

**Steelcase**

# Our Work Toward *Better* Futures

Doing our best work for the places we all share starts with designing better futures for the wellbeing of people and the planet.

**Better Is Possible**

2024 Impact Report

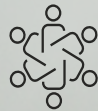
## What's Inside: Our Areas of Impact



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Our Better Futures Community is designed to help communities thrive through collective action. See how our Better Futures Community supports progress for people and the planet.



### Foster Inclusion

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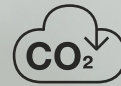
We're committed to building a culture where everyone can belong. Discover how our diversity, equity and inclusion strategy, inclusive design practice, holistic wellbeing programs and culture of learning are activating our commitments.



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We're considering the life of each product at the front-end development and design phases — and offering a network of services to support reuse, repair, remanufacturing and recycling at the end of use.



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Our Sustainable Product Design Framework drives innovation. Learn how we demonstrate transparency about what's in our products, validated through global recognition.

## Letter From Our CEO

We are living in a moment in which the needs of people and the planet must be central to the decisions organizations make. In this age of uncertainty and disruption, it's more important than ever to recognize — as global leaders in the world of work — that our choices make a difference in the lives we touch. We are choosing to set an ambitious course to transform our business to create a more sustainable, inclusive and resilient future.

This year we joined leading organizations in addressing climate change by committing to a net-zero future by 2050. We are reducing our own carbon emissions and making an even bigger impact through the collective action of our customers, suppliers, dealers and industry partners. In turn, our path to net zero creates opportunities for greater innovation and adds more value for customers.

We are leaning into opportunities to support the communities in which we live and work. We have expanded our efforts to foster employee wellbeing and build a sense of community and belonging so everyone feels seen, heard and valued. Our choices go beyond making incremental progress to focus on designing new structures and systems to create better futures for people.

Our 2024 Impact Report shares the actions we have taken this past year to set the stage for a more resilient future. They include:

- Working with suppliers who generate the majority of our supplier-based carbon emissions (60%) to commit to reductions
- Offering CarbonNeutral® versions of our most popular work chairs and height-adjustable desks
- Expanding our Better Futures Community by hosting the first annual Better Is Possible Design Challenge with participants in 11 cities worldwide
- Amplifying employee voices through our culture survey and expanded Business Inclusion Groups

We are proud of the commitments, partnerships and progress that propel us forward during this time of transformation. It is only through collective action that we can create lasting change to design better futures for the wellbeing of people and the planet.

*Better is possible.*

*Sara Armbruster*



**Sara Armbruster**  
*President and CEO*

# *Better Futures for People*

We're doing better for people by building community and belonging with equitable access to opportunity in the workplace and the world.



Help Communities Thrive



Foster Inclusion



Act With Integrity



# Help Communities Thrive

Our Better Futures  
Community is a network of  
Changemakers who explore  
bold new approaches to equity,  
education and the environment.



# Better Futures Community

Our Better Futures Community work is rooted in partnership. We're committed to establishing and connecting a growing global community of changemakers who work together to learn, share and make a difference in their local communities.



“Through our Better Futures Community, we create environments of shared learning so we can better address social issues. Only when we work together can we truly make a positive difference.”



**Kim Koeman**  
Director, Social Innovation

**Our Better Futures Community is designed to help communities thrive through collective action.**

We partner with organizations around the world and act to activate, accelerate and amplify innovative social impact programs. These efforts include our customers, dealers, suppliers, employees and community partners.

We do this through three programs created to collectively address areas where we can make the biggest impact.

**Better Futures Community Changemakers** empowers employees around the world to engage in their communities by volunteering and leveraging our resources, tools and expertise to drive impact locally.

**Better Futures Community Engagements** link employees, clients, dealers and others to make a collective impact. We facilitate workshops, thought-leadership sessions and design challenges across the globe.

**The Better Futures Community Fund** invests in promising ideas while engaging in a collaborative journey to co-create solutions with partners. We provide funding, consulting, employee time, furniture and more to support our community partners.



*Design Challenge workshop in Kuala Lumpur, Malaysia*

## Our UN Global Commitment

The goals of our Better Futures Community align with the three United Nations Sustainable Development Goals (UN SDGs) where we can make the greatest impact: equity, education and the environment.

**Equity** – Reduce inequality within and among countries.

**Education** – Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

**Environment** – Take urgent action to combat climate change and its impacts.

We've also signed the United Nations Global Compact — a voluntary initiative in which CEOs commit to adopt sustainable and socially responsible policies and to report on their implementation.

### Global Design Challenge Takes on Climate Change

The inaugural Better Is Possible Design Challenge, hosted by our Better Futures Community, focused on building momentum for climate action in organizations and communities. This one-day, immersive workshop tapped into the collective creativity of our global community, which included Steelcase employees, community partners and dealers in 11 cities worldwide. Participants used design thinking as a framework to explore the issue from different angles, identify unique needs and brainstorm potential solutions.

“This workshop was an opportunity for our community to come together and consider bold ideas for climate action,” says Mana Taheri, social innovation manager. “The energy, creativity and ideas that emerged from our first global design challenge were truly inspiring.”

The event sparked connection and collaboration among attendees passionate about environmental issues, with some continuing to ideate beyond the one-day session.

Facilitators and attendees joined from these 11 cities:

- Bangalore, India
- Bucharest, Romania
- Cluj, Romania
- Grand Rapids, United States
- Guadalajara, Mexico
- Hong Kong
- Kuala Lumpur, Malaysia
- Mexico City, Mexico
- Munich, Germany
- Schiltigheim, France
- Sydney, Australia

## Better Futures Community

### Charitable Giving

**\$3.2** million from Steelcase donations, community partnerships and employee donations to United Way

**\$6.7** million from the Steelcase Foundation, a separate 501c3 nonprofit

**\$9.9** million total in FY2024

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### Goal

Align 100% of social innovation investments to United Nations Social Development Goals by FY2025

### Progress

**92%** of Steelcase donations were aligned to UN SDGs in FY2024.

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### Goal

Increase the creative capacity of 100 organizations by FY2030

### Progress

In FY2024, **72** organizations participated in our global Better Is Possible Design Challenge.

**Engaging Our Better Futures Community**  
*Grand Rapids, Michigan*

Our Better Futures Community hosted a strategic workshop on Foresight, a framework that provides a new way of thinking, seeing and designing for possible futures in our world. Steelcase employees and community leaders from nearly a dozen West Michigan organizations joined together to learn tools, methods and mindsets for leveraging this new way of building collective strategies for long-term impact.

*Foresight workshop in Grand Rapids, Michigan*



“This session on gender stereotypes and others like it are foundational in helping male allies assess and understand their privilege and how to use it so that we may learn to be better collaborators in gender equity.”



**Ambroise D’Hauteville**  
Director, Learning and Education Group

**Challenging Gender Stereotypes**  
*Hong Kong*

The Women’s Foundation in Hong Kong is dedicated to improving the lives of women and girls with the main goals of challenging gender stereotypes, empowering women and advancing women in leadership roles. Better Futures Community Changemakers in Hong Kong hosted the Women’s Foundation for two sessions that invited participants — of all genders — to gain a more nuanced understanding of issues related to gender privilege and bias. The conversations participants had during the sessions allowed for greater awareness and understanding of what is needed to become an effective ally.

**Better Futures Community**

**Goal**

Design learning opportunities into our community partnerships by FY2025

**Progress**

In FY2024, **6,113** participants registered for five learning sessions globally. These learning sessions included keynote speakers, expert panels and a workshop.

**Goal**

Activate Better Futures Community partnerships in every Steelcase location by FY2030

**Progress**

In FY2024, we activated partnerships in **40** of our 72 global locations and collaborated with **188** partner organizations on **268** projects.



**Recruiting Workshop Gets Students ReDI**  
*Munich, Germany*

The ReDI School of Digital Integration is a nonprofit tech school focused on equity in education. ReDI provides access to free digital education, empowering students with valuable skills and a strong network of mentors and leaders. Better Futures Community Changemakers in Munich hosted a group of students from ReDI's Digital Women's program for a session on hiring and recruiting. During the event, students took part in mock interviews with Steelcase volunteers, where they pitched their skills and received feedback and tips on their interview techniques. They also learned best practices for resumes and cover letters.

**Tackling Education + Employment Opportunity Gaps**  
*Grand Rapids, Michigan*

The West Michigan Center for Arts + Technology (WMCAT) provides a culture of opportunity for people to make social and economic progress in their lives and communities through visual arts and tech engagement, workforce development and social enterprise. Twice a year, we host students from WMCAT's college and career exploration program at our Grand Rapids campus. Sessions are designed to remove barriers to personal development, coaching, resources and career opportunities. These engagements help expand students' options and connect them with employees who can share a vision of what's possible in the workplace.

**Employability Day Builds Student Skills**  
*Monterrey, Mexico*

Better Futures Community Changemakers in Monterrey co-designed an employability workshop with Misión del Nayar, a nonprofit seeking to provide Indigenous youth, men and women throughout Mexico with a university education. Thirteen students attended the workshop, which focused on growing social and professional skills. The day was designed to expose students to a variety of helpful tools and resources as they begin their search for an internship.



*Employability workshop in Monterrey, Mexico*

**Better Futures Community**

**Goal**

Build a globally scalable Steelcase Changemaker model by FY2025

**Progress**

**38** Changemaker teams were responsible for **101** Changemaker projects globally in FY2024.

**Goal**

Provide platforms for employees to volunteer by FY2030

**Progress**

The Better Futures Community Changemaker Hub is an online volunteer platform that includes matching gift programs for U.S. employees, retirees and board members. The hub makes it easier for people to see and engage in volunteer opportunities and donate to causes they care about.

In FY2024, Steelcase employees contributed **22,638** volunteer hours, for a total of **62,270** hours toward our goal of **100,000** by FY2030.

### Investing in Employees in the Community

Through the Better Futures Community Changemaker Grant program, we provide funding to organizations around the world to support social impact projects that are important to our employees. This program encourages employees to act on their passions and make a difference with community organizations they already support through volunteering.

### Celebrating Pride and Building Allyship *Cluj, Romania*

While significant strides have been made in Romania toward achieving equality and acceptance for the LGBTQ+ community, the annual Pride March serves as a reminder of the progress that still needs to be made. Steelcase talent acquisition partner Carina Tamas received a Changemaker Grant for Queer Sisterhood of Cluj-Hilltop, an organization that leads the annual Pride March in Cluj and promotes awareness about challenges faced by the LGBTQ+ community. Carina first became involved in the Steelcase Pride employee Business Inclusion Group (BIG) after attending an event at our Cluj Business Center featuring Queer Sisterhood's founder. The Pride BIG and Queer Sisterhood organizations partner closely on events during Pride Month each year.



“I believe every individual has the potential to accomplish remarkable things when they discover a cause worth advocating for.”



**Carina Tamas**  
Talent Acquisition Partner,  
Better Futures Community  
Changemaker

## Better Futures Community

### Goal

Provide Changemaker Grant funding for 100 employees by FY2025

### Progress

In FY2024, **21** Steelcase employees received Changemaker Grants totaling **\$37,500**. Since the program began in FY2022, **54** employees have received grants totaling **\$82,158**.

