, health and safety practices; insider trading; antitrust compliance; accounting principles; fraud prevention; conflicts of interest; fair employment practices; supplier relations; government transactions; international business; political contributions and activity; information security; and copyright.

The Code applies to Knoll Associates. To ensure a consistent understanding of the Code and its components, we hold Code of Ethics training for our Associates.

Our Values

- + Deliver value to our customers
- + Deal fairly and ethically with our suppliers
- + Support the communities where we work
- + Protect the environment by embracing sustainable practices
- + Invest in our employees, fostering diversity and inclusion, dignity and respect
- + Generate long-term value for shareholders

Knoll is a Member of:

- + Business & Institutional Furniture Manufacturers Association (BIFMA)
- + The International Interior Design Association (IIDA)
- + U.S. Green Building Council® (USGBC)
- + Canadian Green Building Council (CaGBC)
- + Green Build United
- + International Living Future Institute™
- + Society for College and University Planning (SCUP)
- + Sustainability Leadership Forum
- + The Risk Management Society (RIMS)
- + Gartner Management Leadership Council for Risk & Quality
- + Supply Chain Risk Management Forum (SCRM)
- + CEO Action for Diversity and Inclusion™ Pledge

OUR STRATEGIC IMPERATIVES

- 1 **Grow by leveraging our distribution network** to target underpenetrated and emerging ancillary categories and markets
- 2 **Maximize growth and profitability** of our Office segment
- 3 **Expand our global reach** into residential and decorator channels
- 4 **Increase market visibility** and improve our efficiency by leveraging technology
- 5 **Define a positive vision of community engagement** based on the power of design to build a better world

BIFMA

IIDA



Gartner

Sustainability Scorecard

SUSTAINABLE PRODUCT CERTIFICATION

Goal	Target Date	2020 Results
100% of KnollStudio products certified to Intertek Clean Air	End 2020	Achieved
100% of Knoll Office products certified to Intertek Clean Air	End 2020	Achieved

ENTERPRISE RISK MANAGEMENT (ERM)

Goal	2020 Results
ERM continuous improvement	Posted Code of Ethics publicly
Training	Completed Code of Ethics training
Building Global Capacity Across Knoll	North American organization participation

OPERATIONS

Aspect	Goal	Metric	Target Date	2020 Results
Energy consumption	3% annual reduction	Electricity intensity (kWh/MUSD)	End 2020	Achieved 10% absolute reduction 2020 vs. 2019 Missed intensity target
Greenhouse gas (GHG) emissions	3% annual reduction	GHG emission intensity (mt CO ₂ e/MUSD)	End 2020	Achieved 12% absolute reduction 2020 vs. 2019 Missed intensity target
Water usage	3% annual reduction	Water intensity (m ³ /MUSD)	End 2020	Achieved 11% absolute reduction 2020 vs. 2019 Missed intensity target
Waste generation	3% annual reduction	Waste intensity (mt/MUSD)	End 2020	Achieved 4% absolute reduction 2020 vs. 2019 Missed intensity target

Operations data covers our Knoll Office North American manufacturing sites (East Greenville, PA; Toronto, ON; Muskegon, MI; and Grand Rapids, MI). Intensity metrics are normalized by total sales from these four sites. Metrics are normalized per million U.S. dollars in revenue (MUSD); and measured in kilowatt hours (kWh); carbon dioxide equivalent (CO₂e); meters cubed (m³) and metric tons (mt).

Looking Ahead

+ In 2020, we hired a Director, Corporate Sustainability and Environment who is responsible for overseeing and advancing our sustainability and environmental performance, programs and activities, as well as pursuing and achieving future sustainability goals.

Strategy

Sustainability at Knoll

The Knoll Good Business Platform

We use modern design to connect people to their work, their lives and their world. Since 1938, we have been recognized internationally for creating workplace and residential furnishings that inspire, evolve, and endure.

As a design leader in our industry, we believe that working to promote sustainability—both for our company and for our clients—is good business.

We do all of this not just because it makes us a better business and partner for all our stakeholders, but because it's the right thing to do.

This belief is reflected in our dedication to designing and manufacturing products that minimize environmental impact and maximize social benefits, working with third-party certification organizations, actively mitigating environmental and social risks, and setting similar sustainability expectations for our suppliers.

Today, our commitment to modern design, our understanding of the nature of work, and our dedication to sustainable design have yielded a unique portfolio of thoughtful products that respond and adapt to changing workplace and residential needs. By creating beautiful, enduring products in a responsible manner, we help our customers and distribution partners achieve their own sustainability goals.

Sound Management of Risks and Opportunities

The Knoll Management System provides a systematic approach for managing environmental, social and governance aspects of business activities, including complying with regulatory requirements; analyzing emerging laws and regulations; recruiting, retaining, developing and engaging employees; maintaining the confidence of stakeholders; addressing technology advances; evaluating market conditions; responding to the voice of our customer; assessing physical threats; achieving strategic business aims; gaining competitive and financial advantages; as well as assuring ourselves of our suppliers' environmental performance.

Knowledge is Power

We empower our customers to make responsible product choices by disclosing information about our materials and processes.

THE KNOLL 8: OUR SUSTAINABILITY PRINCIPLES

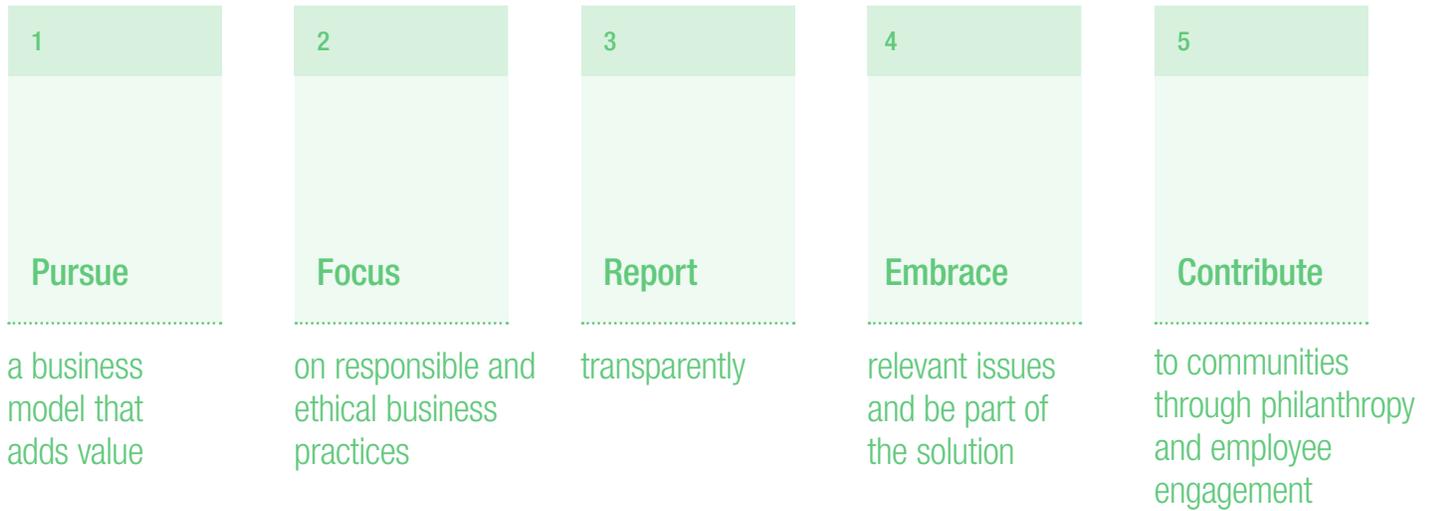
- 1 Protect the biosphere
- 2 Use natural resources responsibly
- 3 Reduce waste
- 4 Conserve energy
- 5 Reduce risk to people and the environment
- 6 Create safe products and services
- 7 Restore the environment
- 8 Inform the public

We are also committed to engaging openly and effectively with our shareholders, and in reporting our progress toward our sustainability goals in a transparent and consistent manner.

Climate Change is a Critical Challenge

Climate change is one of today's most critical challenges. We work to address climate change risks and opportunities throughout our business. In our Knoll Office North American manufacturing and warehouse footprint, our priorities include increasing use of clean technology that mitigates GHG emissions, increasing energy efficiency to reduce energy consumption, and relying more on renewable energy sources. We also recognize the need to responsibly use water and other natural resources as these can also have climate impacts. As a leading furniture designer and manufacturer, we are proud to be able to offer our clients products that support their efforts to address climate change.

APPROACH: SUSTAINABILITY SUPPORTS OUR VALUES AND STRATEGY



Looking Ahead

- + In 2020, we announced plans to consolidate our manufacturing footprint and optimize our logistics operations. As part of this initiative, we closed our Grand Rapids manufacturing facility, absorbing those operations into our other North American locations. This will help reduce our operational environmental footprint.
- + In June 2021, we consolidated our North American warehouse locations into a new LEED-certified building in Albertus, Pennsylvania.
- + Looking beyond the COVID-19 crisis, we expect that the time away from the workplace will only increase people’s appreciation of the benefits provided by workplace social interaction and offer new hybrid work from home (WFH) lifestyle opportunities. This drives demand for products with a more residential-feel as well as products that contribute to user well-being and mental health. In fact, the focus on well-being continues to drive demand for our fastest growing product categories, including height-adjustable tables. We see these trends as part of an effort to give individuals and teams more direct control in shaping their office and home environments.
- + The Knoll proposition that good modern design contributes to people’s productivity, health and happiness remains as relevant today as it did when Hans and Florence Knoll set out to build a global brand by pioneering modern concepts in workplace and residential space planning. To this day, our business model is based on a desire and commitment to improve the way we live and work, to enable growth and innovation, and to provide returns to our shareholders.

Our Stakeholders

Relationships are Key to Our Success

We interact with multiple stakeholders—from Associates to suppliers; institutional clients to individual consumers; the design community to the community at large—we know that relationships are key to our business success. We engage with stakeholders to develop and maintain these relationships and to understand the mutual impacts of our business.

Our sustainability priorities and reporting align with our business objectives and the interests of our stakeholders. Engaging with our stakeholders on ESG matters not only helps us focus our efforts, it also drives innovation, fosters greater collaboration among employees, distribution partners, suppliers and designers, builds our reputation for being fair and transparent with investors and clients, and contributes to industry-wide sustainability progress.

WE ENGAGE WITH OUR STAKEHOLDERS ON SUSTAINABILITY

Group	How We Engage	Frequency	Key Sustainability Topics of Interest
Associates	Website	Daily	+ Engagement, well-being and volunteering opportunities
	Volunteer initiatives	Annually	+ Diversity, equality and inclusion
	In-person and online training	Ongoing	+ Environment, health and safety
	Knoll News and Bulletins	Monthly and as needed	+ Community engagement
	Knoll Workplace Weekly	Weekly	
Clients	Showroom presentation	As requested	+ Sustainable product design and lifecycle
	Social media	Ongoing	+ Product safety and well-being
	Workplace and Home Design E-news	Monthly	+ Materials and chemicals
			+ Product certifications
Dealers	Website	Daily	+ Customer satisfaction
	Customer Satisfaction Survey	Monthly	+ Product certifications
	In-person and online training	Ongoing	
	Bulletins	As needed	
	Knoll Workplace Weekly	Weekly	
Shareholders*	Quarterly calls	Quarterly	+ ESG
	Shareholder meeting	Annually	
	Conferences and meetings	As needed	
Suppliers	Meetings, calls and conferences	Ongoing	+ Process improvement ideas and efficiency
	Supplier Recognition Event	Annually	+ Supplier sustainability expectations and recognition
Industry Associations	Guidance and standards	As available	+ Sustainability best practices and trends
	Working groups and engagement	As needed	+ Product and process certifications

*Note: Effective July 19, 2021, Herman Miller acquired Knoll, Inc.

What Matters Most: Our Materiality Assessment

To focus on what matters most to our stakeholders, in early 2020, we conducted a materiality assessment in accordance with the GRI Standards. Using one-on-one interviews and a survey, we gathered input from more than 250 individuals.

STAKEHOLDERS TOP ESG PRIORITIES FOR KNOLL TO MANAGE AND REPORT

Environmental	Social	Governance
Greenhouse gas (GHG) emissions	Customer safety and well-being	Ethical business practices
Chemicals	Employee health and safety	Board composition
Materials	Diversity and inclusion	Industry leadership
Energy use and management	Supply chain management	Board competencies
Waste management	Employee well-being	Risk management
Water use and management	Employee engagement and development	Climate change resilience
Sustainable product design	Product certification	
Product life cycle assessments and impacts	Community engagement	
Environmental management system	Human rights	
Facility certification	Charitable giving	
Biodiversity and land use		

Environment

Operations

Environmental Management System

A Systematic and Comprehensive Approach

As a manufacturer and distributor of consumer goods, Knoll directly impacts the environment through our operations and related activities as well as through our products. We are guided by our sustainability principles known as The Knoll 8, our Environmental Policy and our ISO 14001:2015-certified Environmental Management System (EMS) to minimize and manage our operational and product environmental footprint. We expect our Associates, contractors, subcontractors and their workers to meet or exceed the requirements of our Environmental Policy. We actively engage Associates, partners and other relevant stakeholders in developing the necessary skills and expertise to support our environmental goals. We do this by raising awareness about Knoll's environmental values and sharing our expertise with clients and the design community.

Aspirational Goals

Knoll aspires to maintain environmental compliance, reduce environmental impact and enhance our commitment to environmental sustainability by 2025 through the following:

- + Zero Notices of Violation (NOV)
- + Zero Permit Non-Compliance Events (PNC)
- + Energy and Water Usage Reduction
- + Greenhouse Gas Emission Reduction
- + Air emissions, including nitrogen oxides (NOx), sulfur oxides (SOx) and volatile organic compounds (VOCs) Reduction
- + Material Efficiency and Waste Diversion Improvements

A Systematic and Comprehensive Approach

Within our Knoll Management System, we use an ISO 14001 EMS to help ensure our operations comply with environmental laws and regulations, industry standards and certifications, and customer requirements and expectations. The objective of this Management System is to establish, document, reference and maintain our Environmental Policy, objectives, goals and programs. The standard identifies:

- + Key roles and responsibilities of employees within the organization
- + Aspects and impacts of corporate activities, products and service
- + Policies, practices, procedures and controls to assess and manage the environmental aspects and impacts

As a foundational framework, our EMS promotes a standardized approach that streamlines our decision-making processes, contributes to reducing risk and cost, and helps us minimize

ORGANIZING POLICIES & PRINCIPLES

Environmental Policy

Knoll 8: Principles 1, 2, 3, 4, 5, 6, 7, 8

Protect the biosphere; use natural resources responsibly; reduce waste; conserve energy; reduce risk to people and the environment; create safe products and services; restore the environment; inform the public

OUR INTERNAL PROCESS INCLUDES REVIEW OF

Environment Policy

Objectives, Targets and Performance

Internal & External System Audits

Compliance Audit Results and Scores

Corrective Action Plans and Status

Notices of Violation and Severe Incidents

Communication with Interested Parties

Operational Risk Status

Follow up from previous Management Reviews

Changes that could affect the Management System

adverse environmental impacts from our manufacturing operations, transport logistics and supply chain.

Our Manufacturing Sites are ISO 14001-Certified

Our four Knoll Office North American manufacturing sites have each implemented ISO 14001:2015-certified EMS. Our Italian manufacturing sites in Foligno and Grafignana are also ISO 14001-certified.

Our EMS helps ensure that our manufacturing processes conform to regulatory requirements, such as environmental permits, chemical handling protocols, and safe disposal requirements. It also means we develop and uphold policies and procedures to ensure legal and regulatory compliance. In addition, we allocate appropriate resources to implement the necessary operational controls to minimize environmental impact.

EHS Managers Drive Continuous Improvement

Our Environment, Health & Safety (EHS) Managers regularly update senior leadership on the EMS through both formal channels, such as monthly meetings; Operations and Annual Management Reviews; and informal settings. These regular updates allow the EHS Managers and senior leadership to review our policies, systems, targets and metrics, and to discuss recommendations for continuous improvement.

We take a holistic approach to environmental management. We use Kaizen events to enhance process efficiency, and we use engineering and process review change management systems to help drive continuous improvement.

We empower our Associates to contribute through specialized job training, communications training and weekly safety talks. Aside from measuring our environmental performance, we also measure EMS compliance with internal audits. The audits review site compliance with ISO 14001 EMS requirements and with environmental regulations.

We Set and Track Annual Targets

Knoll Office North American manufacturing sites are committed to reducing our environmental impacts.

We set annual reduction targets and actions addressing our energy and water consumption, GHG emissions, materials used in our products and waste generation throughout our Knoll Office North American manufacturing operations. These targets are approved at our annual Knoll Office North American Operations Leadership Planning Sessions. Targets are rolled down to the Operations Scorecard at each covered site. Each month, Operations teams review status against targets and report to the Executive Leadership Team. At least annually, we review our Environmental Policy, aspects of our operations, and progress towards objectives and targets, for which we expect continuous improvement.

Knoll also uses software platforms such as VelocityEHS and Maximo. These multidimensional platforms are integrated with our Knoll Management System to track environmental impact data (energy, water, waste, materials, chemicals and GHG), incident management, corrective actions, audits, and inspections.

Influencing Others

Through our environmental strategy, Knoll seeks to have an impact beyond our own operations. It is Knoll's expectation that our contractors, subcontractors and their workers meet or exceed the requirements of our Environmental Policy. Knoll seeks to address environmental impacts through modern ways of working, which includes work from home and other remote workers.

Looking Ahead

- + Continue to focus on risk elimination and operational controls.
- + Expand EMS and audit scope to include new sustainability processes and product life cycle information.

- + Further engage employees in identifying continuous improvement opportunities.
- + Move from aspirational to defined targets for 2025.

Operations

Greenhouse Gas (GHG) Emissions

We Aim to Protect the Biosphere

Knoll recognizes that many of the activities of our operations and transport logistics, as well as activities in our supply chain, result directly or indirectly, in the release of GHG emissions. Managing and reporting on our GHG emissions reduces our environmental footprint, boosts our operational efficiency and helps maintain our reputation for design excellence.

We Set and Track Annual Targets

Knoll Office North American manufacturing sites are committed to reducing our Scope 1 and 2 GHG emission intensity. We set annual GHG intensity reduction targets and actions for our Knoll Office North American manufacturing operations.

Greenhouse gas emissions intensity is calculated as the sum of measured carbon dioxide equivalent (CO₂e) emissions, based on each energy and fuel type used at the site, divided by the site's sales revenue. We also aggregate site emissions to report a total Knoll Office North American footprint. Our emissions inventories are verified by NSF for LEVEL® by BIFMA certification requirements.

Environment, Health & Safety (EHS) Managers at each site also track and report other significant air emissions, including nitrogen oxides (NOx), sulfur oxides (SOx) and volatile organic compounds (VOCs). This is done monthly, quarterly and annually.

Beyond our manufacturing operations, we aim for efficient transport logistics by tracking load utilization, transportation costs versus miles traveled loads re-planned, and distribution by mode. We are also part of the SmartWay Transport Partnership. Through this program, freight shippers, carriers, logistics companies and other stakeholders partner with the U.S. Environmental Protection Agency (USEPA) to reduce their environmental footprint by measuring, benchmarking and improving logistics operations.

Key Accomplishments

In 2020, we reduced our absolute GHG emissions by more than 12 percent. We missed our three percent reduction target for reducing GHG emission intensity largely as a result of lower sales volume. Reductions in absolute GHG emissions were largely driven by lower electricity and natural gas usage. Our Scope 1 and Scope 2 GHG emissions for 2020 were 14,145 mt CO₂e and 121,896 mt CO₂e, respectively. We procured renewable energy credits to offset our Scope 2 GHG emissions.

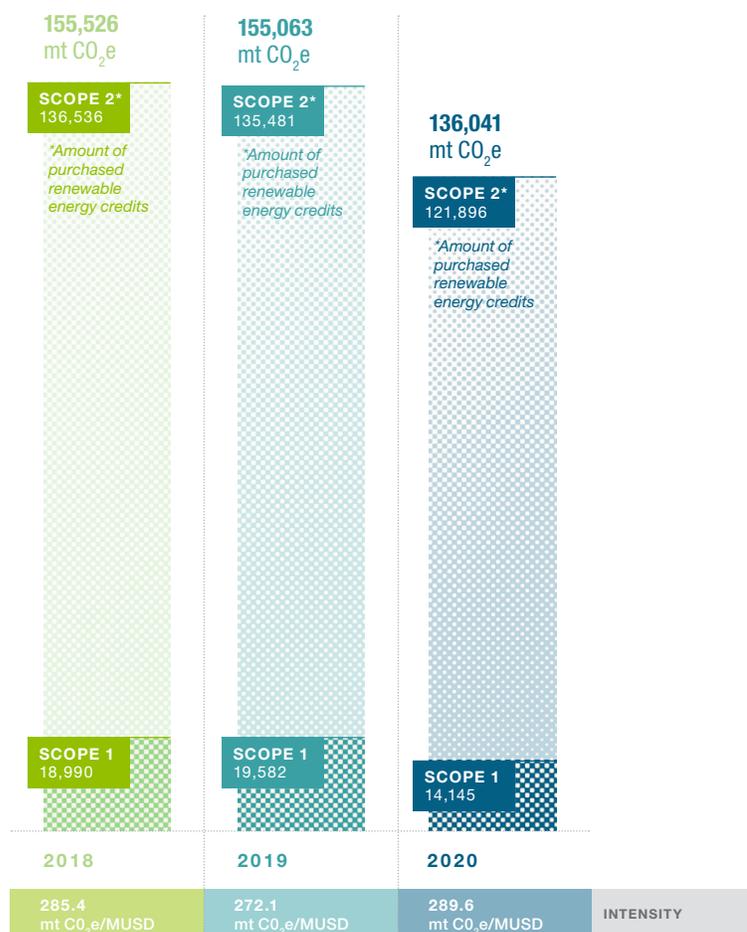
ORGANIZING POLICIES & PRINCIPLES

Environmental Policy

Knoll 8: Principles 1, 2
Protect the biosphere; use natural resources responsibly

ISO 14001 EMS

KNOLL OFFICE NORTH AMERICA GREENHOUSE GAS EMISSIONS



Total greenhouse gas emission data for Knoll Office North American manufacturing sites, inclusive of Scope 1 and Scope 2 emissions.

CLIMATE ACTION AT KNOLL THROUGH THE DECADES

1978

We were among the first in our industry to reduce air, climate and ozone depleting emissions, with a focus on Volatile Organic Compounds (VOCs). Through material, process, and manufacturing innovations, our practices have influenced industry standards.

1993

We introduced the Bulldog chair which featured returnable and reusable packaging.

2006–2008

As a member of the Clinton Global Initiative, Knoll made a commitment through its partnership in the Chicago Climate Exchange (CCX) to reduce CO₂ emissions at its facilities by 10 percent from the 1998-2001 baseline over three years. By the end of 2008, Knoll achieved an 10.4 percent reduction in CO₂ emissions and made capital investments exceeding \$2.5 million. Knoll was the first contract furniture manufacturer to become a member of CCX.

2010

Our Full Circle program becomes first in the contract furniture industry to provide comprehensive, integrated services for surplus furniture, fixtures and equipment (FF&E): reselling, repurposing, recycling and avoiding landfill through waste-to-energy conversion.

2019

We increased our claim from FSC® Mix 70 percent to 90 percent. This means that 90 percent of Knoll FSC (FSC C028824) wood comes from FSC-certified forests and 10 percent comes from Controlled Wood sources. Controlled Wood is not FSC-certified but is approved for the FSC supply chain and must adhere to FSC standards.

1986 & 2004

Our East Greenville Lubin manufacturing facility, built in 1986 with sustainable design in mind, earned LEED Gold for Existing Buildings in 2004 with just a few minor modifications.

1995

We worked with the Forest Stewardship Council (FSC) and the Rainforest Alliance to develop a North American supply chain for FSC-certified wood.

2009

We embedded stringent third-party criteria and targeted environmental standards in our New Product Commercialization Process (NPCP) relating to materials, material content and production processes.

2011

We started participation in CDP (formerly Carbon Disclosure Project), an independent not-for-profit organization which provides a global environmental disclosure system which enables organizations to measure and manage risks and opportunities related to climate, water and forest.

2020

In celebration of Earth Day, we announced that we were procuring renewable energy certificates (RECs) in an amount equivalent to offset 100 percent of the GHG emissions associated with electrical energy used in our Knoll Office North American manufacturing sites.

Looking Ahead

- + Evaluate longer-term emission reduction goals and benchmarks in line with industry standards.
- + Continue to focus on performance improvements and efficiencies. The more efficient our operations are, the fewer natural resources we will require to meet our customer commitments, and the greater our GHG reductions will be.
- + Continue to align strategic transformation plans and to improve our environmental impact.

Operations

Energy Use & Management

Saving Energy Delivers ESG and Financial Benefits

Saving energy goes hand in hand with a commitment to reduce greenhouse gas emissions. Managing our energy use also saves on operations costs, protects against the risk of future price increases and improves net operating income and asset value.

Reducing Use

Our Knoll Office North American manufacturing sites' primary energy usage is through the purchase of electricity. Although there is some on-site fuel usage, it is largely attributable to back-up power sources. As such, our annual energy reduction target is based on electricity usage only, and we identify actions to achieve those targets at our yearly Leadership Planning Sessions.

Our target is to reduce electricity intensity by at least three percent year-over-year within our Knoll Office North American manufacturing sites. We measure our electricity usage in megawatt-hours (MWh) and report it on an intensity basis by sales revenue, for each site. We also aggregate site data to report total Knoll Office North American electricity intensity.

In 2020, we reduced our electricity usage by more than 10 percent versus 2019, but missed our electricity intensity targeted reduction of 3 percent due to lower sales volume. Our total 2020 electricity use for Knoll Office North American manufacturing sites was 47,899 MWh.

Our ISO 14001:2015-certified Environmental Management System (EMS) at our North American and Italian manufacturing sites also helps us understand and manage activities that have significant impacts on energy consumption.

Renewable Sourcing

On Earth Day 2020, we announced the procurement of renewable energy certificates (RECs) in an amount equivalent to offset 100 percent of the GHG emissions associated with the electrical energy used in our Knoll Office North American manufacturing sites. The RECs are an attribute of electrical power produced by renewable sources. Each REC represents the environmental benefits of production of one megawatt hour (MWh) of renewable energy. We are procuring Green-e® Energy certified RECs from wind turbines in the U.S. and ECOLOGO® certified RECs from low impact hydro power in Canada.

Our Products: Reducing Our Customers' Energy Requirements

We are continually looking for ways to reduce the energy our clients consume when using our products. For example, in August 2018, we transitioned the Copeland Light™ from compact

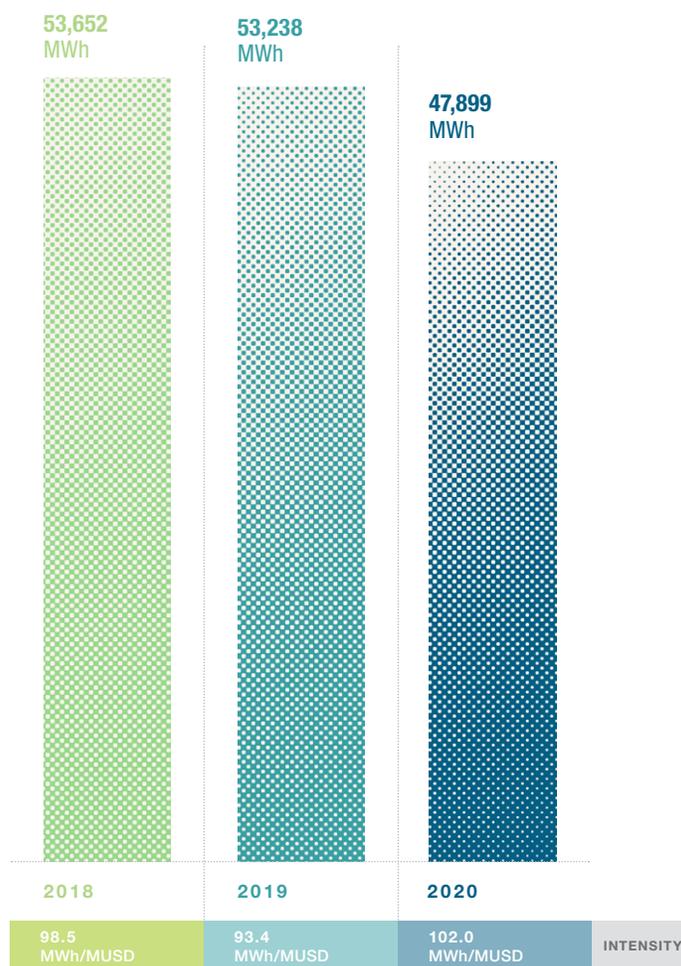
ORGANIZING POLICIES & PRINCIPLES

Environmental Policy

Knoll 8: Principles 1, 2
Protect the biosphere; use natural resources responsibly

ISO 14001 Environmental Management System

KNOLL OFFICE NORTH AMERICA ELECTRICITY USAGE



Total electricity for Knoll Office North American manufacturing sites.

fluorescent light (CFL) bulbs to LED (light-emitting diode) bulbs, and in December 2019, we began discontinuing the T5 fluorescent undercabinet light. Effective June 2020, we switched Knoll Office product lighting to LED, and any new lighting introductions will be LED. LED efficiency is better because the bulbs concentrate electricity on the production of light, rather than wasted heat energy. In November 2020, Knoll introduced a new low wattage LED light in conjunction with Fully.