### Goal

Provide pathways for senior leadership engagement in the community

### Progress

In FY2024, **91%** of Steelcase's senior executive leadership was engaged in community engagement activities.

## Mission to Plant One Million Trees

*Bannau Brycheiniog National Park, Wales*

Gareth Banks, head of sustainability for Orangebox, a Steelcase company, regularly volunteers his time at Stump Up for Trees. The organization is an ambitious, community-based charity focused on woodland creation and enhancing biodiversity in Wales.

Stump Up for Trees is on a mission to plant one million trees on Welsh uplands. The trees improve soil quality and retention, provide natural flood management and sequester large amounts of carbon over time. Gareth's Changemaker Grant will provide resources needed to help reach the million-trees goal.

“On a personal level, it’s great for both my physical and mental wellbeing, as spending time in nature keeps me fit and really supercharges my spirit. It’s also great to be able to participate in something genuinely positive.”



**Gareth Banks**  
Orangebox Head of  
Sustainability, Better Futures  
Community Changemaker



### Dealers Responding to Their Communities

*Interior Showplace, Hawaii*

We're proud to offer a matching donation program to help dealers in North America extend the good work they're doing in their communities. Interior Showplace of Honolulu, Hawaii, used its dealer changemaker grant to support Hawai'i Community Foundation's Maui Strong Fund, which rapidly helped the hundreds of business owners, homeowners and residents of Maui affected by the devastating Lahaina wildfire. Hawai'i Community Foundation has a strong philanthropic vision to support a more equitable and vibrant Hawaii by inspiring generosity, advocating for equity, forging connections and investing in communities.



*Tangram employees volunteer at St. Francis Center in Los Angeles.*

### Dealers Investing in Community

*Tangram Interiors, California*

Tangram Interiors exemplifies Steelcase dealers' approach to collective action. Employees donate time and talents to help neighbors as part of their belief in creating a sense of belonging and shared community.

Last year, Tangram team members volunteered at St. Francis Center, a nonprofit in Los Angeles that fosters a sense of community and dignity for those they serve. The center empowers individuals experiencing housing insecurity and economic challenges by providing essential resources and support. During their visit, Tangram volunteers collaborated with the center's staff to prepare and serve breakfast for more than 260 people.

Philanthropy is also woven into the fabric of Tangram. Leaders are active participants in a nonprofit of their choice. In addition to countless donated hours, Tangram has given more than \$182,000 in donations to their communities in the past year alone.

## Our Dealer Community

### Goal

Promote community engagement through our dealer channel

### Progress

We celebrate our dealers' exemplary commitment to their communities through the generous donation of time and money.

This year, our North American dealers donated more than **\$2** million to charitable organizations and completed over **12,000** hours of community service.

“We assisted the Hawai'i Community Foundation, which was offering people counseling after the wildfires. The matching grant and partnership from Steelcase and AMQ, a Steelcase company, allowed us to quickly create safe and welcoming spaces for those impacted by tragedy in our community.”



**Kim Quezada**  
President, Interior Showplace



# Foster Inclusion

We collaborate with our employees, dealers, partners and customers around the globe to build inclusive strategies, programs, places and spaces for all.



# Designing a More Inclusive Workplace

Our approach to building a culture where everyone can belong is central to who we are.

We have aspirational goals to build diverse teams, create a culture of inclusion, ensure equitable access to development opportunities and collaborate with suppliers and dealers. These goals guide our progress and help us identify future opportunities.

We strive to enhance the physical, cognitive and emotional wellbeing of our people. We do this in part by developing a culture of lifelong learning to support growth and development. We also work to cultivate a stronger sense of belonging within our workplaces and our communities through our inclusive design practice.

## Our Commitment to Diversity, Equity + Inclusion

Fostering an inclusive work environment is a journey that centers on creating spaces, tools and experiences where everyone feels seen, heard and valued.

Together, through continuous dedication and collective effort, we are driving meaningful progress. Our strategy is grounded in transparency, reporting and co-creation to harness our strengths and address challenges head-on so that we can forge transformative change.

*Pride Month kickoff, Grand Rapids, Michigan*

“Our strategic and systemic approach to fostering inclusion empowers and influences a culture where everyone can belong, learn and thrive. We are better because of our collective efforts across the globe to drive progress.”



**Isabel Medellin**  
Vice President, DEI & Talent Acquisition



## Building Diverse Teams

We continue to experience the positive impact of ongoing efforts to embrace inclusive recruitment and build diverse teams. Inclusive recruitment and evidence-based hiring practices mitigate bias. Strategic partnerships with hiring managers, employees, the Global Talent Inclusion Groups cultivate relationships with diverse global talent networks.

Photo courtesy: TCMF



## Expanding Access to Opportunity for All

In the United States, we partner with Historically Black Colleges and Universities (HBCUs) and invest in programs such as the Thurgood Marshall College Fund (TMCf) to provide greater access to opportunity for all. For the third consecutive year, we participated in the TMCf Leadership Institute and on-campus events at Florida Agricultural and Mechanical University, one of our HBCU partners.

“Our partnership with TMCf provides access to top talent for our organization and awareness of systemic barriers that have previously prevented HBCU student success,” says Malissa Moore, DEI & talent acquisition consultant.

This important relationship has removed barriers to opportunity, bringing new talent to our summer intern class.

### Steelcase U.S. Summer Interns

	FY2023	FY2024
Women	64%	43%
All minority groups	50%	52%
Asian	19%	21%
Black	15%	14%
Hispanic/Latinx	8%	13%
Two or more	8%	5%
White	48%	37%
Did not disclose race	2%	11%
Did not disclose gender	0%	10%

Total summer interns grew to 64 in FY2024 from 52 in FY2023.

## Build Diverse Teams

### Goal

Build diverse teams that reflect our communities

### Progress

#### Representation of Women Globally

Hourly	Salaried
23.6% in FY2024	47.8% in FY2024
24.5% in FY2023	47.2% in FY2023

STEM Roles	30.4%
Non-STEM Roles	50.9%
Steelcase Board of Directors	58.3%
Top Executive Positions	36.4%

#### Representation of Racial and Ethnic Minorities (U.S.)

Hourly	Salaried
44.6% in FY2024	15.4% in FY2024
45.1% in FY2023	14.6% in FY2023

**Representation of New Hires:**  
Hourly: 51.2%, Salaried: 24.3%

#### Workforce Percentage by Age Group Globally

Under 30:	17.2% hourly; 20.7% salaried
30-50:	56.7% hourly; 49.1% salaried
Over 50:	26.2% hourly; 30.2% salaried

## Igniting Inclusion Through Internships

Ignite Explorers is a three-week internship program offered at our Cluj Business Center in Romania. It's designed to strengthen participants' leadership and critical thinking skills. Our employees share their expertise and create experiences for participants to learn about communications, storytelling, job market navigation and personal values — while emphasizing user-centered design and belonging through inclusive projects.

The interns who participate come from Camp Ignite, an experience for teens focused on self-discovery, youth empowerment and gender equity. We've partnered with World Vision, a humanitarian aid, development and advocacy organization, to facilitate Camp Ignite since 2016. Steelcase volunteers involved in the program created Ignite Explorers to build on skills cultivated during the camp and help participants gain a sense of purpose and belonging.



## Supporting Veterans

Steelcase Salutes, our U.S. employee Veterans Business Inclusion Group, aims to create an inclusive and welcoming environment for veterans. The group led the effort to earn Steelcase the Silver-Level Veteran-Friendly Employer Certification from the Michigan Veterans Affairs Agency for the second year. This certification enables us to attract experienced veterans into our talent pool and recognizes and validates the work that has been done to give them better support.

## Developing Talent Pipelines

How might we create a space for Hispanic talent to develop? That was the central question posed during a design thinking engagement at Steelcase featuring six college students from the West Michigan Hispanic Chamber's Futuro Leaders fellowship program. During the event facilitated by volunteers from the La Mesa employee Business Inclusion Group, participants practiced ideation methods and learned to navigate ambiguity and risk-taking. They also had the opportunity to interview La Mesa members, some of whom are alumni of the fellowship program, to learn more about their professional experiences.



“It’s amazing to observe how the Ignite Explorers gain confidence and autonomy in an unfamiliar office environment. By the third week, they’ve each found their place where they feel comfortable expressing themselves. You can see the transformation happen.”



**Iulia Galinescu**  
Business Development  
Manager



## Create a Culture of Inclusion

We're making progress in fostering a culture of inclusion and amplifying our global impact by redesigning ways to listen to and learn from employees' perspectives. We empower and support activities that create inclusive strategies, programs and spaces to build a sense of community and belonging.

### From Colleagues to Community

The people and teams who lead our employee Business Inclusion Groups (BIGs) play a critical role in fostering cultures of inclusion. They emerged organically over a decade ago. Now, with added support from our DEI Core Team and senior leaders, they are growing and thriving — adding two new groups in the past year.

The added support provides BIGs — which are open to all employees — additional resources, improves participants' experiences and allows for increased collaboration across groups and regions. Employees offer their time and energy to these efforts, taking concrete actions to drive progress at Steelcase.

### The Business Inclusion Groups of Steelcase

**ADAPT** aims to build a community of empathy, learning and support for all who are impacted by disability. New in FY2024.

**BeBIG** (Black Experience Business Inclusion Group), creates a platform for Black employees and allies to build a culture of equity and authenticity. New in FY2024.

**Changemakers** is a global network of employee-led social impact groups supported by our Better Futures Community.

**DEI Champions** brings together a passionate network of employees who aim to advance our culture of inclusion.

**Gaming Community** celebrates play in all forms, creating community through gaming. Membership grew to include Mexico.

**GEN** (Gender Equity Network) strives to confront unconscious bias to create a diverse and inclusive workplace.

**La Mesa** connects employees dedicated to learning about and celebrating Hispanic culture.

**Pride** celebrates and supports LGBTQ+ diversity. Membership grew to include Asia Pacific.

**Steelcase Salutes** creates an inclusive ecosystem for veterans across the company.

**Women of Steel** empowers and creates a support system for women in our India manufacturing plant to hold roles traditionally filled by men.

**Working Parents** offers a meaningful way to connect and share resources among parents and caregivers.

**Young Professionals** creates development and connection opportunities for all employees who want to grow in their careers.





### Gaming Community Hosts Inclusive Experience

Members and staff of the Autism Support of Kent County (ASK) Clubhouse social group visited Steelcase Grand Rapids to co-design an inclusive gaming experience, supported by the Gaming Community employee Business Inclusion Group. ASK's Clubhouse group for young adults on the autism spectrum ensures a safe and understanding space for participants. The group is designed to celebrate diversity, encourage personal growth and provide a strong foundation for navigating the world with confidence.

The event featured a recharge and restoration space, personalized name tags featuring each attendee's favorite video game character and a variety of activities and wellness breaks — resulting in valuable insights into improving gaming spaces for the autistic community.

Gamers and volunteers loved the event. Steelcase captured actionable insights to share with customers interested in inclusive design.

“Wow! We were blown away by this experience. We are grateful for your efforts and energy to make our Clubhouse group feel welcomed, seen, heard and valued. We appreciate your kind hospitality, your willingness to truly listen to our people and the fun!”

**Jennie Miller**

Executive Director, Autism Support of Kent County

### Working Parents Open Kid-Friendly Space

The Working Parents employee Business Inclusion Group in Monterrey, Mexico, created a dedicated space in the business center where parents can bring their children during an unexpected childcare disruption. It provides a safe and engaging environment for children to play and learn. Parents and caregivers have access to a kid-friendly space which supports working parents so their families can thrive.

*Child-friendly space, Monterrey, Mexico*



*Young Professionals event, Grand Rapids, Michigan*

### Young Professionals Turns 10

The Young Professionals employee Business Inclusion Group celebrated a decade of inclusion with an event in Grand Rapids, Michigan. Young Professionals welcomes employees in the early stages of their career as well as any employees who want to grow and develop. The group is the longest-running BIG at Steelcase, focused on events and programming that foster connection, development, DEI learning and community involvement.

“It’s been so fulfilling to see the incredible growth and support of Business Inclusion Groups at Steelcase. We are proud to be the first — and we appreciate learning from and collaborating with new groups.”



**Angela Eick**  
People + Planet  
Communications Leader,  
Young Professionals  
Core Team Member

## Equity Etched in Stone

When they started working at Steelcase, product engineers Reid Culberson and Fil Zerom noticed ways their workspaces failed to reflect their experiences as Black men in the United States. The two began thinking about how art can foster a stronger sense of belonging and spark dialogue among employees in the workplace. They shared their ideas with the DEI Core Team and a group of senior leaders, who encouraged them to move forward.

What started as an idea resulted in meaningful action with Steelcase commissioning a new art installation by Indigenous American Anishinaabe artist Jason Quigno, called Maawanji'idiwag, which translates to "they come together and meet." The inspiring and culturally significant sculpture now welcomes employees and visitors at the entrance of the Learning and Innovation Center in Grand Rapids, Michigan. It represents the first in a series of planned investments in artwork by emerging artists from underrepresented cultures.

Product engineers Reid Culberson (left) and Fil Zerom stand near the Maawanji'idiwag sculpture.



## Create Systems for Inclusivity

### Goal

Create a culture of inclusion

### Progress

We continue to grow the number of Business Inclusion Groups (BIGs) and increase engagements globally across the BIGs and with employees. We increased the number of departmental DEI teams from five to eight globally. New groups include Supply Management, Product Development and Order Fulfillment.

### Business Inclusion Groups

**12** in FY2024, an increase from 10 in FY2023

### Employee Engagement in DEI Learning Experiences

We continue to experience strong participation in DEI-related learning experiences. Several events occurred over the fiscal year with hundreds of participants coming together for hybrid or in-person events.

FY2024: **24%** of employees participated  
 FY2023: **30%** of employees participated

There were **150+** DEI-related learning experiences offered in FY2024.

### Employee Voices Survey

Salaried employee perceptions of organizational inclusion and belonging showed measurable progress across all areas.

## Equitable Access to Development Opportunities

By focusing on inclusive recruitment, mentorship and equitable development opportunities, we work to ensure talent thrives within our organization. Our commitment to gender pay equity remains steadfast, with women earning the same amount as men globally. At the same time, we develop and maintain strategic partnerships that allow us to connect employees to resources that help them learn leadership skills and grow in their careers.

## Employee Development + Growth

### Goal

Ensure equitable access to development opportunities

### Progress

This year we saw progress in leadership representation, both for women and for people who are part of racial and ethnic minority groups.

As of FY2024, **34.9%** of director-level management roles are held by women, compared with 30.3% in FY2023.

We have also seen a rise in U.S. director-level management roles held by people who are part of racial and ethnic minority groups, rising to **10.6%** in FY2024, up from 9.8% in FY2023.

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### Pay Equity Analysis

Steelcase women in all locations earn **\$1.00** for every **\$1.00** earned by Steelcase men in similar roles with similar qualifications (compared to the PayScale benchmark of \$0.99).

## Representation of women (global)

### Hourly

Leaders  
**15.9%** in FY2024  
**16.3%** in FY2023

### Salaried

Senior Management  
**32.9%** in FY2024  
**31.5%** in FY2023

Director-Level Management  
**34.9%** in FY2024  
**30.3%** in FY2023

All Other Salaried Employees  
**48.8%** in FY2024  
**48.5%** in FY2023

## Representation of racial and ethnic minorities (U.S.)

### Hourly

Leaders  
**34.7%** in FY2024  
**35.9%** in FY2023

### Salaried

Senior Management  
**11.1%** in FY2024  
**8.5%** in FY2023

Director-Level Management  
**10.6%** in FY2024  
**9.8%** in FY2023

All Other Salaried Employees  
**15.9%** in FY2024  
**15.1%** in FY2023



*Steelcase Dongguan Manufacturing Plant*

“We are proud to celebrate a first — a woman welder in our metal workshop in China. Challenging traditional gender stereotypes in this way serves as a compelling example to inspire more female employees in Asia to pursue positions that were once considered the exclusive domain of men.”



**Janice Yan**  
Human Resources  
Business Partner

### Advancing Gender Equity in Asia

Across the Asia Pacific region, we’re providing women in manufacturing with new methods and systems of support for learning and empowerment.

In India, our Women of Steel employee Business Inclusion Group has been instrumental in advancing gender equity and empowering women both within our facilities and in the surrounding communities. Recently, members of Women of Steel and DEI Champions in our Pune plant worked with a group of local women to transform leftover fabrics into tote bags. Our teams provided their expertise to help them design and craft different kinds of bags from the donated textiles. The women were then able to sell those bags to support their families. The result is an innovative upcycling initiative that benefits women in the Pune community.

In China, we’re breaking barriers by encouraging women to pursue careers traditionally held by men. As a result, a woman secured a welding position for the very first time in our Dongguan plant.

### Embracing Equity in Europe

Our Global Talent and DEI teams in Europe leveraged our partnership with Catalyst, a global nonprofit dedicated to inclusive workplaces and the advancement of women, to host a gender equity roundtable. The conversation tackled the myth that gender equity in the workplace is no longer an urgent issue. The event examined the status of gender equity in Europe and globally — evaluating the progress made, highlighting persistent gaps and shining a spotlight on the systemic issues still demanding attention. Our partnership with Catalyst provides employees around the world with opportunities to engage in thought-provoking discussions.

### Raising Talent Visibility

The Aware Mentorship Program builds visibility for employees who have limited exposure to decision-makers and are seeking a role shift in the next 12-18 months. This year we launched the fourth and fifth cohorts of the program. An additional 117 employees across 17 countries participated, expanding from 15 countries last year. On average, program participants have been promoted at twice the rate of other employees. Aware participants and employee Business Inclusion Group members took the program one step further by organizing ongoing peer coaching relationships designed to develop meaningful relationships and foster engagement.



Slate | Elements employees celebrate Pride Month in Denver, Colorado.

**Steelcase Dealers Drive Equity**

Slate | Elements, an independent Steelcase dealer in Colorado, continues to build on the work developed through the Steelcase dealer community of practice. Launched in 2021, the community of practice provides a monthly forum for leaders to learn from one another. For Slate | Elements, it has helped embed their approach to diversity, equity, inclusion, accessibility and belonging (DEIAB) within their human resources group and throughout their company. Not only does the company live and promote their DEIAB values, they have been recognized by the Denver Business Journal for their leadership in this space. “There is discomfort around equity and inclusion. People are afraid of making mistakes and they want to get it right,” says Marci Auston, president.

“The first thing you have to do is let go of the idea that you’re going to get it right every time. You’ve got to learn new things as you go.”



**Marci Auston**  
President, Slate | Elements

**Our Dealer and Supplier Partners**

**Goal**

Promote and support dealer DEI efforts through tools, resources and engagements

**Progress**

Established DEI community of practice, hosting monthly engagements with **25** participants from our dealer community. In the United States and Canada, we include DEI discussions in annual dealer reviews.

**Goal**

Invest 10% of addressable spend in the Americas with diverse suppliers

**Progress**

By integrating a diverse and robust supply base into our procurement process, we promote the growth and development of diverse-owned businesses in the United States. **10.2%** of our spending was with diverse suppliers in FY2024.

## Inclusive Design Practice: From Inspiration to Action

We believe organizations have the power to create more inclusive and equitable spaces by using inclusive design, which embraces all people and their unique needs.

When done successfully, inclusive design combats exclusion by incorporating diverse experiences and perspectives to drive innovation, improve productivity and empower engagement for everyone. That's why we continue to grow our practice by forging new partnerships, working alongside diverse communities and evolving our understanding of intersectionality and neurodiversity. By involving more people with a variety of experiences, we can do a better job of designing for a full range of human differences.





### Inclusive Design Webinars

Most organizations agree they want to create more inclusive workplaces. Many, however, do not have a shared understanding of how to define it or how to begin.

Working alongside our global partners, members of our communications team and Better Futures Community hosted a pair of webinars — Designing Inclusive Workplaces and Inclusive Design in Practice — to explore how to create an inclusive and equitable work experience anywhere work happens.

The webinars, hosted in both the Americas and Europe, were attended by thousands of people. Live captioning and an American Sign Language interpreter were provided.

Expert panelists included:

- **Tim Hileman**, President and CEO, Special Olympics Michigan
- **Whitney Hill**, Founder and Director, SPORK!
- **James Thurston**, Accessible Digital Transformation Lead, Atos
- **Stephane Leblois**, Chief Community and Programs Officer, Valuable 500
- **Francesco Zurlo**, Dean, School of Design, Polytechnic University of Milan
- **Kamara Sudberry**, Global Leader, Inclusive Design, Steelcase



Allan Smith, Steelcase Senior Vice President, President, Americas and Chief Product Officer, accepts Invest in Ability award.

### Investing in Ability

Disability Advocates of Kent County (DAKC) works alongside persons with disabilities as they seek to lead self-directed lives. Our collaboration with this Michigan-based nonprofit has been transformational — enabling our teams to develop a more nuanced understanding of needs. This has enabled our teams to reimagine and develop informed solutions that create inclusive, safe and equitable workplaces.

We were honored to receive this year's Invest in Ability award by DAKC. This annual award honors an organization that demonstrates a strong commitment to promoting inclusion in their work and design practices.

### Designed For Every Body

Special Olympics Michigan's Unified Sports and Inclusion Center is truly a first-of-its-kind facility with spaces designed in close collaboration with the people it's intended to serve. Occupying a converted former high school in Grand Rapids, the new center is home to Special Olympics Michigan and its community of athletes, as well as several nonprofits that support people with disabilities. Working alongside our dealer partner Custer, we co-created spaces with the people who use the center — not just for them. The resulting design concepts continue to be enhanced based on feedback from those using the spaces every day.

Unified Sports and Inclusion Center, Grand Rapids, Michigan



“It just feels like home. It’s a space made for everybody, no matter who you are.”



**Jessica Stranz**  
Special Olympics Michigan Employee

## Supporting Wellbeing

We care deeply about our employees' holistic wellbeing and support them through every phase of their journey. Whether they're focused on staying healthy, seeking support during tough times or working toward recovery, our approach responds to the ever-changing nature of the health and life experiences of the whole person.