Supporting Electric Vehicles

In 2020, two dual electric vehicle charging stations were installed in the parking lot at our East Greenville headquarters and manufacturing plant.

KEY ACCOMPLISHMENTS

10% Reduction
in electricity usage in 2020
compared to 2019

Looking Ahead

- + Explore new opportunities for reducing energy consumption when purchasing capital equipment and for machine maintenance activities.
- + Building on 2020 momentum, continue to purchase renewable energy credits and explore opportunities for on-site renewable energy generation at our facilities.

Operations

Material Use & Waste Management

Reducing Waste: Our Own and Our Customers

Our commitment to design excellence challenges us to produce environmentally-responsible furniture, textiles and office accessories. While traditional manufacturing creates significant amounts of waste, we continue to pursue the ambitious goal of landfill-free status for our facilities and processes. By recycling, reusing or converting waste to energy, we reduce waste was sent to landfills, while saving money and helping our clients and customers minimize their own environmental footprint.

Our Vision: Zero Waste

Our vision is to achieve zero waste. We realize that this will take time. Our Knoll Office North American manufacturing sites are committed to reducing waste intensity by at least three percent year-over-year.

We measure our waste intensity at each Knoll Office North American manufacturing site by the weight of all non-hazardous streams that are sent off-site in metric tons (mt), normalized by site sales revenue.

Key Accomplishments

In 2020, we reduced our absolute waste volume by 748 mt, a decrease of more than four percent from 2019. We missed our waste intensity reduction target due to lower sales volumes. Of our total 2020 waste of 16,080 mt for our Knoll Office North American manufacturing sites, 9,870 mt—or 61 percent—was sent to recycling; this is a six point improvement in our waste diversion rate.

Looking Ahead

- + Explore diversion opportunities for wood dust, wood scrap, powder coat paints and fiberglass as these are increasingly difficult to recycle.
- + Adopt a life cycle approach and “circular economy” focus to minimize waste; evaluate net zero waste-to-landfill commitment.

ORGANIZING POLICIES & PRINCIPLES

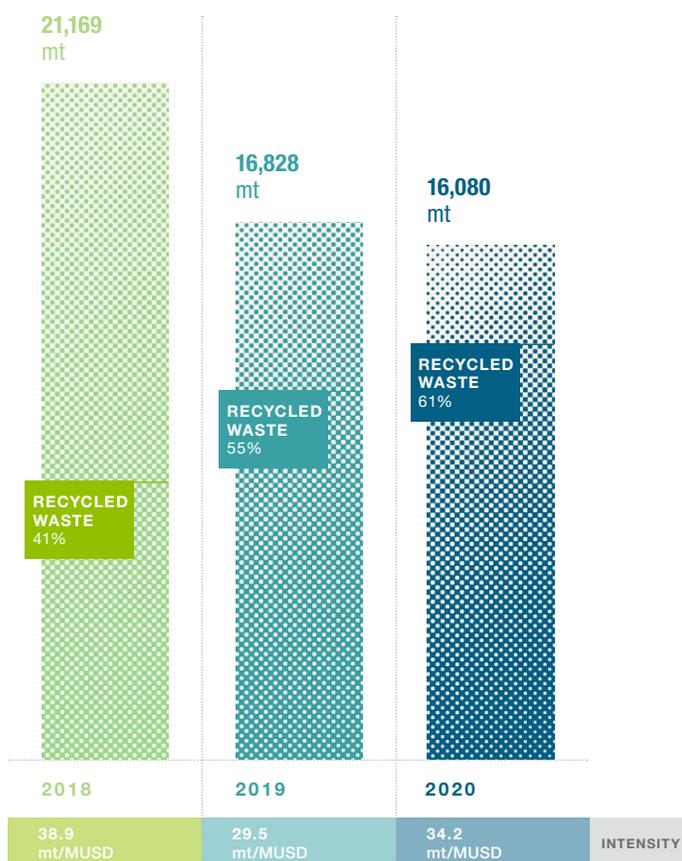
Environmental Policy

Knoll 8: Principles 1, 2, 3, 4
 Protect the biosphere; use natural resources responsibly; reduce waste; conserve energy

KEY ACCOMPLISHMENTS

6% increase in recycling in 2020 compared to 2019

KNOLL OFFICE NORTH AMERICA WASTE VOLUME



Total waste for Knoll Office North American manufacturing sites.

Operations

Water Use & Management

Conserving a Precious Resource

Water is one of the planet's most precious resources. Knoll understands the importance of managing water use and consumption within our operations. The majority of Knoll Office North American manufacturing usage is for sanitary purposes and is not consumptive. Conserving water not only promotes operational efficiency, but it is expected of us by our stakeholders as it minimizes our environmental footprint.

Accountability and Responsibility for Our Water Target

Our Knoll Office North America Operations Leadership Team is accountable for setting our annual water intensity target for Knoll Office North American facilities.

Our current water intensity reduction target is three percent year-over-year. This is measured by cubic meters (m³) of water usage per million dollars of sales revenue for our Knoll Office North American manufacturing sites.

For both our North American and Italian manufacturing sites, we rely on an ISO 14001:2015-certified EMS to identify areas and activities where we use water and to ensure there are standard operating procedures in place to minimize consumption.

Key Accomplishments

We reduced our total water usage by more than 11 percent in 2020—as compared to 2019—however we missed our water intensity reduction target due to lower sales volume. Our total water usage was 94,603 m³ for our Knoll Office North American manufacturing sites.

Looking Ahead

+ Continue to explore opportunities to reduce water usage when purchasing capital equipment, designing process improvements and maintaining equipment.

ORGANIZING POLICIES & PRINCIPLES

Environmental Policy

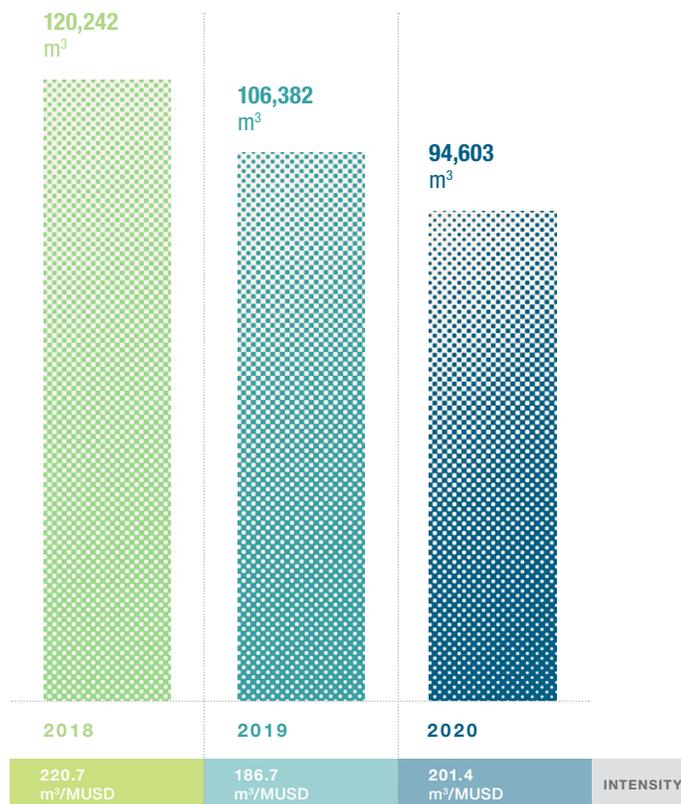
Knoll 8: Principles 1, 2, 4
Protect the biosphere; use natural resources responsibly; conserve energy

KEY ACCOMPLISHMENTS

11% Reduction

in water usage in 2020 compared to 2019

KNOLL OFFICE NORTH AMERICA WATER USAGE



Total water usage intensity for Knoll Office North American manufacturing sites.

Operations

Facility Certifications

Walking the Walk

We are committed to operating at the highest level of sustainability. This extends beyond our offices and manufacturing facilities to our showrooms. Our showrooms are a highly visible representation of our brand. Achieving recognition by third-party sustainability ratings systems sends a clear signal to our stakeholders: that we are serious about the environmental footprint of our operations and that of our supply chain; that we value the health and well-being of our employees, clients and distribution partners; and that we are playing a role in influencing our industry towards a more sustainable future.

Targeting Green Building and Interiors Certifications

We target green building and interiors certifications—LEED®, WELL and Living Building Challenge certifications—throughout our manufacturing facilities, showrooms and offices in North America.

ORGANIZING POLICIES & PRINCIPLES

Knoll 8: Principles 1, 2, 3, 4
 Protect the biosphere; use natural resources responsibly; reduce waste; conserve energy

CERTIFIED KNOLL LOCATIONS

LEED® Certified Platinum	LEED® Certified Gold	LEED® Certified Silver	WELL® Certified Gold
Boston Showroom Toronto Showroom	Atlanta Showroom Chicago Fulton Market Showroom Dallas Showroom East Greenville Lubin Building (Manufacturing) Houston Showroom Los Angeles Showroom San Francisco Showroom Washington, D.C. Showroom	New York Home Design Shop New York Showroom	Los Angeles Showroom

Products

Sustainable Product Design

We Imagine, Design and Manufacture with the Environment in Mind

A commitment to sustainable design means that a business considers the social, economic and environmental impacts when developing its products and processes. For nearly 40 years, Knoll has strived to design and manufacture products for the workplace and our homes that adhere to the highest sustainability standards. This is important to our stakeholders because it helps us meet regulatory requirements, minimize climate change and supply chain impacts, and maintain our reputation for excellence.

We Measure Our Performance Against Ambitious Standards

Governed by Knoll's DfE (Design for the Environment) policies, we design and manufacture every product so that the chemical and material content as well as our production process meet ambitious environmental standards. Knoll is an industry pioneer in advocating for and submitting our products to independent third-party certifications. We believe that respected third parties provide the most impartial and trustworthy foundation for broad compliance.

We reduce, and, where possible, eliminate the use, manufacture or sale of products and services that cause environmental damage or health or safety hazards. We design and engineer durable products; we investigate using recycled and recyclable materials; and we incorporate safety features and ergonomics into our products. We also provide independent testing to help assure the safety of our products.

Knoll's alignment with third-party building standards, such as LEED, WELL and Living Building Challenge can help companies, government agencies, healthcare organizations and educational institutions achieve their sustainability objectives. Many of our products are eligible to contribute points to these building certifications. We publish this information on the free online library, mindful MATERIALS.

ORGANIZING POLICIES & PRINCIPLES

Environmental Policy

Sustainable Wood Policy

Knoll FSC® Wood Standard

Design for the Environment Policies

Knoll 8: Principles 1, 6, 7, 8

Protect the biosphere; create safe products and services; restore the environment; inform the public

OUR THIRD-PARTY STANDARDS & PROGRAMS



Products

Product Life Cycle Assessments & Impacts

We Have a Holistic Vision

We consider the sustainability of our furniture, textiles and accessories from start to finish—from raw materials extraction to what happens at the end of a product's (ideally long) life. Our comprehensive product life cycle analysis includes our supply chain and manufacturing processes, the secondary manufacturing processes of products purchased by Knoll, transportation logistics, disposal, and reuse or recycling of our products, including at the end of their useful life. For a furniture designer and manufacturer, these are material to our drive for efficiency, to maintaining our reputation, and to our ability to manage risks.

Life Cycle Assessment (LCA) Measures Impacts

We use software-based tools to evaluate the entire life cycle of select products, from raw materials extraction to what happens at the end of the product's useful life. This holistic vision of environmental impact means that we can adjust designs, materials or production processes to maximize sustainability.

At each of the three phases of our LCA process, Knoll collects large data sets:

- 1 **Cradle to Gate:** includes supply chain inputs, from raw materials extraction to transportation and secondary manufacture of parts purchased by Knoll.
- 2 **Gate to Gate:** measures the processes that turn materials and parts into finished products.
- 3 **Gate to Grave/Cradle:** looks at what happens to a product at the end of its useful life.

Our LCA process also produces transparency: we pass on the findings of our analysis to our customers in the form of an Environmental Product Declaration (EPD), a standardized tool for communicating the environmental performance of a product. The EPD uses a consistent set of indicators to relay information about raw material acquisition, energy use, emissions and waste generation. EPDs are third-party certified, and they help our customers earn points under the LEED® v4 standard.

Full Circle Offers Landfill Diversion Options

Full Circle is the first program in the contract furniture industry to provide customers with environmentally-friendly options to deal with the significant amount of no-longer-needed facility assets that inevitably result from furnishing projects.

ORGANIZING POLICIES & PRINCIPLES

Environmental Policy

Knoll 8: Principles 1, 2, 3, 4, 5, 6, 7, 8
Protect the biosphere; use natural resources responsibly; reduce waste; conserve energy; reduce risk to people and the environment; create safe products and services; restore the environment; inform the public

KEY ACCOMPLISHMENTS

1,060 tons of waste
diverted from landfill through the
Full Circle program

817 metric tons
of avoided GHG emissions from landfill

Rather than sending surplus furniture, fixtures and equipment (FF&E) to landfill, customers can instead choose to resell, recycle or repurpose them. For those assets that may not have re-sale value, Full Circle works with partners to convert the surplus to energy-from-waste.

Knoll developed Full Circle with ANEW, a non-profit organization dedicated to extending the life cycle of surplus FF&E as well as architectural and building materials. Full Circle is among the most comprehensive resource recovery programs, allowing customers to dispose of excess assets in accordance with their own sustainability goals.

Knoll Full Circle

Extending the Lifecycle of Office Furniture in Partnership with ANEW



2020 marks the tenth anniversary of Knoll's partnership with ANEW, a Los Angeles-based nonprofit devoted to extending the life cycle of surplus furniture, fixtures and equipment (FF&E) in socially and environmentally responsible ways. With ANEW, Knoll developed and piloted Full Circle in 2009, the industry's most comprehensive take-back program, which diverts furniture and other items from landfill.

Typically, when a company moves out of a leased space, a demolition crew hauls the abandoned furniture to landfill. Through Full Circle, Knoll customers have a more sustainable alternative: ANEW conducts a thorough audit of the surplus items and develops a proposal of landfill diversion options, including reselling, recycling, and/or repurposing surplus, as well as converting unusable surplus to clean Energy-from-Waste.

“We’re doing what’s right with what’s left.”

ROSE TOURJE
FOUNDER AND PRESIDENT, ANEW

“We assess a customer's furnishings, equipment, office supplies—whatever they have in the built environment,” says ANEW's founder, Rose Tourje. “Then we determine the streams that the surplus will take, all within the schedule of the move and adding no more time than what's necessary.” At the end of the job, ANEW calculates material and energy savings, and issues a certificate that's been audited by a third party. “We're a succinct, organized and single-point resource for any customer,” Tourje says. Since its launch, Full Circle has worked with companies such as Sony and the Murphy Oil Company to deliver cost, material and energy savings.