Our wellbeing strategy is evolving to focus on four main principles: place, policy, program and promotion. It's a strategy aimed at creating a workplace that enhances employee wellbeing through an approach that considers everyone's needs — along with initiatives that improve both physical and mental health. It prioritizes developing policies that foster a positive and inclusive work culture. Diverse programs and benefits are implemented to address the wellbeing of employees at all life stages. Additionally, the strategy emphasizes the importance of promoting wellbeing initiatives, ensuring benefits and programs are being leveraged by employees and creating a positive impact in their lives — both at home and at work.



### Global Wellbeing Champions

We continue to evolve and expand a community of Wellbeing Champions around the world. These passionate leaders are committed to helping local employees access resources, boosting engagement and use of programs and identifying where gaps exist. This year, we're sharing the progress being made through engagements and events catered to the needs of each specific region.

### Connecting to Resources

We're celebrating a significant increase in the use of employee assistance provider (EAP) services in the Asia Pacific region. Historically, employee use of those services — such as mental health services and counseling — has been low due to stigmatization in some areas of the region. Since last year, EAP use has increased 280% due to efforts to reduce stigma, remove barriers and improve access to services.

## Employee Wellbeing

### Goal

Ensure employee assistance provider (EAP) is accessible to all employees and their households

### Progress

EAP utilization is **8.9%** globally, which is nearly double typical EAP usage compared with other companies.

There has been a significant increase in EAP utilization in our Asia Pacific region, with **1.9%** in FY2024, up from 0.5% in FY2023 — a **280%** increase year-over-year.

### Spreading Health + Gratitude

In our fast-paced lives, it's easy to get caught up in the hustle and bustle, often overlooking the little things that make our days brighter. To that end, the wellbeing team sought to enhance positivity, happiness and improve wellbeing through a virtual Gratitude Challenge. This consisted of four types of positive actions over four weeks: journaling, expressing personal gratitude, a community appreciation day and performing random acts of kindness. One participant shared, "I didn't realize how negative my mindset was. Doing the daily gratitude exercises really helped me shift to be more positive."

**“Culturally, counseling isn’t always the first option that individuals consider when facing difficulties. However, we are working to create awareness through sessions and events where sharing is encouraged.”**



**Sue Lin Lim**  
Human Resources Business Partner, Wellbeing Champion in Asia Pacific Region



**Mind + Body**

Sweat, smile and repeat! In Monterrey, Mexico, physical health through movement was at the forefront of a health week initiative meant to get everyone moving and engaged. Teams facilitated a soccer tournament, indoor cycling classes, high-intensity interval training, yoga, reggae fit and hikes. Other activities included nutrition talks to help educate people on how to combine healthy eating and exercise.

“I had a very exciting experience during health week since I had the chance to connect with other colleagues while participating in a healthy activity. We went hiking to Cerro del Chupón and had a great time, so I hope this kind of activity will continue every year!”



**Hernan Rodriguez**  
Facilities Specialist

**Keeping People Safe**

Our commitment to the overall wellbeing of our employees is critical, which is why ensuring their physical safety while on the job is a top priority. To minimize work-related injuries, we adhere to rigorous safety protocols in our global manufacturing and distribution facilities. Our Injury Frequency Rate is well below the industry average of 3.0.

Injury Frequency Rate

	FY2022	FY2023	FY2024
Asia Pacific	<b>0.30</b>	<b>0.39</b>	<b>0.09</b>
Europe, Middle East and Africa	<b>0.83</b>	<b>0.64</b>	<b>0.67</b>
Americas	<b>1.75</b>	<b>1.71</b>	<b>1.25</b>

*The Injury Frequency Rate indicates how many injuries occur in a year per 100 full-time employees.*

## A Culture of Learning

Learning is all about doing because work today requires fast activation of new skills to adapt to rapidly changing environments or situations. Knowing where and who to go to for learning opportunities is critical to long-range success in work and personal development.



Learning empowers individuals to take charge of their personal development. We aim to make it accessible and equitable for everyone through a range of curated tools that are easily available. Having a plan and setting objectives makes all the difference.

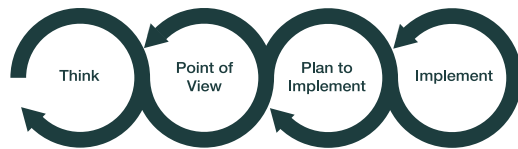
By providing opportunities for career growth, we enable employees to take ownership of their progress. This is essential for success in a constantly evolving business landscape. We invest in the successful futures of our leaders and employees by setting clear performance goals, fostering a sense of community through shared learning experiences and aligning career and development objectives with business needs.

### Our areas of action to drive change

- Drive adoption of career planning and development rituals to empower employees to manage their growth and development.
- Activate our LinkedIn Learning Hub and integrate it with other tools and platforms. This makes it easier to access personalized, community-based content focused on what individuals need to achieve.
- Increase awareness and use of learning resources to support growth and learning at work.
- Provide skill building for capabilities needed for success in our evolving organization.

### Critical Thinking Model

The Critical Thinking Model (CTM) is the method all employees are encouraged to use for problem-solving and innovation to effectively design, develop and deploy human-centered and insight-led solutions. This year saw the completion of the first two phases of the CTM Learning Ecosystem. These phases provide all Steelcase employees with an accessible and applicable pool of resources to learn about CTM and use it in the flow of their work. By creating a shared language and framework, learning and innovation can thrive throughout the organization.



Our annual Employee Voices survey measures the employee perception and experience related to learning. The percentage of employees who say they identify with the following statements helps us identify areas of strength and opportunities for improvement.

- 78%**  
I know where to access resources that help me with my development and career advancement.
- 75%**  
Day-to-day I have opportunities to build my skills at work.
- 73%**  
I have regular opportunities to contribute to the development of others.
- 68%**  
Steelcase provides me with the necessary tools and resources to manage my development and improve my skills.
- 55%**  
It is clear to me how to advance my career.

## Learning Opportunities

### Goal

Create an environment where growth + learning is expected, valued and celebrated

### Progress

In FY2024 we implemented a new career planning and development tools ecosystem with a toolkit, guide and assessments. We continue to support activation of the development plan that includes LinkedIn Learning and the Critical Thinking Model (CTM).

**40%**

Percent of employees who participated in career development activities

**4.7**

Average number of learning hours per employee

### On-Demand Learning Platform

We've expanded promotion, awareness and engagement in our LinkedIn Learning Hub — an online platform we invested in to integrate learning and work platforms.

**58%**

LinkedIn Learning Hub licenses activated

**73%**

Employees who have set a career goal on LinkedIn Learning Hub

**69%**

Employees who have started or completed a course



## Act With Integrity

We empower employees to represent our values and are rigorous in how we implement policies that are consistent with our ethics and goals.



## Trusted Employees and Partners

Built on trust, high standards and ethical conduct, our culture of empowering employees to represent the company in making responsible decisions at every level helps drive our success and innovation.

We have platforms, policies and procedures in place to protect integrity across our business. Enhanced support for our leaders enables them to shape more resilient and engaged teams. We have expanded networks and infrastructure that help mitigate risk to our customers by assessing change, systemic disruptions and cybersecurity threats. And we have redoubled our efforts to work more closely with partners and trusted suppliers who share our values.



### Recognition and Validation

We are proud to be recognized continuously as a leader in creating better futures for people and our communities. This year our awards included:

#### EcoVadis

Gold Rating  
Top 3% globally, perfect score on environmental scorecard

#### CDP

A- rating for climate change disclosure  
Top 5% of 23,000+ participating companies  
CDP Supplier Engagement Leader

#### Points of Light

The Civic 50, 2023 Strategic Volunteering Award

#### Human Rights Campaign Corporate Equality Index

Perfect Score U.S. and Mexico

#### Fortune

World's Most Admired Companies

#### Newsweek

America's Greatest Workplaces for Diversity

#### U.S. News & World Report

Best Companies to Work For

#### Michigan Veterans Affairs Agency

Silver-Level Veteran Friendly Employer

#### Forbes

America's Best Employers for New Grads  
America's Best Employers for Women

#### Women's Forum of New York

Recognized for having 58% of board seats held by women

#### Grand Rapids Chamber

ATHENA Organizational Leadership Award

#### Michigan Community Service Commission

Governor's Service Award in the Corporate Social Impact category



## Our Commitment to Fairness

We're committed to respecting human dignity. This commitment extends to equitable hiring and career advancement practices and preventing harassment in the workplace. We're dedicated to ensuring all employees can voice concerns and seek solutions if they feel they've been subjected to any kind of discrimination or harassment.

All employees play an important role in taking accountability for understanding unacceptable behaviors and addressing potentially harmful situations. To guide this effort, we created the Global Harassment Prevention Policy. It underlines our zero-tolerance policy on harassment. In addition, we created a learning course, "Global Harassment Prevention Training: Creating and Maintaining a Respectful Environment," to illustrate the behaviors and scenarios we should all recognize as harassment. We also created our Global Human and Labor Rights Policy, following global human rights conventions.

In our hiring and promotion practices, we use an evidence-based selection process for all salaried hiring globally. It's designed to prevent bias by using objective, data-driven insights to inform our decisions. It creates a standardized process for comparing candidates so decisions are equitable across candidate slates.

We encourage all employees to report promptly perceived and actual violations of our policies or ethical concerns. Channels for doing so include the Steelcase Integrity Helpline at [integrity.steelcase.com](https://integrity.steelcase.com), our OpenDoor Policy, employee roundtables with senior leaders, one-on-one meetings, impact coaching sessions, employee surveys, and global talent, legal and internal audit professionals.



“Having these policies, practices and systems in place underscores our commitment to putting people first — to providing a workplace that is safe and equitable for all employees. Sometimes doing the right thing isn't the easiest or most cost-effective. But in the long run, we know acting with integrity leads to success. The more we trust our employees to do the right thing, the stronger and better our organization will be.”



**Jim O'Connor**  
Vice President, Corporate  
Compliance Officer

# Living Our Core Values

We set high standards, foster skill development and forge trust as the foundation of our culture. We empower employees to make decisions rooted in these principles and extend these same value commitments to our supplier network to ensure that anyone we do business with upholds the same high standards our clients expect of us.



## Listening to Our People

Our employee listening strategy has expanded the ways by which we measure organizational culture. We are able to understand more deeply how well we adhere to our core values across teams, business functions and roles. We use surveys to gather feedback, including Humu (leaders), Denison (culture) and Employee Voices (day-to-day work experiences).

Data on leadership effectiveness, culture and DEI is used across our global talent teams to inform strategic decisions and practices. For example, this year's Denison culture survey revealed that core values scores from hourly manufacturing employees dropped. In response to that, we conducted conversations with employees in these sectors and are now planning to test new methods for rewards and recognition, develop new training tools and pilot surveys designed to address those needs specifically.

At Steelcase we:

Act with integrity

Tell the truth

Keep commitments

Treat people with dignity and respect

Promote positive relationships

Protect the environment

Excel

## Living Our Core Values

### Goal

Activate our core values across the company with fairness and consistency

### Progress

In FY2024, **80.3%** of employees shared a positive response to the Employee Voices survey question, "I observe examples of Steelcase core values day-to-day."