Most notably, Tourje developed a socially minded liquidation process called Surplus Stewardship®, donating surplus furniture to the charities, nonprofits, public agencies and underserved communities that need them. Tourje and her team conduct extensive research to match items with organizations,

pairing product that is available with the nonprofits supporting the surrounding community. If, for instance, a project has decommissioned reception sets, and there are several clinics within a 20-mile radius of the office space, ANEW will reach out to them to see if they're interested in refreshing their waiting rooms.

Tourje launched ANEW on Earth Day in 2005 after a pivotal experience. At the time, she was working for Warner Brothers as a vice president of corporate real estate construction and facilities for global tenant improvement when she saw the contents of a downtown Los Angeles building being emptied onto the sidewalk. “I knew my person changed, and I also knew I was a changed professional in a field,” she recalls. Since leaving her day job to start ANEW, she has redirected more than 50 million pounds of office surplus from landfill across North America

Most recently, from November 2020 to January 2021, the ANEW team worked with a multinational financial institution to remove office furniture from 320,000 square feet across 13 floors of a Manhattan high-rise. Through this project, eight Native American organizations—including the Hopi Tewa Women's Coalition, the Hopi Education Endowment Fund and the Moenkopi Senior Center—received furniture.

The total furniture diverted from the landfill related to this project amounted to 796,935 pounds, or 399 US tons. In addition, 307.26 metric tons of greenhouse gases were diverted from the waste stream. The total furniture diverted from the landfill through donation to ten community organizations amounted to 135,050 pounds, or 68 US tons.

From a cost standpoint, Tourje says that she can compete with demolition crews who merely haul furniture to landfill. “But from an ethical standpoint, we have no competitors,” she says, as long as people are aware of how to handle FF&E responsibly. “We have a job to educate as many people who touch furniture, all across the world, on better practice.”

Products

Chemicals

It is Our Duty to Avoid Harmful Chemicals to Protect Our Customers, Associates and the Environment

Creating our products involves using common manufacturing materials and chemicals. To protect our customers, employees and the environment, it is our duty to avoid the use of chemicals of environmental and health concern.

Informing the Public

For each product we design and manufacture, we consider sustainable design standards relating to its material and chemical content and production process. We strive to reduce and eliminate the use, manufacture or sale of products and services that cause environmental damage or health or safety hazards.

To prevent unsafe use, we inform our customers of the impacts of our products. We use recognized labelling standards like the International Living Future Institute™ Declare labels, Environment Product Declarations (EPDs) and disclosure through LEVEL® by BIFMA certifications.

In addition, we provide independent testing to help assure the environmental and human safety of our products.

ORGANIZING POLICIES & PRINCIPLES

Environmental Policy

Knoll 8: Principles 1, 6, 7, 8

Protect the biosphere; create safe products and services; restore the environment; inform the public

KEY ACCOMPLISHMENTS

28
Knoll Office
products

with Declare labels
5 more added in 2020

1
KnollStudio
product

with a Declare label
1 more added in 2020

6
Muuto
products

with Declare labels
2 more added in 2020



Antenna Power Beam is certified Clean Air GOLD



Antenna Power Beam: A High-Performance Power Platform

Antenna Power Beam by Antenna Design is a high-performance power platform that promotes connectivity in an open, flexible workplace. The simplified elevated raceway delivers scalable power and data in a minimal footprint.

Inspired by the Antenna Big Table center beam, Masamichi Udagawa and Sigi Moeslinger designed Power Beam to be materially simple while offering multiple planning opportunities. They conceived all four sides of the beam to provide integrated functionality—resulting in an elevated beam that features maximum performance in a minimal footprint. Power Beam seamlessly integrates into the Antenna Workspaces platform. Like Antenna Workspaces, Power Beam is certified Clean Air Gold.

In addition to the main beam, an extensive collection of plannable elements—technology spine, personal and group storage, and screens and accessories—combine to form a variety of workspace solutions that meet the specific needs of individuals and teams.

Products Materials

We Aim to Address Environmental Standards

As a leading furniture designer and manufacturer, we see ourselves as part of the environmental solution. We are committed to producing high-quality products that start and end with respect for the environment. Doing so allows us to meet environmental regulations, reduce business and environmental risks, expand our market opportunities and respond to our customers' increasing demands for furniture, textiles and accessories that endure, rather than end up in landfill. Our commitment extends from our own operations through to our supply chain.

Design for the Environment Establishes Standards

Design for the Environment (DfE) means that Knoll products are imagined, designed and manufactured with the environment in mind. The program sets criteria for embodied energy and emissions of materials, defines a minimum for recycled content and mandates low energy consumption and the use of clean manufacturing technology. When we source new materials, suppliers must provide us with documentation regarding their material sources, chemical constituents and manufacturing locations. Furthermore, we request details of any post-consumer and post-industrial recycled content.

Knoll and the FSC® Certified Wood Standard

With so much of our furniture made from wood, it is important to us and to our stakeholders that we set policies, adhere to standards, and partner with experts who can help ensure we use precious forest resources responsibly.

We began working with exemplary forest resources in 1993 when we introduced Frank Gehry's bentwood seating collection with an option of sustained-yield maple grown by the Menominee Tribal Enterprise.

In 2006, as scientific evidence and public concern mounted over the devastating impacts of global warming, Knoll initiated a Sustainable Wood Policy. The purpose of the Policy is to ensure that wood and wood fiber used in the manufacture of Knoll products is obtained from environmentally responsible sources. Knoll committed to providing Forest Stewardship Council (FSC®)-certified wood as the standard option without additional charges or extended lead times, over ten years ago.

This is a matter of critical importance because forests are vital components of our ecosystem, providing timber and wood pulp, food and medicines, wildlife habitat, and livelihoods and cultural identity for those who dwell in them. Forests also contribute to air and water quality, and they play a key role in the global carbon cycle.

ORGANIZING POLICIES & PRINCIPLES

Environmental Policy

Sustainable Wood Policy

Knoll FSC® Wood Standard

Design for the Environment Policies

Knoll 8: Principles 1, 6, 7, 8

Protect the biosphere; create safe products and services; restore the environment; inform the public

KEY ACCOMPLISHMENTS

In 2020 Knoll Office wood furniture was manufactured with at least

90% FSC® mix

In December 2009, Knoll established FSC® certified wood as the standard for the majority of Knoll open plan office systems and tables. The 2009 Knoll FSC Standard raised the sustainability bar by bringing virtually all of the Knoll core systems business under the FSC umbrella. Moreover, the Standard was the result of more than a decade of effort aimed at:

- + Developing the supply chain for sustainable wood
- + Creating the infrastructure in our business and manufacturing processes for sourcing, tracking and incorporating FSC wood into our products
- + Building FSC certification into our ISO 14001 process

The Standard not only helps Knoll operate sustainably, it also makes it easier for the design community and Knoll customers to blend environmental responsibility with workplace planning.

Knoll and FSC®: A Legacy of Working Together Toward Shared Goals

We began collaborating with Forest Stewardship Council in 1995 and later, with the Rainforest Alliance to develop the North American supply chain for FSC wood. This successful effort at “greening the supply chain,” links our suppliers with Rainforest Alliance experts to help them improve their processes, meet certified forest standards and make FSC certified wood more widely available to manufacturers across the industry. Knoll continues to leverage its power in the marketplace with suppliers to increase the long-term supply of FSC certified wood in partnership with our third-party certifier, Preferred by Nature™ (formerly NEPCo).

KEY ACCOMPLISHMENTS

In 2020, Muuto joined the
FSC® certificate

Looking Ahead

- + Continue to explore opportunities to advance use of sustainable materials in our products.
- + Focus on Fully joining Knoll FSC certificate in 2021.

Social

Associates

Health & Safety

Prevention of Harm and Worker Well-being is Paramount

Knoll is committed to providing a safe and healthful work environment—not just for our own employees—whom we refer to as Associates—but also for customers and any business or organization that we interact with. We believe that no risk is worth taking if it will endanger a life or cause harm, however minimal. We also believe that health and safety is a collective responsibility. Through our policies and practices, we empower our Associates to take ownership for developing world class competencies in health and safety. This ensures we have a healthy, reliable workforce and are protected against legal and financial risks. One-hundred percent of our global employees are covered by a health and safety system.

Aspirational Goals

Knoll aspires to reduce workplace harm and harmoniously create a culture of caring by 2025.

- + Zero Lost Time Injuries
- + Zero Recordable Injuries
- + Zero Notices of Violation
- + All Associates participate in safety observations
- + All manufacturing facilities deploy OSHA (or similar) partnership programs
- + Emphasis on Associate mental health wellness

Our Health and Safety Standard

We are committed to preventing injuries and ill health. This includes potential issues related to our facilities, such as harm from hazardous energy sources, working at heights, slips and falls, ergonomics and machine guarding.

In our Knoll Office North American manufacturing sites, the foundation of our approach to occupational health and safety is the ISO 45001 standard within our Knoll Management System. The objective of this Management System is to establish, document, reference and maintain our Health and Safety Policy, objectives, goals and programs.

The standard identifies:

- + Key roles and responsibilities of employees within the organization
- + Aspects, risks and hazards of corporate activities, products and service
- + Policies, practices, procedures and controls to assess and manage health and safety risks

ORGANIZING POLICIES & PRINCIPLES

ISO 45001 Standard

Health and Safety Policy Statement

Knoll 8: Principles 5, 6, 8
Reduce risk to people and the environment; create safe products and services, inform the public

The standard helps ensure that we not only comply with our legal obligations regarding health and safety, but also assess and manage our risks appropriately and promote continuous improvement. Our sites continue to target and meet a 10 percent health and safety risk reduction year-over-year. Management teams at each site are responsible for identifying and engaging our people on the best hazard control measures—ranging from elimination, engineering and administrative tactics—to reduce recognized risks at their site.

Knoll also uses VelocityEHS, a multidimensional software platform. This is integrated with our Knoll Management System to track incident management, corrective actions, safety bulletins, risk analysis, audits, inspections, management of change, and contractor management.

We ensure that Associates injuries are promptly treated by qualified Knoll First Responders. Injured Associates are transported to a local medical facility, if required, and the incident is reported to the site leadership team and Director of Health and Safety.

Influencing Others

Through our health and safety strategy, Knoll seeks to have an impact beyond our own operations. It is Knoll's expectation that our contractors, sub-contractors and their workers meet or exceed the safety requirements of our Health and Safety Policy. Knoll seeks to influence safety through modern ways of working, which includes remote workers and the home office.

Star Rating

Since 2006, our East Greenville, PA site has held the “Star” rating under the U.S. Occupational Safety and Health Administration's (OSHA) Voluntary Protection Program (VPP). A Star rating is the highest a company can obtain in OSHA's premier partnership

program. The rating puts us in an elite and exclusive group of fewer than 2,500 U.S. companies that have demonstrated a dedicated commitment to safety.

To achieve this rating, our East Greenville, PA site demonstrated we have a comprehensive safety and health program with strong management leadership, include all employees as active participants, and ensure an injury rate substantially below the average for the industry.

Report on 2020 Injuries

In 2020, we recorded 13 injuries in our Knoll Office North American sites, a 19 percent reduction over 2019. We also documented a total of 2,025 safety conversations to help promote a safe and healthy work environment; a 25 percent increase from the prior year. Knoll Associates did not experience any high-consequence work-related injuries in 2020.

Our total case incident rate (TCIR) was 0.73, and days away case rate (DACR) was 0.10. This compares favorably to our industry group averages which are 4.20 and 1.00, respectively (BLS, 2019).

The main cause and cost of 2020 workplace accidents within Knoll was worker strain (e.g., chronic musculoskeletal injuries, sprains). These accidents resulted in minor injuries to upper extremities.

To reduce this risk and continue to strive to provide an injury-free workplace, we reviewed trends with senior leadership and incorporated specific actions into site level health and safety plans. For example, we introduced stretching protocols for physically-demanding jobs, and physical therapy sessions to promote strengthening. Additionally, we have partnered with Humantech, a tool for analyzing good ergonomic workplace design, which we utilize when a new machine or process change is introduced.

The chart at right illustrates hazard risk score by site. Overall, we reduced our hazard risk score by 10 percent, which meets our hazard risk reduction target. We measure hazard risk as a site aggregated score on recognized and anticipated hazards and the controls that have been put in place.

We also achieved a 20 percent increase in year-over-year near miss reporting, well exceeding our target of 15 percent.

SITE HAZARD RISK SCORE

EAST GREENVILLE



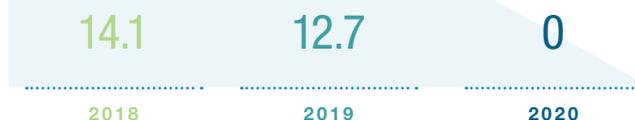
TORONTO



MUSKEGON

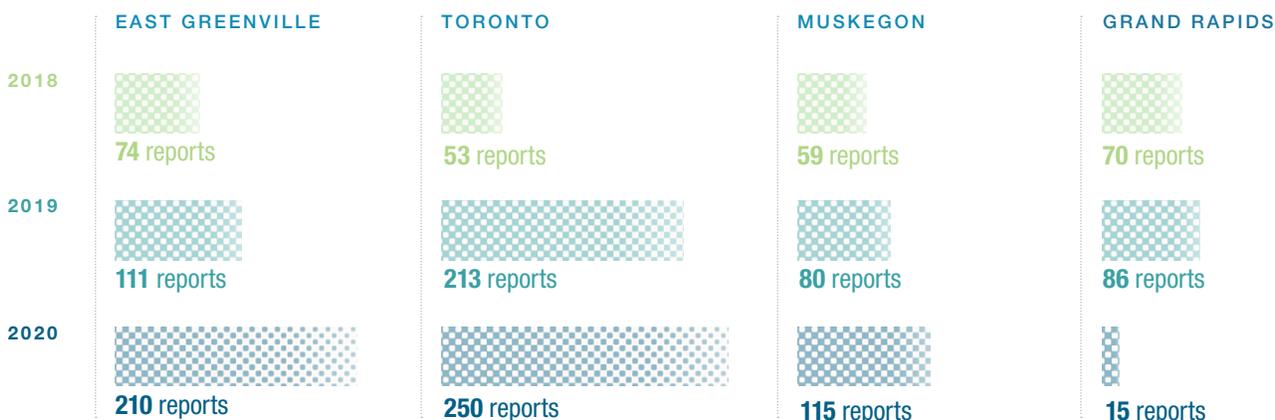


GRAND RAPIDS



Knoll Office North American manufacturing sites

NEAR MISS REPORTING YEAR-OVER-YEAR



Knoll Office North American manufacturing sites

Key Accomplishments

Hazard recognition is a key area of focus for Knoll. In 2020, we achieved significant progress with our Near Miss Reporting Initiative. A near miss is defined as an unplanned event that had the potential to result in illness, injury to a person, or damage to property or the environment but that did not. This initiative places iPads in common production areas to report near miss instances. We also engaged our Associates by linking Near Miss Reporting to the annual bonus metric.

In 2019, we launched a behavioral safety program which uses an observation metric called the AAA conversation (Awareness, Action, Agreement) to drive positive changes in behavior. This proactive year-over-year metric is a major catalyst in shifting to a “culture of safety.” It prompts Associates from all levels to provide feedback, engage in open communication and recognize hazards. It is measured by the number of AAA Safety Conversations per week for site managers as entered into VelocityEHS.

Looking Ahead

- + Boost engagement with Site Leaders to establish Safety Committees.
- + Continue to foster a culture of engagement among employees so they are more proactive with corrective actions.

COVID-19 & RESPONSE

In addition to our standard health and safety programs, this year we quickly responded to support our Associates and to keep them safe and healthy during the COVID-19 pandemic. In early March 2020, the COVID-19 pandemic shut down key suppliers and confined Associates to their homes. In a quickly evolving regulatory atmosphere, Knoll listened closely to CDC guidelines, benchmarked with industry leaders, and offered assistance to Associates across the constellation of brands. Associate Health & Safety are paramount to Knoll's values, which was reinforced with video messages from CEO Andrew Cogan, regular human resources communications, and Town Halls to address workplace uncertainties.

Manufacturing responded to the pandemic by quickly pivoting to provide face coverings to Knoll Associates, and the East Greenville facility also manufactured masks for nearby hospital staff made from KnollTextiles materials. The procurement team worked to provide disinfectants, wipes, gloves, gowns, and sanitizer to manufacturing spaces and showrooms across the nation. The Environment, Health and Safety (EHS) organization established COVID-19 response plans, daily screening questionnaires, and deep cleaning criteria. Knoll's legal team worked to stay abreast with county, state, and federal requirements for each showroom, office, and manufacturing facility. Human Resources helped Associates navigate quarantine, isolation, and benefit information in an ever-changing climate. We encouraged flexible schedules, shift changes as needed and a positive work-life balance. We coordinated commuter stipends for urban commuters and helped to create and communicate work from home furniture offerings at a generous discount to support our remote workforce.

At regular intervals, Knoll published guides for our clients and dealers on how to safely return to the workplace. Recognizing that our customers needed to provide safe barriers to their employees, our business was able to produce screens and divider solutions for offices. We continue to actively monitor the potential impacts of COVID-19 and related events on our Associates, suppliers, clients, customers and dealers.

Highlights:

- + No Notices of Violations (NOVs) from federal, state and provincial health and safety regulators related to COVID-19 complaints
- + No COVID-related illnesses reported to federal health and safety regulators
- + Masks made and donated to a hospital in East Greenville
- + Spinneybeck partnered with a mask manufacturer in New York to make masks for healthcare workers
- + COVID safety observations implemented
- + All Knoll, Inc. locations completed a compliance checklist prior to reopening
- + Knoll distributed masks to all associates in March 2020
- + OSHA VPP recognized Knoll best-practices along with other companies in Region 5

Associates

Diversity, Equity & Inclusion

Diversity Drives Success

Our stakeholders expect our company to reflect the communities where we live and work. We are committed to diversity, equity and inclusion; to creating opportunities for people with disabilities and those who come from diverse cultural and ethnic backgrounds; and to building on our leadership in LGBTQ+ equality. We recognize that promoting equity, diversity and inclusion leads to a more stable, financially successful enterprise which strengthens the communities where we operate.

Modernism and Inclusivity

Modernism in design was born as a means toward social good, and Knoll was founded on the principle that modern design could improve the way we live and work.

By extension, good design is agnostic about one’s ethnicity, sexual orientation or gender, or the color of one’s skin. As humans, first and foremost, we share a universal desire for beauty, joy and utility.

We believe that embracing diverse perspectives contributes to inclusive workplaces and communities. Through our multiple policies and statements—our Code of Ethics, Diversity and Inclusion Statement, Equal Employment Opportunity and Affirmative Action Plan, Disabled and Veterans Policies, and Workplace Harassment Policy—we celebrate our differences, promote teamwork and foster continuous dialogue on how we can all collaborate more effectively.

Knoll is an Equal Employment Opportunity employer. Employment selection and related decisions are made without regard to race, color, sex, religion, age, national origin, disability, sexual orientation, gender identity, pregnancy, genetic information, veteran status or any other characteristic protected under federal, state or local law.

The Knoll Affirmative Action Plan is developed centrally on a calendar-year basis consistent with the corporate policy on equal employment opportunity. This Affirmative Action Plan provides for comprehensive reporting and monitoring procedure. Knoll also has a designated Equal Employment Opportunity Coordinator.

Our Strategy Focuses on Education, Talent and Accountability

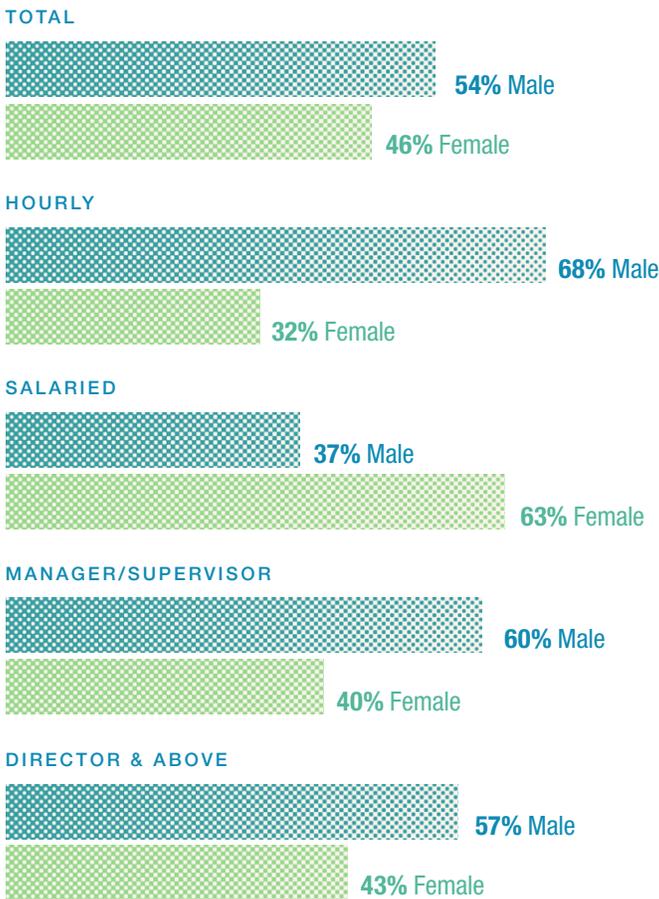
To promote diversity and inclusion, we cultivate a dialogue at all levels and rely on a feedback process. In 2020, we also established the Knoll Diversity Advancement Design Scholarship for Black Students in our communities.

Our recruiting campaigns and practices are aimed at increasing diversity within our workforce. We strive to communicate clearly with potential talent on our diversity and inclusion commitments. We also seek to improve diverse representation through our promotion policies and practices.

ORGANIZING POLICIES & PRINCIPLES

- Code of Ethics
- Diversity and Inclusion Statement
- Equal Employment Opportunity and Affirmative Action
- Disabled and Veterans Policies
- Workplace Harassment Policy

U.S. DIVERSITY – GENDER BY CLASSIFICATION



For all U.S. Associates

We are committed to pay equity, to fair and equitable organizational practices, and to being transparent with our metrics and results.

In 2020, we established the Knoll Diversity and Inclusion Council to improve inclusion and diversity within our company and our industry. The Council will help us set priorities to promote ongoing education to build cultural competency, create action plans to drive better results in recruiting, retaining and promoting diverse talent, and establish metrics to hold ourselves accountable.

In 2020, we also committed funding to organizations that address inequality either in the design profession or within overall corporate culture. Together, with matched Associate contributions, Knoll donated \$71,000 in June 2020 to IIDA, National Organization of Minority Architects (NOMA) and Color of Change.

Action for Diversity and Inclusion™ Pledge

In 2020, Knoll joined more than 1,300 other companies who have pledged to take action to advance diversity and inclusion in the workplace. The CEO Action for Diversity and Inclusion™ Pledge focuses on four commitments:

- + Cultivating trusting workplaces that can have complex, and sometimes difficult, conversations
- + Implementing and/or expanding unconscious bias education
- + Sharing best—and unsuccessful—practices
- + Creating and sharing strategic inclusion and diversity plans with the board of directors (or equivalent governing bodies)

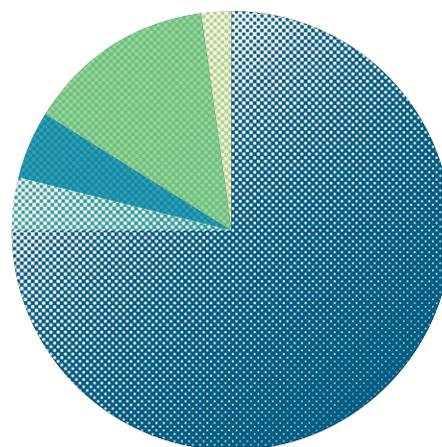
The coalition is the largest CEO-driven business commitment to advance workplace diversity and inclusion in the United States.

Looking Ahead

Knoll is focusing on a four-pronged approach to fostering diversity, equity and inclusion:

- + External Education and Mentoring including student outreach from primary through secondary education
- + Talent Recruitment & Retention including enhanced collateral and Career Portal as well as participation in HBCU career fairs
- + Internal Education in the form of monthly newsletters, Courageous Conversation podcasts and Inclusive Workplace and Unconscious Bias training
- + Accountability, Performance & Communication to ensure we are monitoring and measuring our initiatives through an annual scorecard

U.S. DIVERSITY 2020 – ETHNICITY OVERALL



Caucasian 75%	Black or African American 5%
Asian 4%	Hispanic or Latino 14%
Two or More races (not Hispanic or Latino) 2%	

For all U.S. Associates

PAY EQUITY 2020 (SALARIED ASSOCIATES)

SENIOR LEADERS

7	22	-11%
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MANAGERS

180	196	-1%
-----	-----	-----

PROFESSIONALS

176	166	-26%
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FEMALE	MALE	AVG % OF PAY DIFFERENCE
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For all U.S. Exempt Associates

Our gender pay equity is a measure of the difference in the average pay of men and women across the professional roles in our organization.

Associates

Well-being

We Foster a Culture of Wellness

We know Associates seek a work experience that enriches both their professional and personal lives. Our Associates' wellness journey, which has taken off since 2015, proves that whole-employee well-being is a powerful tool for boosting productivity, satisfaction, and retention, while also creating a stronger culture and driving business results.

From Underperformer to Overachiever in a Few Short Years

Before 2015, Knoll struggled with Associates wellness. We had a low participation rate for age and gender appropriate wellness screenings such as colonoscopies and mammograms; employees with chronic conditions often failed to adhere to prescribed treatment programs and medications; and many employees had not seen a medical professional in years.

We realized that we had to take action to turn this situation around. Starting with the Knoll Wellness Incentives, we actively set out to engage not just our employees, but also their family members in making health and wellness a top priority.

Our insurer, Highmark IBC, a PA Blue Cross Blue Shield (BC/BS) alliance, has supported our effort. Now over 80 percent of enrolled Associates have committed to engaging in wellness. They are entering into more conversations with their doctors which is leading to earlier potential diagnoses.

This engagement has produced better, healthier outcomes for our Associates and their families, and it has also reduced long term expenses for individuals and the company as a whole. Although Knoll insured almost double the number of Associates between 2016 and 2020, the net claims are almost the same. Not only that, Knoll's actual paid claims continue to perform better each year, resulting in annual increases that are less than national trends.

In our annual medical reviews with BC/BS, our insurer has commended us for going from one of their most challenging participant groups to their shining star. They often cite us as proof of the value of adhering to medical programs, visiting doctors regularly, and making time for appropriate medical screenings.

Local and Global Programs

On the local level, we offer customized programs such as on-site yoga classes, walking clubs and weight control support.

For U.S. Associates, we have linked many activities with financial incentives. For example, in partnership with industry leader Virgin Pulse, we offer participants the opportunity to earn up to \$200 a year through activity-based efforts such as taking steps, tracking performance on smart watches and phones and third-party

ORGANIZING POLICIES & PRINCIPLES

Knoll 8: Principle 5

Reduce risk to people and the environment

applications such as Strava; daily 10-second reading activities around mental well-being, nutrition and financial wellness; and group challenges that encourage employees to team up with friends and co-workers. We also offer incentives to reduce annual medical premiums for enrolled Associates and spouses/partners who simply visit their preferred medical professional, have a health blood screen, are tobacco free or enroll in a quit program, annually.

Other targeted wellness programs include: linking expectant mothers with certified maternity professionals at Blue Cross/Blue Shield once a trimester to ensure they take care of themselves and their expected baby; offering free diabetic test strips and related equipment; and providing enhanced coverage, starting at age 45, for screens such as covered colonoscopies.

Knoll also offers U.S. and Canadian Associates a comprehensive Employee Assistance Program (EAP) through a contract with Morneau Shepell. The EAP provides support and resources to Associates dealing with stress, grief or mental health issues, workplace challenges, drug and alcohol addictions, debt and other financial issues, retirement transitions, and child/elder/other dependent care. Our EAP also helps with wills and other legal matters.

We Offer Our Associates Workplace Flexibility

Knoll's Flexible Workplace Policy covers 100 percent of our North American salaried Associates. The policy helps our Associates balance their work and personal responsibilities. Where appropriate, the policy allows for customized work hours, work from home (even pre-COVID-19) and the opportunity to bank hours to enable a shorter work week in the future.

Comprehensive Leave Policies and Supports

Knoll's Parental Leave Policy allows for paid leave following the birth or adoption of a child by an Associate. Applying to both parents, the policy is designed to foster a supportive family environment.

In addition, to help Associates continue to work when they have dependents, Knoll allows Associates to set aside pre-tax money to use for eligible dependent care expenses that may occur

throughout the plan year. These include after-school care, child daycare, nurse/childcare tuition, emergency daycare, day camp, adult daycare, elder care, and care for a disabled dependent.

As part of our Employee Assistance Program offering, Associates can also access Morneau Shepell's family support specialists. Over the phone, these specialists can provide information and resources to help individuals cope with day-to-day or longer-term challenges associated with pregnancy, adoption, parenting, child-care and schooling, and emergency home services.

In the United States, Knoll provides all Associates with income replacement insurance if they are unable to work for more than eight days due to injury or illness. For disability leaves lasting more than 90 days, Knoll offers Associates the opportunity to enroll in long-term disability coverage. Long-term disability benefits will last the Associate for as long as they are considered disabled and unable to work or until they reach their Social Security Normal Retirement Age.