## Ethics in Action

### Goal

Expand tracking of the Integrity Helpline and other reporting sources

### Progress

We continue to have multiple, highly visible ways for employees to confidentially raise concerns of potential ethical violations, without fear of retaliation or skepticism regarding the investigation process. Calls coming in through the Integrity Helpline are now supplemented by concerns raised directly to Global Talent for a more complete reporting process and response timelines are under development.

## Effective and Empowered Leaders

Strong leaders deliver results, advance their teams and navigate through change — helping people maximize their potential.

Our leaders enhance team effectiveness by engaging in learning and coaching and by cultivating a better overall employee experience. With the help of an expanded set of systems, tools and new organizational strategies around accountability and measurement, our leaders are providing customized development for their teams.



### Activating Our Leadership Pillars

These five ideals demonstrate the behaviors of a Steelcase leader that matter most in activating a culture that drives progress and motivates employees.

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#### Build Strong Teams

Empower others, engage diverse perspectives and build capabilities

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#### Unite in Purpose

Listen with empathy, extend trust and foster belonging

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#### Create Clarity

Think critically, decide what matters and align actions with priorities

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#### Cultivate Resilience

Try, learn and adapt, overcome obstacles and celebrate progress

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#### Deliver Results

Play to win, make tangible progress and create customer value

## Supporting Leaders Through Change + Transition

Rapid change is here to stay. In times of complexity and disruption, effective leaders need new skills and capabilities. This is why we are scaling leader development and prioritizing leader support through role transitions and core system transformations.

Our director-level management development programs serve as a launchpad for senior leaders stepping into elevated roles — helping to ensure their success through comprehensive support. Using assessment surveys, the program enhances self-awareness by providing valuable insights into personal strengths and areas for growth. Additionally, the programs foster a network of peer support by encouraging collaboration and shared learning experiences among new leaders. Tools like the Hogan Assessment for Leadership Style Awareness equip leaders with the skills and confidence to excel in their new positions. When leaders succeed, it ultimately drives organizational success and supports a culture of continuous improvement. The Hogan takes an in-depth look at performance capabilities, challenges and core drivers — one of several science-based tools available to leaders.



## Building Stronger Teams

We've reimagined our high-performance team workshops. Our approach focuses on three foundational pillars: psychological safety, clarity and purpose. Workshops start by measuring these pillars to provide a clear understanding of the team's current state. We then delve deeply into individual strengths and needs to enable these pillars for teams to thrive. Workshops culminate in the creation of a team-defined action plan, outlining activities crucial for their future journey. This holistic approach ensures teams are ready to interact more effectively, fostering a renewed sense of unity and purpose.

## Impact Coaching

Participation in our quarterly Impact Coaching sessions has increased. These sessions offer leaders and employees a valuable opportunity to pause, reflect and align on performance and development goals. Leaders facilitate these discussions, which include quarterly check-ins, regular one-on-one meetings and real-time coaching and feedback. These sessions help establish accountability, clarify expectations and aid in employee development.

We have made progress on the adoption of this practice with an average of 89% of Steelcase employees saying they engaged in Impact Coaching with their leader last year.

**“Through Impact Coaching, we can truly put people at the center of everything we do — moving our culture and business forward by connecting employees with our purpose of helping people do their best work.”**



**Donna Flynn**  
Vice President,  
Chief People Officer

### Measuring Leader Success with Humu

Humu’s behavioral change technology helps organizations and individuals excel by using small, custom suggestions based on people science and machine learning. Over the past two years, adoption of Humu has driven growth and development for our leaders and their teams. Since the beginning of our program, we’ve measured an increase in manager effectiveness with highly effective leaders now at 52%, up from 46%. This improvement reflects our commitment to reinforcing Leadership Pillars and evolving our employee listening system.

Humu has enabled us to identify key themes in our leadership culture and target global initiatives for improvement. The continued development of our leaders remains a priority.

### Top Personal Leadership Strengths Based on Humu Analysis

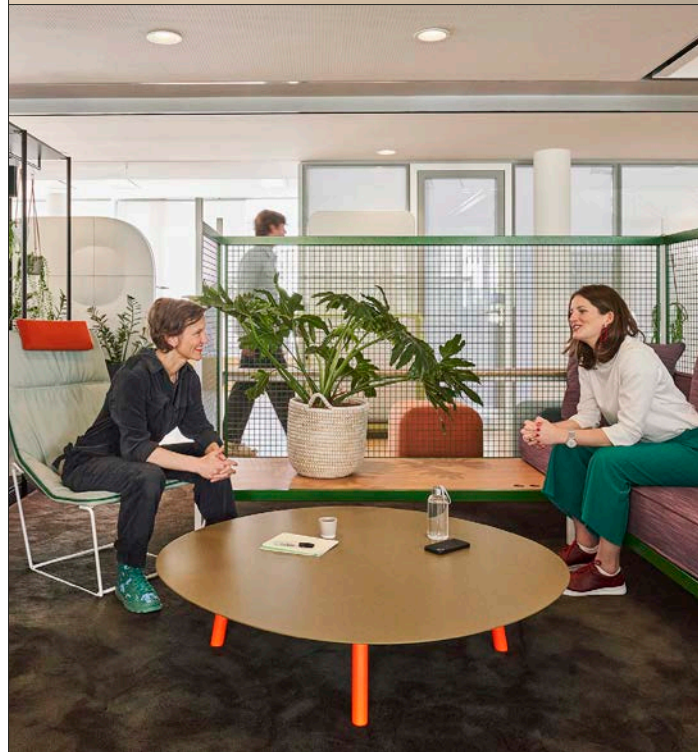
1. Employee Empowerment
2. Recognition
3. Taking Action
4. Psychological Safety

While we’re making progress, Humu analysis also highlights global areas for our leaders to focus on improving — including the areas of creative problem solving, implementing processes that help teams work more effectively and removing barriers for team members.

“Sometimes people look at the Humu survey as a leadership development tool, but that’s not the only case. It’s a team support tool helping the leader to understand what their team needs to be successful. Everyone benefits when leaders understand that their own development is critical to the success of the entire team.”



**Julia Hartmann**  
Leader, Leadership and Adaptive Teams



## Developing Leaders

### Goal

Help leaders work better — for themselves and their teams to thrive

### Progress

In FY2024, leaders who scored in the ‘Highly Effective’ range on the Humu needs analysis tool increased to **52%**, up from 46% last year.

# Limiting Network Risk

We prioritize cybersecurity for ourselves and our vendors to develop robust protection and resilience against evolving threats.

By adhering to best practices and high standards, we continuously enhance our security measures. Every employee with access to company IT resources receives monthly cybersecurity awareness training. Additionally, we have implemented global, system-wide network segmentation safeguards. In the event of a cyberattack, these safeguards can help IT professionals to isolate and disassociate compromised sections of the network, minimizing potential damage.

## Ensure Security

We continue to improve our cybersecurity maturity by following best practices and guidance from the National Institute of Standards and Technology (NIST) and the Center for Internet Security (CIS). NIST is considered the gold standard for building and managing a cybersecurity program. CIS breaks down the NIST activities into 18 manageable categories called “Critical Controls.” Controls are prioritized in importance, and within each is a series of safeguards — additional activities that support the primary control. This structured approach allows us to demonstrate our cybersecurity efforts effectively and renew these efforts annually.

“The Center for Internet Security has provided us with a better understanding of our environment. It’s allowed us to direct resources strategically and established a recognized taxonomy we use to communicate with both our internal and external stakeholders.”

**Scott McKee**  
Chief Information Security Officer

## Cybersecurity

### Goal

Maintain an IT Security program in accordance with industry standards

### Progress

We continue to improve in cybersecurity year-over-year, demonstrating significant progress in FY2024. Our CIS score far exceeds the average for our industry.

Our processes to protect customer data for purchases are third-party certified annually in part through Payment Card Industry Data Security Standards Assessment.

Following industry standards, we have a third-party conduct annual penetration tests and we mitigate any findings.

Our global Data Governance Council is working to expand security policies, procedures and training.

We follow applicable laws, including the EU General Data Protection Regulation.

We maintain our infrastructure and related architecture diagrams for on-premises and cloud environments. In FY2024, this network was extended to in-plant infrastructure.

Our cybersecurity team stays current in training and certifications relevant to their area of expertise. Steelcase invests roughly **10%** of cybersecurity personnel’s work hours toward continuing education.

## Ensuring Integrity

### Goal

Complete annual Global Business Standards training at all owned entities

### Progress

We reached our organizational goal of **98%** employee participation.

### Goal

Continue routine cycle of anti-bribery anti-corruption (ABAC) training, conflict of interest and other compliance topics annually at all owned entities

### Progress

We have redeveloped our former Foreign Corrupt Practices Act (FCPA) and conflict of interest training pieces into a combined Anti-Bribery and Anti-Corruption (ABAC) training. This new course combines elements of the former FCPA training and broadens the course to make it globally applicable. The conflict of interest training and survey are now incorporated into the ABAC course. The new course is expected to launch in the third quarter of FY2025.

## Partners in Excellence

We cultivate strong, lasting relationships with reputable suppliers, ensuring trust and reliability through shared values and consistent standards.

### Goal

Promote responsible sourcing through supplier engagement on environmental, social and governance issues

### Progress

We have implemented an updated supplier code of conduct that broadly addresses relevant issues and adopted a new vetting software to help gather supplier information. We continue to develop our processes for evaluating diligence concerns in our value chain and utilize supplier forums and various communication channels to discuss our environmental, social and governance (ESG) goals.

## International Transparency

International Standards Organization (ISO) certifications help to verify how our teams act with integrity around the world. We engage with external certifying bodies to verify that our facilities meet international environmental and health and safety standards through ISO certifications.

All of our operating facilities have met the ISO environmental certification (ISO 14001) since FY2024. Approximately 25% of our facilities also meet the certifications for workplace health and safety (ISO 45001/OHSAS 18001). Our Sarrebourg manufacturing facility in France recently achieved the ISO certification for energy efficiency (ISO 50001).

Our operations teams focus on continuous improvement to ensure that we maintain existing certifications and achieve new ones.



# *Better* Futures for the Planet

We're doing better for the planet by transforming our business and committing to a net-zero future to build a more sustainable and resilient world.



Reduce Our Carbon Footprint



Design for Circularity



Choose + Use Materials  
Responsibly



## Our Path to Net Zero

We stand at a moment of transformation for our business and the world. The realities and challenges of climate change demand that people and the planet are central to every choice we make so we can craft a more resilient future. That's why, in June 2024, we announced our commitment to a net-zero future. We plan to eliminate over 90% of our carbon emissions by 2050.\* This summary of our net-zero commitment shares how we are acting now in real and tangible ways to build a resilient future in this new era.

*\*From FY2020 base year*



### Our Resilient Future

Our commitment to a net-zero future works to eliminate over 90% of our carbon emissions by 2050. We are already on the path to reduce emissions from our operations 50% by 2030.\*

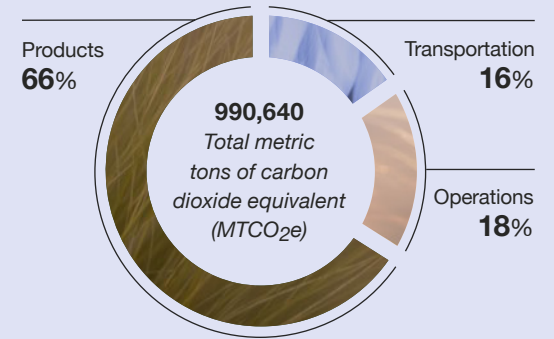
We're expanding the work done with our supply chain and other stakeholders by engaging our entire value chain to reach net zero. Working with our customers, suppliers, employees and other stakeholders, we can make a difference on a larger global scale than any of us alone.