In Canada, each province has an Employment Standards Act (ESA) that legislates rules around leaves and job protection. Knoll's leave policies for short- and long-term disability, as well as maternity, paternity or mandated leaves of absence for Canadian Associates meet these statutory requirements. Ongoing benefits coverage for Associates on leave is provided through Manulife.

2020 PARENTAL LEAVE DATA

	Male	Female	Total
Associates entitled to Parental Leave in 2020	904	1,102	2,006
Took Parental Leave in 2020	26	32	58
Returned from Parental Leave in 2020	6	6	12
Returned from Parental Leave in 2021	12	27	39
Still on Parental Leave as of Aug. 27, 2021	—	—	0
Did not return from Parental Leave	5	6	11
Still Employed 12 months after return	3	4	7
Left within 12 months after return	4	4	8
Still on leave or has not been 12 months since leave ended	—	—	0

For all North American Associates

Looking Ahead

- + Continue to learn from global best practices.
- + Continue to foster a culture of openness and listening.
- + Ensure that senior leadership sets the example of living well.
- + Continue to explore new wellness offerings.
- + As the business expands, continue to educate Associates on our wellness programs.

Associates

Engagement & Development

Engaged Associates Contribute to the Triple Bottom Line

Our business success—our longevity in the market, our innovations and our contribution to the world of design—are the direct result of a highly engaged team that is clear about our mission, vision and values. Similarly, our recognition as one of the world’s most sustainable designers and manufacturers of furniture, accessories and textiles is founded on a workforce that embraces the idea that sustainability is not separate from, but rather integral to, the triple bottom line, that is, people, planet and profits.

Training and Skills Development

In 2020, Knoll conducted extensive Associate training programs. This included leadership development, systems, compliance and Environment, Health & Safety training. In addition, Knoll Associates are offered a variety of programs to upgrade and improve their marketable skills and ensure continued employability. In the professional space, programs include Leadership Development, and computer and information systems training (Microsoft Office Suite including Teams). In the manufacturing space, we consistently offer opportunities for cross-training and upskilling.

In 2020, Knoll North America Sales Associates had access to over 100 hours of in-person and online product and skills development training. This included presentation skills and strategy workshops, as well as specification, product and application training.

Freedom of Association and Bargaining

Knoll Associates enjoy freedom of association and bargaining. This freedom is reinforced through our Open Door Policy. The Policy ensures there is a standard procedure for treating all Associates fairly and equitably. It also facilitates their right to appeal the actions of those to whom they directly report.

Bonus and Benefits in a Challenging Year

In November 2020, Knoll received Board approval to pay the Associate Bonus in a year when we did not meet our original financial plan objectives. In addition, the Associate Bonus was paid just prior to the Thanksgiving (U.S.) holiday instead of normal timing in February of the following year. In addition, Associates working in our plants and warehouses across our constellation were awarded an additional bonus to recognize the actions to keep safe while working throughout the pandemic.

Knoll did not increase Associate contribution cost toward Knoll Benefits Programs for 2021. Additionally, Knoll announced a partial restoration of the 401k program company match. Beginning January 2021, Knoll will contribute 25 cents on every dollar up to 6 percent of annual compensation.

ORGANIZING POLICIES & PRINCIPLES

Environmental Health & Safety Policy

Code of Ethics

Open Door Policy

Knoll 8: Principles 5, 6
Reduce risk to people and the environment;
create safe products and services

AVERAGE HOURS OF TRAINING PER YEAR

ALL EMPLOYEES	4.4 hrs
MALE EMPLOYEES	3.6 hrs
FEMALE EMPLOYEES	5.6 hrs
MANUFACTURING EMPLOYEES	2.3 hrs
PROFESSIONAL EMPLOYEES	6.9 hrs
EXECUTIVE EMPLOYEES	0.5 hrs

*For all North American Associates
Data excludes sales training*

Engaging Through Virtual Town Halls

Members of the Knoll Executive Leadership Team held quarterly virtual town hall meetings. Topics covered in these sessions included Knoll's evolving vision amidst the COVID-19 pandemic and our plans for profitable growth as well as updates from our Diversity & Inclusion Council.

Identifying Talent

Knoll's in-house Talent and Development Leader works with business leaders to identify and prepare high performers for future opportunities. The Leader is also responsible for identifying areas where there may be knowledge gaps and creating training plans to address those gaps.

Feedback is Key

Knoll routinely provides performance feedback to Associates throughout our business. In 2020, in an effort to make the goal-setting and performance discussions more meaningful and dynamic, the company moved from TalentPath to a conversation-based career discussion. We transitioned away from Talent Path, a traditional performance management system, to a more simplified review form. We provided training materials to our managers and employees in the form of a Talent Conversation Guide. We utilized Talent Conversations to assess 2020 performance and for 2021 goal setting and talent development. The conversation was staged to enable a performance and priorities discussion to set the stage for a more robust and continuing dialogue about development as the year progresses. These discussions are crucial because of where they often lead: course corrections, realignment of talent, discovery of hidden aptitudes and aspiration, as well as mutual understanding.

We also assess training programs by seeking feedback from participants, leaders and trainers. Focus groups, surveys and lessons learned sessions all provide valuable feedback to guide future training efforts.

Leadership development, systems, compliance and Environment, Health & Safety training

is available to Associates

Looking Ahead

- + Continue to explore opportunities to advance Associate engagement and development programs.
- + Implement new approach to feedback with quarterly talent conversations focused on performance, planning and priorities.

Supply Chain Management & Human Rights

We View Our Suppliers as Strategic Partners

In working with commercial, healthcare, education and government organizations worldwide, we hold that conducting business honestly, ethically and in compliance with all applicable laws is vital to our performance. We view our suppliers as our strategic partners. We expect our suppliers to deliver performance in line with the expectations of our customers, shareholders and communities.

Supplier Guidelines Set the Standard

The Knoll Office Supplier Guidelines address our expectations and set standards for supplier performance and ethical practice in key areas, including environmental partnership, health and safety, human rights, and the prohibition against child and forced labor.

Our Code of Ethics* also covers many areas of human rights and bans any form of engagement with suppliers who participate in unethical and unlawful practices.

Knoll has no operations or suppliers considered to have significant risk for incidents of child labor, young workers exposed to hazardous work and forced or compulsory labor. In addition to our Supplier Guideline and assessments, we also have strict terms in our purchase order and other supplier agreements banning the use of these practices and mandating compliance to applicable laws.

We also expect our suppliers to be partners of the environment, adhering to the same standards to which we hold ourselves. This includes a commitment to preserve natural resources, prevent pollution, and minimize any other negative impacts to land, air and water.

All new suppliers are subject to a new Supplier Assessment which includes Environmental & Social Responsibility criteria. Suppliers must disclose relevant ESG information which informs our supplier selection.

Existing suppliers undergo a yearly social responsibility review. The review extends beyond the immediate supplier to include our extended supply chain. We use supplier scorecards and quality audits to monitor compliance with our Policy and Guidelines.

We See Value in a Diverse Supply Chain

Knoll acknowledges its role in the support of small and disadvantaged businesses in meeting its customer's needs. Knoll believes that pursuing diversity in its supply chain advances economic opportunity, enhances the communities in which it operates, supports its overall business objectives, and promotes the development of innovative business solutions, which benefit its customers.

**Note: Effective July 19, 2021 with the acquisition of Knoll by Herman Miller, the Knoll Code of Ethics was superseded by the MillerKnoll Code of Business Conduct and Ethics.*

ORGANIZING POLICIES & PRINCIPLES

Environmental Policy

Design for the Environment Policies

Code of Ethics

Supplier Guidelines

Supply Quality Handbook

Supplier Assessment

Purchase Order Terms & Conditions

Knoll 8: Principles 1, 2, 6

Protect the biosphere; use natural resources responsibly; create safe products and services

It is Knoll's policy to select and purchase from suppliers who offer the greatest value. Within this general policy, Knoll will make a reasonable effort to ensure that small, HUBZone (Historically Underutilized Business Zone), disadvantaged, woman-owned, veteran-owned, service-disabled veteran and multicultural businesses have an equitable opportunity to compete for contracts as suppliers of materials and services to Knoll. The Knoll Multicultural Supplier Program and its goals are some of many factors in Knoll's supplier selection process. Certifications by federal and/or independent agencies with jurisdiction are gathered as part of the program. Knoll encourages eligible suppliers not certified to become so.

Knoll routinely seeks to solicit and develop its relationships with small, HUBZone, disadvantaged, woman owned, veteran-owned, service-disabled veteran and multicultural businesses by offering support in engineering, design, information systems and other business assistance programs. These offerings are consistent with those available to all suppliers of subcontracted materials and services to Knoll. In addition, Knoll works to identify candidates and opportunities for these suppliers with the National Minority Supplier Development Council and the Women's Business Enterprise National Council.

Looking Ahead

- + In October 2020, Knoll completed a Supplier Sustainability Risk Assessment of our top 75% spend suppliers. Knoll is evaluating the results of the assessment to determine how to better engage with our suppliers on sustainability matters and reduce sustainability risk.
- + Obtain formal acknowledgment of Supplier Guidelines from our top 75% spend suppliers.
- + Expand Supplier Guidelines review across all of Knoll's businesses.

Customers

Safety & Well-being

We Design to Enhance Our Customers' Well-Being

Customer safety and well-being is important to us because it is fundamental to the DNA of our brand. We honor what Eero Saarinen called “the enthusiasm, the inspiration and the concern for human beings” that Hans Knoll brought to his customers. Paying attention to customer safety and well-being also reduces our risk, adds value for our customers and stockholders, and allows us to contribute broadly to the global community. Clients and dealers expect Knoll furnishings and products to go beyond safe: they expect our products to enhance their workday and improve their lives.

Customer Safety and Well-Being is Addressed at Every Stage of Our Process

Customer safety and well-being is addressed within Knoll from the beginning of product design, all the way through product development and testing, quality checks, production, and distribution. It concerns both internal teams—design, product development, marketing, operations, quality, procurement, logistics, legal—and external partners, such as dealers and our extended supply chain.

Knoll Office North American product development follows ISO 9001:2015 for the design and development of products and services. This quality management standard defines a process to demonstrate that we consistently provide products and services that meet customer expectations and applicable statutory and regulatory requirements.

To eliminate or limit hazardous emissions from products, we follow Design for the Environment (DfE) guidelines and seek to align with Intertek Clean Air standards. We do not use any chemicals that are known to be harmful to human health.

We are also active on the planning side to ensure that clients are creating a safe and healthy workspace with Knoll products. This impacts sales teams, technical resources, and often marketing.

All Knoll height-adjustable tables and benches conform to UL 962: The Standard for Safety for Household and Commercial Furnishings. This is the most stringent testing protocol for height-adjustable tables; tests are executed by a Nationally Recognized Test Lab (NRTL) to certify a base together with its entire scope of tops.

In 2020, our East Greenville test lab went through the A2LA evaluation process to become accredited to ISO/IEC 17025:2017. With this accreditation, the East Greenville test lab complies with the latest BIFMA requirements and can officially test seating and lounge products as appropriate for BIFMA X5.1-2017, BIFMA X5.4-2020, BIFMA X5.11-2015, and BIFMA X6.4-2018.

ORGANIZING POLICIES & PRINCIPLES

Knoll 8: Principles 5, 6, 7, 8
Reduce risk to people and the environment; create safe products and services; restore the environment; inform the public

KEY ACCOMPLISHMENTS

Continued focus on informative marketing materials:

Simplified assembly instructions

New video assembly instructions for more complex products

We assess all products prior to launch to ensure health and safety, and to ensure that all structural requirements are met. All major product launches are tracked closely for the first year, and we conduct a review after one year to determine if any improvements are needed for any part of the product.

If customers have questions or complaints, they typically reach out to dealers or sales representatives who in turn contact our customer experience, marketing or field service teams. Customer experience and field service teams then devise and implement a solution, sometimes with the support of additional teams.

With our growth in the ecommerce space in 2020, we paid great attention to ensuring that products were shipped with customer safety and effective delivery in mind. Some products were shipped fully assembled to save customers the hassle of install, while others were shipped in simple parts to ensure easy installation. Our leading retail height-adjustable desk, Hipso, initially shipped

with the base in one box and top in a second box, but the product packaging was quickly revised to ship the base in two boxes to decreasing the lifting requirement for customers.

We are committed to creating inclusive, informative marketing materials that clearly convey features, benefits and operational instructions.

One area that we do not control is installation. Typically, dealers source and provide their own installers, and while we provide installation instructions, on occasion issues do arise.

Our Products Enhance Health and Wellness

Knoll products, such as height-adjustable tables, ergonomic seating and lighting that reduces eye strain, contribute to our customers' well-being by being flexible and encouraging movement.

In 2020, Knoll Office and Fully began expanding the reach of their ergonomic products by integrating product from each other's portfolios into their sales channels. This cross-selling allowed Knoll Office to start offering clients a new category of seating from Fully—perches—which are designed to keep users active while sitting. Fully was able to expand their offering of ergonomic task seating by introducing seating from Knoll with the support required by users working from home. In 2020, Knoll Office also introduced a new height-adjustable desk platform for contract clients called k. base.

When designing Knoll products, we follow established structural and ergonomic guidelines (like the BIFMA G1 2013 Ergonomics Guideline), and BIFMA guidelines for specific product categories, like office seating, lounge and public seating, desk products, panel systems and storage. If there is an applicable BIFMA standard, we design to it; however, not all products designed by Knoll have an applicable BIFMA standard.

We also design for human factors at the workstation through standards provided by ANSI/HFES 100-2007. These require our designers to consider such factors as user postures, pinch points, exposure to wires, and the need to eliminate collisions with, for example, moving tables. Before a product is launched, our product development and quality control teams track and test for these and applicable BIFMA requirements, often at three times the basic requirement.

Our design team conducts its own research on ergonomics and also occasionally calls upon external consultants to provide objective input and assessments.

Finally, our marketing team and Certified Office Ergonomics Evaluator (COEE) sales representatives work with clients when ordering or installing products to help them understand ergonomic requirements and to adjust workstations for optimal performance.

Looking Ahead

- + Addition of video assembly instructions for Hipso, new way of thinking about how products get shipped to ensure their safety in receiving oversized products.
- + Updating our lab to be ISO-certified and BIFMA-certified due to new BIFMA requirements.

Customers

Product Certifications

Independent Third-Party Certifications Build Brand Trust and Loyalty

We are an industry pioneer in advocating and submitting our products for independent third-party certification. We believe that respected third parties provide the most impartial and trustworthy foundation for broad compliance. Achieving product certifications is important because it holds us to high standards, helps minimize our environmental footprint, positions us as a trustworthy brand, and allows us to engage transparently with a broad range of stakeholders.

Product Certifications Are a Company-Wide Concern

Product certifications are managed across teams, including product development, sustainability and environment, health and safety, and marketing and communications. We create Environmental Data Sheets for each new product before it is launched. Before a new product goes into design or development, our teams specify the certifications required for the product. Annually, we review all products to determine which ones require testing or certification renewal.

Over 150 of Our Products Carry Certifications

We pursue a broad range of third-party certifications and ratings, including: LEVEL® by BIFMA, Declare™ UL GREENGUARD, Intertek Clean Air, Environmental Product Declarations (EPD), and the Forest Stewardship Council. These product certifications enable our customers to achieve building certifications that they are pursuing such as LEED, WELL and the Living Building Challenge (LBC).

Our internal policies and procedures draw on a range of industry practices, from BIFMA, the voice of the commercial furniture industry, to the ISO standard.

In 2020, 100 percent of our Knoll Office products and our KnollStudio products were certified to at least one sustainability-based third-party certification.

Knoll Office KnollStudio, KnollTextiles, Edelman Leather and Spinneybeck | Fitzfelt have a presence in mindful MATERIALS, a free online library and product selection tool that contains information on the human health and environmental impacts of products from leading manufacturers. Designed by stakeholders from across the building industry, the mindful MATERIALS library

Looking Ahead

- + Planning for re-certification of our LEVEL products and our EPDs
- + Working with our customers to address embodied carbon.

ORGANIZING POLICIES & PRINCIPLES

Knoll 8: Principles 1, 2, 3, 6, 8
Protect the biosphere; use natural resources responsibly; reduce waste; create safe products and services; inform the public

helps design teams incorporate transparent product information into their real-time decisions. The mindful MATERIALS website not only displays various product certifications, including Clean Air, Declare™, LEED® Recycled Content, Forest Stewardship Council (FSC®), LEVEL® by BIFMA, and Environmental Product Declaration (EPD), but it also allows anyone to see how the product complies with various building standards, including Green Building Standards, Living Building Challenge, WELL, and LEED®.

For more information on our product certifications and to view sample product inventories, please visit knoll.com/sustainable-design.

KEY ACCOMPLISHMENTS

**100% of
KnollStudio products**
and
**100% of
Knoll Office products**
received at least one third-party certification



Intertek Sets the Standard for Clean Air

Knoll engages third-party certifier Intertek for VOC Indoor Air Quality testing. Intertek's Clean Air program tests and certifies products and materials for volatile organic compound (VOC) emission compliance.

Intertek offers two tiers of certification: Clean Air GOLD and Clean Air SILVER. The tier is based on a product's environmental credentials, including whether the product qualifies for LEED®, WELL, BIFMA e3 and California CDPH credits, and whether it is compliant with the USGBC® Low-Emitting Materials credit.

Over 340 Knoll products, ranging from Knoll Office to KnollStudio, including over 190 textiles, are Clean Air-certified. Notably, as of 2020, 100 percent of our Knoll Office and KnollStudio products carry the Clean Air certification.



340
**Knoll Office &
 KnollStudio products**

are Clean Air-Certified

190
**KnollTextiles
 products**

are Clean Air-Certified



KN Lounge Chair is Certified Clean Air GOLD

The KN Lounge Chair Explores Modernist Spirit

Reflecting the modernist spirit of Knoll, the KN Collection combines fluid form, exceptional comfort and exquisite detailing with the highest standard for user health and safety. Designed by Piero Lissoni, an award-winning architect, designer and art director, the Collection embodies Lissoni's "humanistic" approach, which places the human experience at the center of his work.

The KN Collection's signature minimalist aesthetic, featuring a curved organic silhouette, elevates any interior. Easily adaptable for social and individual spaces, the Collection finds a place in workplace, residential and hospitality spaces alike. It is available in a range of textiles and leathers as well as multiple silhouettes with options that swivel and recline. The Collection includes the KN01 Swivel Lounge Chair; KN02 Swivel and Reclining High Back Lounge Chair; KN03 Ottoman; KN04 Lounge Chair; KN05 Settee; KN06 Side Chair Arms; and KN07 Side Chair.

Importantly, the KN Collection is Certified Intertek Clean Air GOLD. Intertek's Clean Air Certification, the Knoll standard for clean air product certification, validates the level of volatile organic compound (VOC) emissions from products. VOCs are gases emitted from products and include a variety of chemicals that may affect consumers' health in the short- and long-term.

Both Intertek Clean Air GOLD and SILVER certifications contribute to the sustainability of Knoll products. Certified Clean Air GOLD applies toward USGBC LEED credits; meets California 01350 Special Environmental Requirements (CDPH) and California Department of General Service (DGS) Indoor Air Quality Specifications for Open Panel Office Furniture and is compliant to BIFMA e3 standard credit 7.6.2 and 7.6.3.

Communities

Community Engagement

We Engage with Communities to Create Solutions

Through various community and philanthropic initiatives, we strive to be part of the conversation and the solution to societal challenges. Engaging with the community not only provides benefits to the community, it also helps build employee and client loyalty, increases our brand value, and drives innovation within our company and throughout our industry.

Giving Back Benefits Us All

We contribute to communities through philanthropy and Associate engagement. Our donations span the gamut of supporting education, cultural preservation, community service, healthcare, hunger, environmental and diversity organizations. Recipient organizations have included national health organizations such as the American Heart Association and Breast Cancer Pink Campaign to local social programs such as The Open Link, serving the Upper Perkiomen Valley near our East Greenville, Pennsylvania headquarters which provides services and programs that help, educate, and empower people of all ages to lead healthy and productive lives. Our Toronto facility donated proceeds raised from an employee furniture sale to Autism Ontario, the province's leading source of information and referral on autism, and one of the largest collective voices representing the autism community.

Our in-kind donations supported Serving the People, a platform which provides accessibility to the arts for young and established artists alike, encouraging experimentation and expanding means of creative expression, and the Brooklyn Community Pride Center, a premier network of programs and services for the LGBTQ+ community of New York City's largest borough near our New York Showroom and Habitat for Humanity TriCities ReStores near our Muskegon, Michigan facility.

Our Associates also participate in a range of volunteer activities. For example, each year Knoll East Greenville Associates volunteer to clean up the Perkiomen Creek, which is near the facility. The Perkiomen Creek flows nearly 40 miles into the Schuylkill River and, eventually, to local aquifers. Our Associates have made a significant impact in removing trash and other debris from the creek.

We are especially active in the arts and design sector, supporting the World Monuments Fund/Knoll Modernism Prize, the Cranbrook Academy of Art and local design exhibitions such as the Masters of Modern Farnsworth Exhibition and the Erwin Hower Retrospective at Yale University. We also support IIDA and American Society of Interior Designers (ASID) professional outreach programs.

Looking Ahead

+ Continue to build on our three core initiatives: design education, affordable housing and preservation of modern heritage.

ORGANIZING POLICIES & PRINCIPLES

Inform the Public

Restore the Environment

Knoll is the Founding Sponsor of the World Monuments Fund Modernism at Risk Program

Modernism at Risk includes programs dedicated to preservation, sustainable design and public advocacy. The program seeks to attract attention and international resources to address the dangers faced by Modernist buildings around the globe.

A cornerstone of Modernism at Risk is the World Monuments Fund/Knoll Modernism Prize. This is awarded biennially to a designer or design firm whose work enhances the public's awareness of the seminal role that Modernism plays in the built environment.

Knoll Partners with Habitat for Humanity

In 2020, Knoll formed a partnership with Habitat for Humanity in alignment with our commitment to good design, social equity and sustainable building practices. The program has 3 key pathways to drive outcomes:

- + Consumer Participation: We will offer a \$5 donate option at knoll.com and at retail Knoll Home Design Shops in New York and Los Angeles.
- + Donation Match: We will match consumer donations for a collective total of \$100,000.
- + Volunteer Participation: Our associates will volunteer in four North America projects in 2021.

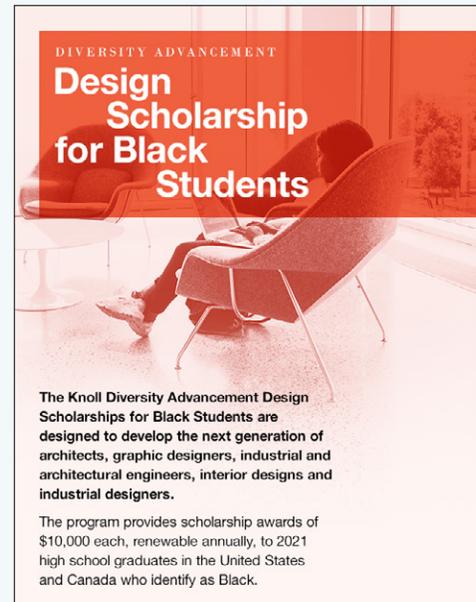
In 2021, we made the commitment to fund the donation match of \$100,000 dollars regardless of consumer participation.

The Five Students Awarded the Knoll Diversity Advancement Design Scholarship for Black Students Hail from Georgia to Washington D.C.

Five high school seniors have been awarded the 2021 Knoll Diversity Advancement Design Scholarships for Black Students. Knoll created the scholarship in 2020 to develop the next generation of Black architects, graphic designers, industrial and architectural engineers, interior designers and industrial designers.

The program provides individual tuition awards of \$10,000, renewable annually, to a total of five Black 2021 high school graduates in the United States and Canada who will be pursuing studies at two- or four-year institutions. It is administered by Scholarship America, a leading nonprofit scholarship and educational support organization that works directly with students, parents, colleges, businesses and communities.

The Knoll Diversity Advancement Design Scholarships for Black Students is one of two new initiatives to support more inclusive and diverse communities. In 2020, Knoll also launched a corporate partnership with Habitat for Humanity.



The 2021 Class of Knoll Diversity Advancement Design Scholars follows:

Alexis Beatty

Paul International High School
Washington D.C

Penn State University Park
Architecture

Kendall Clark

Westlake High School
Atlanta, GA

North Carolina Agricultural and Technical State University
Architecture

Malia Hollins

Hillgrove High School
Powder Springs, GA

Howard University
Industrial Engineering

Kaleb Jenkins

Clayton High School
Clayton, MO

Louisiana State University
Architecture

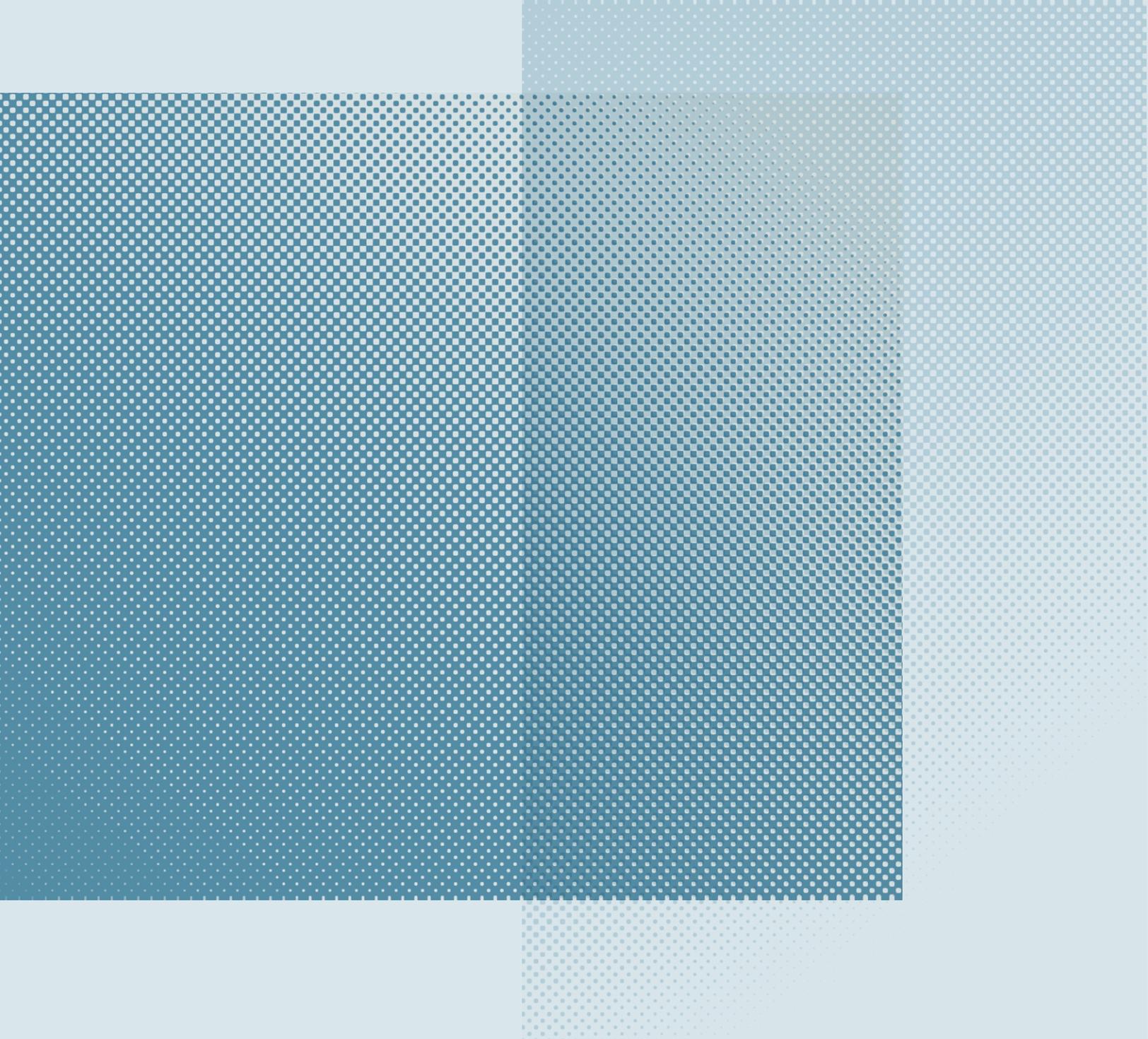
Averie-Amoni Wilson

Penns Grove High School
Penns Grove, NJ

Savannah College of Art and Design
Interior Design

These students are creative leaders in their communities.

We look forward to their contributions to their degree programs as well as their impact over the course of their careers.



Governance

Board Composition & Competencies*

We Believe a Diverse Board Brings the Most Value to Our Company and its Shareholders

We believe that a board that encompasses diverse skills, experiences and perspectives provides the most value to our company and our shareholders. We also believe that expertise, collegiality and chemistry among board members helps the board function smoothly and efficiently. A well-functioning board allows us to achieve our business and sustainability goals, protects us against risk, and serves the interests of our shareholders.

Casting a Wide Net

To ensure a competent board, we evaluate potential directors' skills, experiences, perspectives, and personal qualities in a wide variety of areas, including:

- + Finance and accounting acumen
- + Educational background
- + Knowledge of our industry and related industries
- + Personal and professional integrity
- + Business or management experience
- + Crisis management experience
- + Leadership and strategic planning experience
- + Brand development and consumer marketing experience

Setting High Expectations

The Knoll Code of Ethics applies to all Directors. Directors are expected to attend at least 75 percent of meetings, and to participate in Board and Committee self-evaluations.