Our leadership role in addressing climate change is foundational to who we are. Through this work, we're transforming our business to drive innovative solutions, discover new ways to serve our customers and identify opportunities for a more resilient future for us all.

To achieve this target, we are working to reduce carbon emissions across three critical areas of our business:

- Products
- Operations
- Transportation

### Our Sources of Carbon Emissions (FY2020)



Products make up the largest share of our overall carbon emissions. We're focused on reducing our carbon footprint, designing for circularity and choosing and using materials responsibly.

In our operations, we are continuing to strive for greater energy efficiency by leveraging renewable energy and redesigning processes to reduce waste. Our system of transportation — from distribution and delivery to our business travel — is being reimagined and redesigned. Learn more about our roadmap for progress in our [transition plan](#).

## A Call to Action

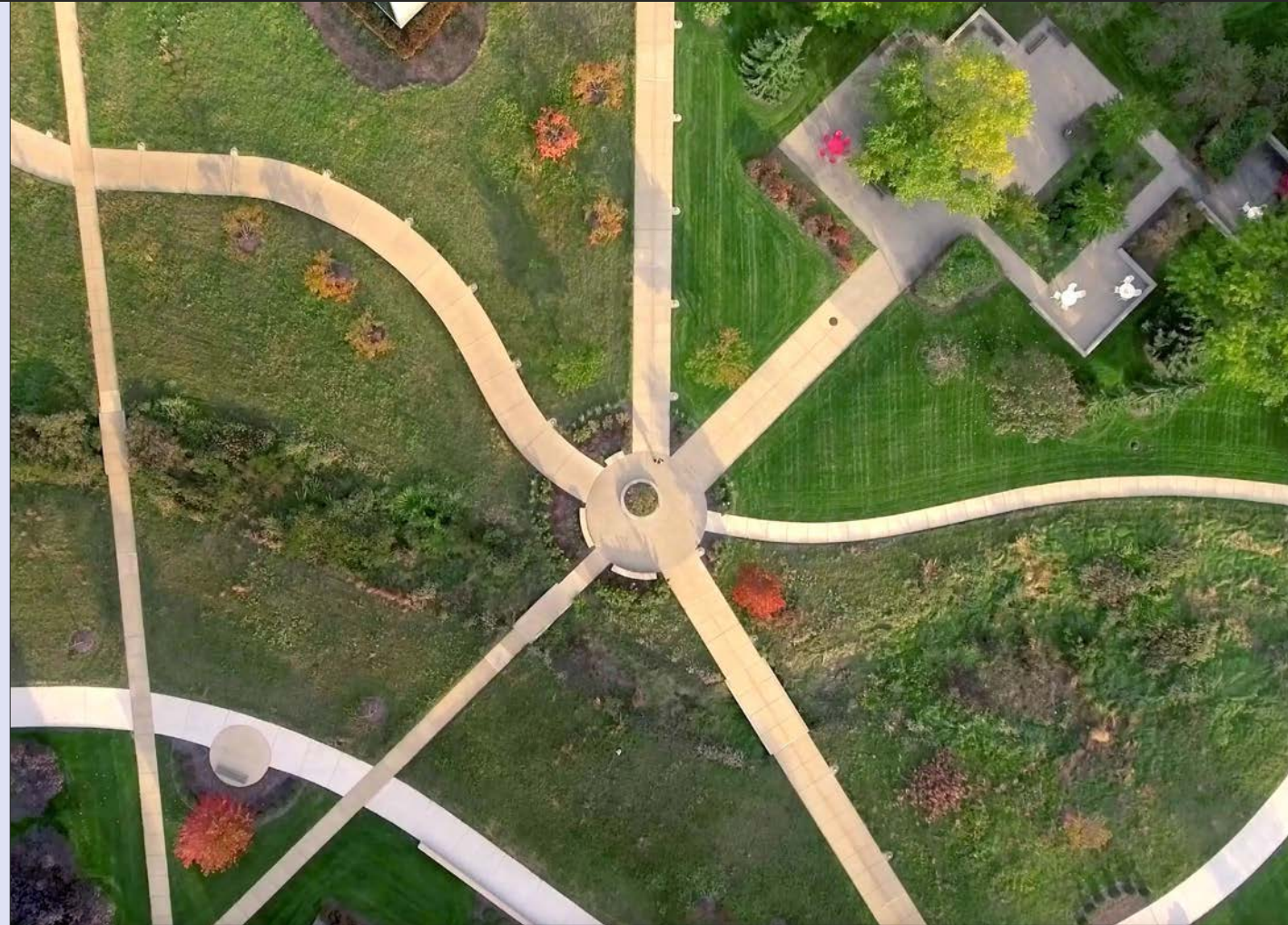
We're accelerating our impact by joining organizations throughout the world that have committed to a net-zero future. Our actions are rooted in science and aligned with leading businesses and world governments. The Science Based Targets initiative (SBTi) validates our work to reduce our carbon emissions at the rate required to achieve the goals set out by the landmark Paris Agreement.

At the United Nations Climate Change Conference in 2015, the Paris Agreement established the critical goal of limiting global warming to 1.5°C above pre-industrial levels. Exceeding the 1.5°C threshold will lead to grave consequences for people and nature, such as intensifying droughts, more extreme heat waves and the disappearance of entire species from our planet.

Our work, together with our suppliers, customers and industry partners, is to help keep the global temperature from rising and reduce the impacts of climate change. Through the choices we make and the actions we take, we are going even further to build a more resilient future.

This moment is a call to action.

**A net-zero future needs us all.**



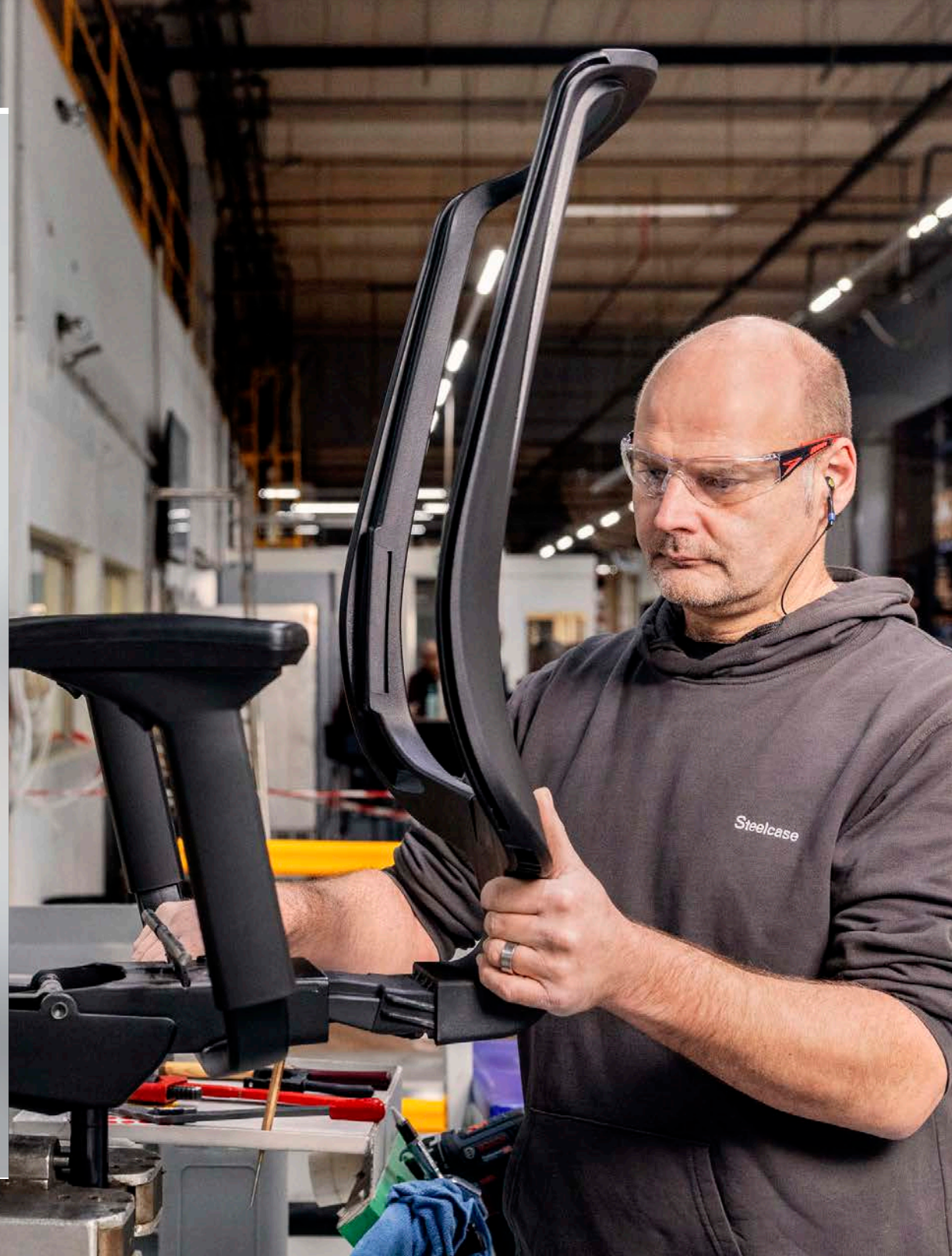
Read our net-zero transition plan,  
The Power of Possibility, by visiting  
[www.steelcase.com/people-planet](http://www.steelcase.com/people-planet)





## Reduce Our Carbon Footprint

We are working toward a net-zero future and meeting more ambitious climate goals at a greater global scale than anyone in our industry.



## Our Commitment to Net Zero

As we work toward our goal of reaching net-zero carbon emissions by 2050, we're already on track to reduce emissions in our own operations 50% by 2030.\*

Each of these efforts is validated by the Science Based Targets initiative (SBTi), the leading authority that tells us how much and how quickly we need to reduce emissions to prevent the worst effects of climate change.

The following examples demonstrate work we've done this past year on our path to achieve a net-zero future.



\*From FY2020 base year

### Worldwide Recognition as Business Leader

#### Carbon Disclosure Commitment

This year, we earned an “A-” on our CDP Climate Change disclosure, the highest score in our industry, ranking us in the top 5% of the 23,000 companies evaluated. This score reflects our leadership and commitment to best practices in environmental strategy and action. CDP (formerly the Carbon Disclosure Project) is a global nonprofit that runs the world’s leading environmental disclosure platform.

We also earned a spot on CDP’s Supplier Engagement Leaderboard for the fourth consecutive year in recognition of our work to engage suppliers in carbon emission reduction efforts. Reducing emissions in our supply chain — a subset of our scope 3 emissions — is an important step in our net-zero strategy. We are the only company in our industry to be included on this leaderboard.