Diversity is Important

Diversity is one of the factors considered by our Nominating and Corporate Governance Committee in the director nomination process. We also consider race and gender diversity in evaluating whether the board as a whole has the right mix of perspectives to properly serve the company and its shareholders.

We have set a target of 30 percent for Knoll Board gender and racial diversity by year end 2020. In 2019, 22 percent of our board members were female. In 2020, we elected Jeffrey Henderson to the Board of Directors. He is the founder and creative director of AndThem, and is also recognized as a diversity and social impact leader.

**Note: Effective July 19, 2021, with the acquisition of Knoll by Herman Miller, Knoll terminated its Board of Directors. Reference to the Board of Director's in the following sections applies to the 2020 calendar year.*

ORGANIZING POLICIES & PRINCIPLES

Code of Ethics

We Value Independence

Independence is a key value for our board. 89 percent of board members are independent, including the Lead Director. As well, all Audit, Compensation and Nominating Committee Directors are independent.

Fostering Shareholder Engagement

The Knoll Proxy Policy facilitates shareholder participation by allowing for proxy voting. The policy also provides for a majority voting resignation in uncontested director elections, as well as annual advisory approval for named executive officer compensation.

Risk Management & Climate Change Resilience

Risk Management is a Top Priority

As a manufacturer, we are acutely aware of the need to manage a wide variety of risks, including ESG risks. This particularly means regulatory compliance risks and risks posed by climate change. Physical risks from climate change, such as natural disasters, extreme weather and power outages, affect our manufacturing and warehousing operations, our transport logistics and our supply chain. Our stakeholders expect us to be resilient in the face of climate change and to be prepared for the changing regulatory environment. They also expect us to develop innovative strategies and technologies to minimize our contribution to global climate change.

We Have a Risk Management Committee

Our Enterprise Risk Management (ERM) Committee is composed of our Business Presidents, Chief Financial Officer, Chief Administrative Officer and VP of Internal Audit. This group sets priorities and provides overall risk management guidance.

Our Business Continuity Plan (BCP) Leadership Command Team, together with our Corporate Crisis Management Response Team, is responsible for establishing the recovery plans, procedures and strategy to respond to catastrophic climate events that could disrupt our ability to complete critical business processes.

When faced with a catastrophic event, our goal is to optimize business recovery. We seek to restore business functions and critical supply to minimize exposure and mitigate or eliminate permanent loss. We apply corporate and site specific guidelines to protect our people, property, brand, profitability and market share.

We Have a Formal Risk Management Process

We have a formal Risk Management Process, which includes Risk Assessment, Prioritization and development of Response & Recovery plans.

The scope of the Assessment includes these risk areas: supply chain, operations, labor, distribution, technology, finance, environmental and security. ERM Committee determines the priority and measures risk performance as part of our regular cadence.

We Actively Plan for Climate Risk

Our BCP covers climate risks and natural disasters under the “Environmental/ External” risk type within our Office segment. Our Risk Assessment scope covers the impact of climate change and the changing regulatory environment to our operations and business performance. We are committed to continually reducing our impact to the environment through our environmental management system and compliance with regulatory and certification requirements.

ORGANIZING POLICIES & PRINCIPLES

Environmental Management System

Risk Management Process

Knoll 8: Principles 1, 2, 3, 4, 5
Protect the biosphere; use natural resources responsibly; reduce waste; conserve energy; reduce risk to people and the environment

We measure, manage and reduce climate risk throughout our Knoll Office North American manufacturing footprint. Our programs include clean technology that mitigates GHG emissions, energy efficiency to reduce energy consumption and increasing reliance on renewable energy sources. We also measure and manage waste and water from our Knoll Office North American operations.

We Regularly Assess Our Risk

We periodically assess our risks. As part of our assessment process, the ERM Committee will identify any significant risks and direct the BCP Leadership Command Team to develop a prevention/mitigation strategy as well as plans for Emergency Response, Disaster Recovery and Business Continuity.

Our EHS Emergency Management & Response plan process, EMS and Business Continuity & Recovery plans are aligned to manage and monitor impact and continuously improve our resiliency.

Key Accomplishments

In 2020, we continued to utilize standard Risk Management Process across our business and determined standard metrics for EHS Compliance. In addition, we developed a Risk Management and Business Continuity plan for Knoll Office North America, including impacts from and resilience to climate change events.

Looking Ahead

- + Continue to assess risk annually.
- + Expand Business Continuity Plan beyond our Office segment.

GRI Content Index

Disclosures	Title	Content Location
GENERAL DISCLOSURES		
ORGANIZATIONAL PROFILE		
102-1	Name of the Organization	Knoll Overview
102-2	Activities, brands, products and services	Knoll Overview
102-3	Location of headquarters	Knoll Overview
102-4	Location of operations	Knoll Overview
102-5	Ownership and legal form	Knoll Overview
102-6	Markets served	Knoll Overview; Knoll 2020 Annual Report
102-7	Scale of the organization	Knoll Overview; Our Stakeholders; Sustainable Product Design; Product Certification; Social; Knoll 2020 Annual Report
102-8	Information on employees and workers	Knoll Overview; Associates Well-Being
102-9	Supply chain	Knoll 2020 Annual Report , Our Stakeholders
102-10	Significant changes to the organization and its supply chain	Knoll 2020 Annual Report , Opening Letter to Stockholders
102-11	Precautionary principle or approach	Risk Management and Climate Change Resilience
102-12	External initiatives	Sustainable Product Design; Chemicals; Materials; Product Certifications
102-13	Membership of associations	Knoll Overview
STRATEGY		
102-14	Statement from senior decision-maker	Message from the CEO
ETHICS AND INTEGRITY		
102-16	Values, principles, standards, and norms of behavior	Knoll Overview; Sustainability at Knoll
GOVERNANCE		
102-18	Governance structure	Knoll Overview; Governance; Knoll Notice of 2020 Annual Meeting of Stockholders and Proxy Statement
STAKEHOLDER ENGAGEMENT		
102-40	List of Stakeholder Groups	Our Stakeholders
102-41	Collective bargaining agreements	Associates Engagement and Development; Knoll 2020 Annual Report

GRI Content Index

102-42	Identifying and selecting stakeholders	Our Stakeholders
102-43	Approach to stakeholder engagement	Our Stakeholders
102-44	Key topics and concerns raised	Our Stakeholders
REPORTING PRACTICE		
102-45	Entities included in the consolidated financial statements	Knoll, Inc., including Knoll Office, KnollStudio, KnollExtra, KnollTextiles, Muuto, DatesWeiser, Spinneybeck FilzFelt, Edelman Leather, HOLLY HUNT, and Fully
102-46	Defining report content and topic boundaries	Report content is based on stakeholder materiality assessment conducted spring 2020. Report content considers GRI's reporting principles for report content: Stakeholder inclusiveness, sustainability context, materiality, completeness
102-47	List of material topics	Our Stakeholders
102-48	Restatements of information	To our reasonable knowledge, we have not changed restatements of information in this report
102-49	Changes in reporting	About This Report
102-50	Reporting period	About This Report
102-51	Date of most recent report	About This Report
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	About This Report
102-54	Claims of reporting in accordance with the GRI Standards	About This Report
102-55	GRI content index	GRI Content Index
102-56	External assurance	This report has not been externally assured; Report content was reviewed internally
TOPIC SPECIFIC DISCLOSURES		
CATEGORY: ENVIRONMENTAL		
Material Topic: Materials		
301	Management approach	Materials
301-2	Recycled input materials used	Materials
Material Topic: Energy		
302	Management approach	Energy Use & Management; Environment

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302-1	Energy consumption within the organization	Energy Use & Management
302-3	Energy intensity	Energy Use & Management
302-4	Reduction of energy consumption	Energy Use & Management
302-5	Reduction in energy requirements of products and services	Energy Use & Management
Material Topic: Water and Effluents		
303-1	Management approach: Interactions with water as a shared resource	Water Use & Management; Environmental
303-2	Management approach: Management of water discharge-related impacts	Environmental Management System
303-3	Water withdrawal	Noted omission. Not available for reporting period; We aspire to report on these metrics in future reporting
303-4	Water discharge	Noted omission. Not available for reporting period; We aspire to report on these metrics in future reporting
303-5	Water consumption	Noted omission. Not available for reporting period; We aspire to report on these metrics in future reporting
Material Topic: Emissions		
305	Management approach	Greenhouse Gas (GHG) Emissions; Environment
305-1	Direct (Scope 1) GHG emissions	Greenhouse Gas (GHG) Emissions
305-2	Energy indirect (Scope 2) GHG emissions	Greenhouse Gas (GHG) Emissions
305-4	GHG emissions intensity	Greenhouse Gas (GHG) Emissions
305-5	Reduction of GHG emissions	Greenhouse Gas (GHG) Emissions
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	Metric not available. Management approach included; Greenhouse Gas (GHG) Emissions
Material Topic: Waste		
306-1	Management approach: Waste generation and significant waste-related impacts	Material & Waste Management; Environment
306-2	Management approach: Management of significant waste-related impacts	Material & Waste Management; Environment
306-5	Waste directed to disposal	Material & Waste Management
Material Topic: Environmental Compliance		
307	Management approach	Environmental Management System

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307-1	Non-compliance with environmental laws and regulations	Environmental Management System
Material Topic: Supplier Environmental Assessment		
308	Management approach	Supply Chain Management & Human Rights
308-1	New suppliers that were screened using environmental criteria	Supply Chain Management & Human Rights
Other Material Environmental Topics (Non-GRI)		
Climate change resilience	Management approach	Risk Management & Climate Change Resilience
Facility certifications	Management approach, Certified locations	Facility Certifications
Product lifecycle assessments	Management approach; Waste diversion through Full Circle program	Product Life Cycle Assessments & Impacts
Sustainable product design	Management approach	Sustainable Product Design
CATEGORY: SOCIAL		
Material Topic: Employment		
401	Management approach	Associates Well-being
401-1	New employee hires and employee turnover	Associates Well-being
401-2	Management approach: Hazard identification, risk assessment, and incident investigation	Associates Health & Safety
401-3	Parental leave	Associates Well-being
Material Topic: Occupational Health and Safety		
401-1	Management approach: Occupational health and safety management system	Associates Health & Safety
401-2	Management approach: Hazard identification, risk assessment, and incident investigation	Associates Health & Safety
401-3	Management approach: Occupational health services	Associates Health & Safety
401-4	Management approach: Worker participation, consultation, and communication on occupational health and safety	Associates Health & Safety
401-5	Management approach: Worker training on occupational health and safety	Associates Health & Safety; Associates Engagement & Development

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403-6	Management approach: Promotion of worker health	Associates Well-being
403-7	Management approach: Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Associates Health & Safety; Customers Safety & Well-being
403-8	Workers covered by an occupational health and safety management system	Associates Health & Safety
403-9	Work-related injuries	Associates Health & Safety
403-10	Work-related ill health	Associates Health & Safety
Material Topic: Training and Education		
404	Management approach	Associates Engagement & Development
404-1	Average hours of training per year per employee	Associates Engagement & Development
404-2	Programs for upgrading employee skills and transition assistance programs	Associates Engagement & Development
404-3	Percentage of employees receiving regular performance and career development reviews	Associates Engagement & Development
Material Topic: Diversity and Equal Opportunity		
405	Management approach	Diversity, Equity & Inclusion; Board Composition & Competencies
405-1	Diversity of governance bodies and employees	Board Composition & Competencies; Diversity, Equity & Inclusion
405-2	Ratio of basic salary and remuneration of women to men	Diversity, Equity & Inclusion
Material Topic: Child Labor		
408	Management approach	Supply Chain Management & Human Rights
408-1	Operations and suppliers at significant risk for incidents of child labor	Supply Chain Management & Human Rights
Material Topic: Human Rights Assessment		
412	Management approach	Knoll Overview; Supply Chain Management & Human Rights
412-1	Operations that have been subject to human rights reviews or impact assessments	Associates Engagement & Development
412-2	Employee training on human rights policies or procedures	Associates Engagement & Development

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Material Topic: Local Communities

413	Management approach	Community Engagement
413-1	Operations with local community engagement, impact assessments, and development programs OR Operations with significant actual and potential negative impacts on local communities	Noted omission. Not available for reporting period; We aspire to report on these metrics in future reporting

Material Topic: Supplier Social Assessment

414	Management approach	Supply Chain Management & Human Rights
414-1	New suppliers that were screened using social criteria	Supply Chain Management & Human Rights

Material Topic: Customer Health and Safety

416	Management approach	Customers Safety & Well-being
416-1	Assessment of the health and safety impacts of product and service categories	Customers Safety & Well-being
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	No 2020 non-compliances

Material Topic: Marketing and Labeling

417	Management approach	Chemicals
417-1, 2, 3	Requirements for product and service information and labeling OR Incidents of non-compliance concerning product and service information and labeling OR Incidents of non-compliance concerning marketing communications	Noted omission. Not available for reporting period; We aspire to report on these metrics in future reporting

Other Material Social Topics (Non-GRI)

Product certifications	Management approach; Knoll Office and Studio product certification rate	Product Certifications
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CATEGORY: GOVERNANCE

Other Material Governance Topics (Non-GRI)

Board competencies	Management approach	Board Composition & Competencies
Ethical business practices	Management approach	Knoll Overview
Industry leadership	Management approach	Sustainability at Knoll
Risk management	Management approach	Risk Management & Climate Change Resilience

Forward-Looking Statements

This report contains forward-looking statements, that are not historical facts and are subject to risks and uncertainties. These statements discuss goals, intentions and expectations as to future trends, plans, events, results of operations or financial condition, or state other information relating to us, based on our current beliefs as well as assumptions made by us and information currently available to us.

Forward-looking statements generally will be accompanied by words such as “anticipate,” “if,” “believe,” “plan,” “goals,” “estimate,” “expect,” “forecast,” “intend,” “may,” “could,” “should,” “will,” and other similar expressions. Although we believe these forward-looking statements are reasonable, they are based upon a number of assumptions concerning future conditions, any or all of which may ultimately prove to be inaccurate. Important factors that could cause actual results to differ materially from the forward-looking statements include, without limitation: the risks described in Item 1A and in Item 7A of the Knoll Inc., annual report on Form 10-K and other factors discussed in filings with the United States Securities and Exchange Commission (SEC) by Knoll, Inc.

The factors identified above are believed to be important factors but not necessarily all of the important factors that could cause actual results to differ materially from those expressed in any forward-looking statement. Unpredictable or unknown factors could also have material adverse effects on us. All forward-looking statements included in this report are expressly qualified in their entirety by the foregoing cautionary statements. Except as required under the Federal securities laws and the rules and regulations of the SEC, we undertake no obligation to update, amend, or clarify forward-looking statements, whether as a result of new information, future events, or otherwise.



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Modern Always®

Knoll