#### Top Business Sustainability Ranking

We also lead the furniture industry with our fourth consecutive EcoVadis Gold rating. Ranking in the top 3% of all companies reviewed, we’ve maintained our perfect score in the Environmental category. EcoVadis is a globally trusted provider of business sustainability ratings, which are awarded based on performance in the categories of Environment, Labor and Human Rights, Ethics and Sustainable Procurement.

*Team members gather in Times Square, New York City to celebrate net-zero commitment.*

### Targeting Emissions

Our carbon strategy is holistic and targets both direct and indirect sources of emissions.

**Scope 1:** Direct emissions — such as those generated from burning fossil fuels at our facilities or in transportation — are called scope 1 emissions.

**Scope 2:** Indirect emissions — such as those that result from our electric power use — are considered scope 2 emissions. We use electricity at our Steelcase facilities, but the power is typically generated elsewhere.

**Scope 3:** Indirect emissions — such as those that occur from materials we purchase, business-related travel or manufacturing waste — are known as scope 3 emissions.

Kentwood Manufacturing Plant, Michigan



## Scope 1 + 2

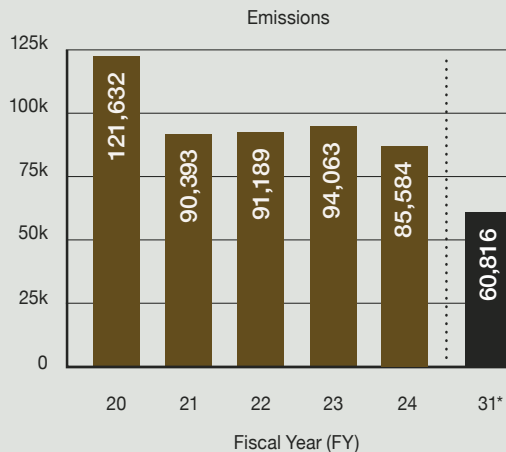
### Goal

Reduce absolute emissions from our own operations 50% by 2030 (FY2031)

### Progress

**30%** reduction achieved from FY2020-FY2024. Our energy-efficiency metrics are ahead of our original forecast.

### Overall Emissions



\*FY2031 shows our target emissions based on our 50% reduction goal. Emissions numbers are measured in metric tons of carbon dioxide equivalent.

## Scope 1

### Goal

Annually finance carbon offset projects to maintain carbon neutrality for our direct operations

### Progress

**100%** of our scope 1 emissions are offset through our support of a variety of verified projects around the world. These projects deliver carbon emissions reductions and removals beyond our value chain.

## Scope 2

### Goal

Annually purchase renewable energy equivalent to 100% of our global electricity consumption for our direct operations

### Progress

**100%** of our scope 2 electricity consumption has been offset by our investment in renewable electricity in every country in which we operate. About half of our renewable energy credits come from our offsite power purchase agreement with a wind farm in Oklahoma.

## Carbon Neutral Now

As we work to reduce our absolute emissions to net zero by 2050, we use carbon offsets as part of our strategy to reach neutrality now. We currently offer several products with CarbonNeutral® product certification, which supports diverse and high-integrity global offset projects. These projects are managed and verified by trusted third-party partners to reduce and remove emissions.

This year, we supported better forest management and innovative carbon capture techniques in the United States. We also helped mitigate harmful methane leaks in Bangladesh and increased the affordability of environmentally friendly cookstoves in Kenya. These carbon offsets not only help mitigate carbon emissions today. They also help to support and scale emerging carbon removal projects so they can become a viable part of a net-zero solution.



*Photo courtesy: Jason Whalen, The Nature Conservancy*

### Preserving Forests Locally

We recently entered a five-year purchase agreement for carbon credits from The Nature Conservancy's Michigamme Highlands carbon project. This forest conservation project spans more than 13,000 acres of forests, wetlands and glacial lakes across a portion of Michigan's Wilderness Lakes Reserve and the Slate River Forest Reserve. The reserve is considered one of the most climate-resilient areas in Michigan in terms of its ability to withstand or recover quickly from climate-related events. The project improves carbon sequestration and storage, and it contributes to an extensive conservation corridor that protects the habitat of a wide range of species. It also protects vital freshwater resources and provides economic and recreational benefits to surrounding communities.

### Making a Concrete Impact

We provided essential financing for a project that injects carbon dioxide into concrete to capture it — taking it permanently out of the environment. Working with CarbonCure, an organization that develops carbon capture technologies, carbon dioxide is introduced into a mix of water, cement and aggregates like sand or gravel, which forms concrete. The carbon dioxide immediately reacts with the cement and mineralizes — effectively converting it into nano-sized particles of limestone that are permanently embedded in the concrete. Supporting the development of emerging carbon reduction and removal technologies such as CarbonCure is essential to achieving net zero.

## Carbon Neutral Products

Over the past year, we offered our customers more opportunities to support their carbon reduction goals. In the Americas, we launched our top seven best-selling high-performance task chairs and the Migration® SE and Ology® Desks with CarbonNeutral® product certification. These are verified by Climate Impact Partners — experts in the voluntary carbon market.

Choosing these chairs and desks allows organizations to offset the associated carbon footprint throughout the entire lifecycle of each product. This helps them meet their sustainability and LEED certification objectives while actively combating climate change. We're also increasing the number of high-performance seating options available with CarbonNeutral® product certification in Europe, the Middle East, Africa and Asia Pacific.



“Facing the realities of climate change can feel overwhelming, but it’s also filled with possibilities. And that gives us hope.”



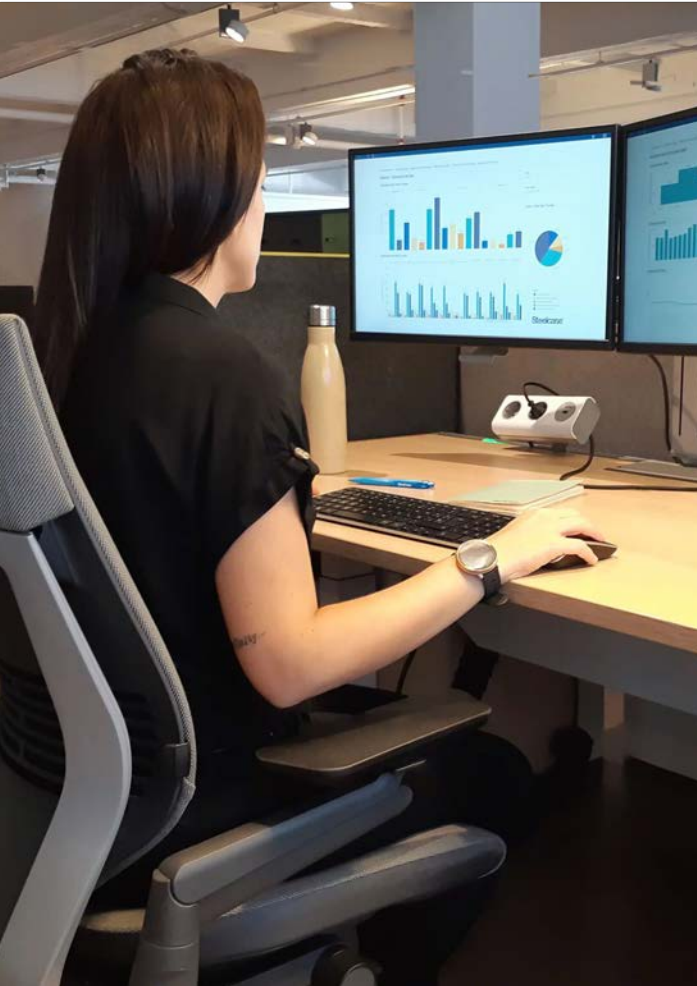
**Beth O'Shaughnessy**  
Senior Vice President, Chief  
Administrative Officer, General  
Counsel and Secretary



## Reducing Energy Use in Our Operations

To meet our ambitious goal of reducing carbon emissions in our own operations by 50% by 2030, teams around the world are taking decisive action to drive energy efficiency and install on-site renewable energy solutions.

*A Madrid staff member reviews energy use data.*



### Sarrebourg, France

Our Sarrebourg manufacturing facility is our first plant to be certified to ISO 50001, the global standard for improving energy efficiency. Its energy management system has been integrated with existing lean, quality, safety and environmental ISO procedures for maximized efficiency.

### Madrid, Spain

Our team in Madrid leveraged an existing system to measure and analyze energy use, identifying areas of high consumption. This system, known as the Industrial Internet of Things (IIoT), allows plants to collect data from devices in manufacturing facilities and analyze energy use in real time. Using the IIoT platform helped the team take action quickly to capture savings.

### Stříbro, Czech Republic

Our Stříbro, Czech Republic facility continues to prioritize sustainability in its daily operations — most recently installing a 40-kilowatt on-site solar power system. These actions underscore the Stříbro team's dedication to reducing reliance on traditional energy sources.



### Driving Change in Transportation

Our transportation team works with partners for inbound planning, materials planning and operations to coordinate the efficient transport of products and materials. This has resulted in a consolidation of inbound pickups and outbound delivery routes. Fewer trips on the road means savings in both fuel costs and emissions.



## The Ripple Effect: Bringing Suppliers Along on Our Carbon Journey

Products make up the largest share of our overall carbon footprint. Carbon emissions associated with purchased materials and transportation represent the largest opportunity for carbon reduction efforts, especially as we work toward a net-zero future.

We have established industry-leading goals to engage our suppliers in setting science-based targets for their own operations.

We work with our suppliers to equip them with the resources and knowledge to measure and manage their emissions. To support this, we have:

- Developed a continuous series of webinars and workshops that introduce the basics of calculating emissions and setting targets.
- Published a quarterly newsletter to keep our suppliers informed.
- Hosted monthly Q&A sessions globally, allowing suppliers to ask questions and share insights with their peers.
- Provided one-on-one meetings for suppliers who need individual guidance.



“Our aim is to engage our suppliers to set their own targets today, so they will encourage their suppliers to do the same. The benefits will ripple throughout the value chain.”



**Mary Ellen Mika**  
Director, Global  
Sustainability

This year, we expanded our incentive program for suppliers. Our Carbon Reduction Leader recognition honors suppliers who are making progress by setting their own goals. We congratulate our 2024 Carbon Reduction Leaders who have already set science-based targets:

- A. & H. Meyer
- AkzoNobel
- Asia Specific Enterprises (ASE)
- Bufab
- DS Smith
- erform GmbH
- Gebr. Dürrbeck Kunststoffe GmbH
- JB Hunt
- Knape & Vogt
- Kvadrat
- Milliken & Company
- Model Group
- Pfeleiderer
- PPG
- Roll Forming Corporation | voestalpine
- Smurfit Kappa
- Sonoco
- Ultrafabrics

## Collective Action Accelerates Impact

As we progress on our path to net zero, our partnership with suppliers becomes more important every day.

We're proud to celebrate the good work many of our suppliers do each day. The following examples highlight the efforts of some of our 2024 Carbon Reduction Leaders.

**Asia Specific Enterprises (ASE)** provides product development and manufacturing services and was one of our first suppliers to set science-based targets. They have committed to maintaining a clean, safe and healthy environment while meeting manufacturing needs.

**Gabriel**, a long-term textile supplier, partnered with us to create Renewed and Beyond Loop — two sustainable fabrics made from recycled textile waste, including scraps from our manufacturing facilities in Europe. Their repeated innovation in creating circular systems and recycling materials sets them apart. They have committed to set targets in line with the Science Based Targets initiative.

**PPG**, a supplier of paint and coatings, reclaims our powder coat paint waste, which helped us eliminate 97,000 pounds of waste in just one year. With plans to expand the program, PPG has set targets in line with the Science Based Targets initiative.

**Ultrafabrics**, a maker of high-tech, sustainable performance textiles, has already set science-based targets. Their environmental efforts focus on reducing carbon emissions, materials innovation and safer chemistry.

*Photo courtesy: Ultrafabrics*



“It’s an honor to partner with an organization like Steelcase, a company that shares our values and our commitment to help address the complex and global climate change challenges.”

**Michael Stucky**  
PPG, Customer Sustainability Business Partner

## Scope 3

### Goal

Partner with 80% of suppliers based on emissions levels to set their own science-based targets by FY2025

### Progress

Since this work began in FY2020, we continue on a positive trajectory toward our goal.

**54.6%** of suppliers based on emissions levels have committed to setting targets

**5.2%** of suppliers based on emissions levels have set targets

Continued engagement, additional incentives and close partnering with suppliers to make progress toward this goal help lay the foundation for achieving our net-zero target.

### Goal

Achieve 14% emission reductions for waste generated in operations by 2030 (FY2031)

### Progress

We have achieved a reduction of **21%** from FY2020-FY2024.

### Goal

Achieve 14% reduction in business travel

### Progress

We have achieved a reduction of **65%** from FY2020-FY2024.



## Design for Circularity

We implement impactful reuse, repair, remanufacturing and recycling strategies across our entire product design and delivery process.



# Sustainable Design Through Circularity

Designing for circularity is key to transforming the products we make as we work toward a net-zero future.

Steelcase designers use our Sustainable Product Design Framework for each new product we create. The framework guides decision-making to help us create beautiful, useful and long-lasting products. We think about what will happen at the end of their use even before they have been created to make them easier to disassemble, recycle or reuse. When our products reach the end of their use, we support our customers by connecting them to circular solutions around the world. These programs and services keep products out of landfills through sustainable decommissioning, repairing and remanufacturing. We're developing partnerships and programs around the world to expand our circular services.

Designing for circularity includes packaging and shipping choices. We explore new methods and materials for packaging our products, identifying opportunities to increase recycled content and improve recyclability of the components after delivery. We partner with external organizations and find internal solutions to keep excess raw materials and waste out of landfills.

## Renew + Reimagine

Our customers are asking us for more options to support their sustainability goals. We're testing, piloting and expanding circular services to find ways to transform products and materials destined for landfills into something useful.

We offer remanufacturing programs in Europe and the United States to remake previously used Steelcase task chairs. Remade furniture can help customers achieve their sustainability goals by reducing waste sent to landfills, using fewer new raw materials and minimizing indirect emissions (scope 3). We also connect customers to a network of end-of-use partners who sustainably decommission furniture, fixtures and other equipment through reuse, resale, donation and recycling. Customers taking advantage of remanufacturing and sustainable decommissioning can receive estimated carbon and landfill avoidance metrics to show progress against their goals.

In India, our teams extend the life of products through repair programs and end-of-use donation and reuse strategies. These efforts have diverted over 800 tons of potential furniture waste from landfills and benefitted local communities through donations.



*Sarrebourg Manufacturing Plant, France*



## End-of-Use Solutions

### Goal

Provide interested customers with access to a network of end-of-use service providers to repurpose decommissioned products beginning in 2023

### Progress

We have achieved our target, ensuring all interested customers globally have a solution provider.

### Partnering With Green Standards

We connect our customers to global sustainable decommissioning firms such as Green Standards to keep waste out of landfills. Our partnership with Green Standards gives furniture, fixtures and equipment a second chance through donation, resale and recycling.

Since 2021, Green Standards has turned 2,891 tons of office waste into over \$400,000 worth of in-kind donations for Steelcase clients.

In that time, Green Standards and Steelcase have worked together on 71 client projects, resulting in:

- 99.9% of furniture, fixtures and equipment diverted from landfills (by weight)
- 2,891 tons diverted from landfill
- 9,376 metric tons of carbon emissions avoided
- 1.7 million total square feet of space decommissioned
- 172 nonprofit and community organizations benefitted from donations

## Putting Waste to Work

Textiles are one of the largest landfill polluters. Public Thread, a social enterprise based in Grand Rapids, Michigan, upcycles materials that would have otherwise been considered waste into something purposeful. The organization uses our excess textiles for items like tote bags, pencil pouches and laptop sleeves, many of which we use as customer gifts. The upcycling of these materials into practical and beautiful products prevents thousands of pounds of waste from going into landfills each year. Public Thread prioritizes living wages and human-centered practices in their manufacturing process, helping build a more resilient and balanced economic system in the community.

*Public Thread products made from excess Steelcase materials*



## Repurposing With Our Partners

We partnered with Saltt Workshop in Singapore as part of our “Make Better” Design Challenge. The challenge found another use for Steelcase factory offcut material that would have otherwise been thrown away. The participants, including both adults and children, used their inventiveness to design new creations such as toys, pencil trays and keychains that in some cases became customer gifts. Saltt Workshop provides opportunities for kids and adults to engage in concept creation, working with natural materials and new tools while showing consideration for others and promoting sustainability through upcycling.

“We teach people about materials — where they come from, their value and how they’re a precious resource. We want them to take this mindset and make better choices about how they purchase and use materials.”



**Royston Phang**  
Founder, Saltt Workshop



### More Sustainable Leathers

Sourced through our supplier partners Cortina and Elmo as a by-product of the food industry, Steelcase Leather, Café Leather and ElmoSoft divert hides from landfills. Finished without the use of solvents or lead, these leather surface materials come from tanneries committed to high sustainability standards without sacrificing beauty or quality. They can be applied across our entire seating portfolio.

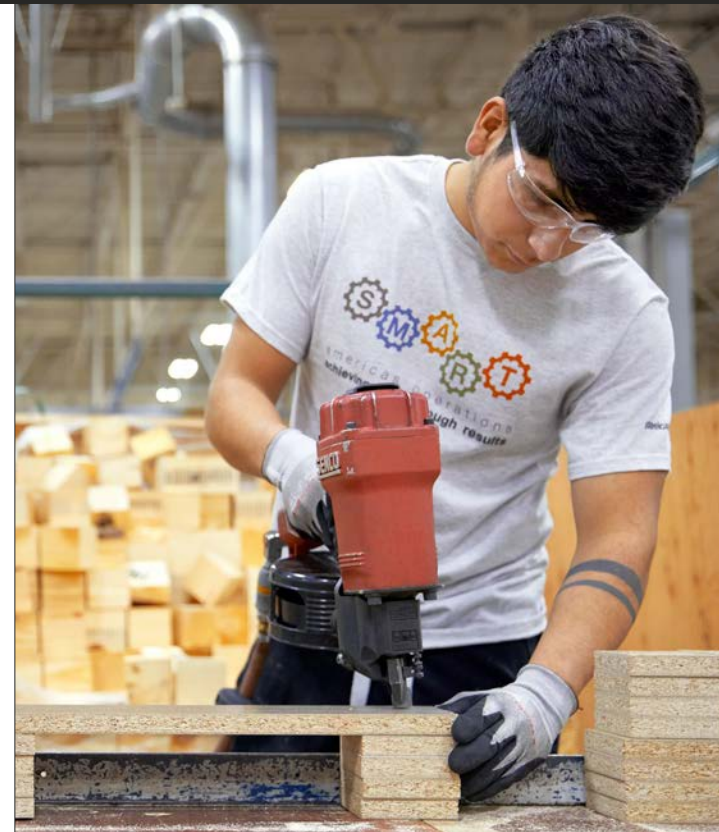


### Reusing Wood Waste

Our Grand Rapids Wood Plant has reduced waste by using leftover particle board pieces to build shipping pallets. On average, the plant previously sent four containers of melamine offcuts per week to an incinerator. By creating pallets instead, we:

- Avoided 15 metric tons of carbon emissions.
- Decreased the volume of waste sent to the incinerator by 591,660 pounds per year.
- Reduced waste container transportation by 17% per year.
- Reduced forklift trips within the plant.

The pallets significantly reduce our environmental footprint and costs. Similar efforts are in place around the world in our facilities located in Mexico, the Czech Republic and Malaysia.



“Pallet costs are influenced by managing, moving, holding and deploying our product in the market. Every pallet strategy is built upon a process improvement goal where people and planet are at the core.”



**Helena Sanchez**  
Operations Strategic Improvements



### Packaging With Purpose

How do we design more sustainable packaging? A cross-functional workshop first took place in early 2020 to tackle that question and it continues to inspire solutions. For each product, workshop participants considered a variety of factors including cost, the amount and type of packaging materials used and realistic recyclability after delivery. This year, an improved bulk packaging solution for screens and skins (like tiles that cover panel systems and walls) resulted in:

- The elimination of single-use foam on skins — saving over 600,000 pounds per year.
- The elimination of shrink wrap for each skin — an estimated 95% reduction in plastic film for these products.
- An 87% reduction of corrugated cardboard for screens.

This benefits dealers and customers through safer product handling, shorter installation times and less packaging waste.

### Less Is More: Shrinking Seat Packaging

At our plant in Sarrebourg, France, we're continuously improving our task chair packaging for more efficient shipping. Instead of shipping fully assembled chairs, we now use "eco-smart" packaging — significantly reducing box size and shipping volume.

This packaging process starts at the onset of design. Our teams reconfigure parts that allow the chairs to be shipped in a smaller, disassembled state and then quickly and easily be reassembled upon delivery. This uses less material, resulting in less waste and more chairs able to fit in one truck or shipping container, saving fuel and reducing transportation emissions. In the past year, our teams expanded this packaging solution to a broader range of seating products and direct-to-customer operations.

**“The amount of plastic and foam we have reduced by innovative thinking, testing and perseverance is remarkable.”**



**Erich Craciun**  
Senior Project Manager,  
Operations Engineering

## Improving Packaging

### Goal

Phase out single-use plastics in Steelcase brand product packaging by 2030 (FY2031)

### Progress

We are successfully redesigning packaging for several existing products to remove or eliminate plastics. As a result, we purchased **24%** less plastic packaging in FY2024 compared to FY2023.

### Goal

Achieve 75% recycled content materials in single-use Steelcase brand product packaging by 2030 (FY2031)

### Progress

We currently average **40%** recycled content for all packaging and continue to make strides.





## Choose + Use Materials Responsibly

We source and select materials that are healthier for people and the planet and manage resources such as water and energy wisely.



## Rethinking Design, Sustainably

The way we design our products is critical to helping achieve our commitment to a net-zero future.

The emissions associated with manufacturing and transporting our products make up the largest share of our overall carbon footprint. We're committed to reducing the environmental impact of the products we design and manufacture by making sustainable decisions throughout our product development process.

During the design process, we explore ways to lower a product's carbon footprint, such as using less material, designing for durability and ease of disassembly, raising the amount of recycled content and selecting more sustainable materials. To drive this work forward, we created a global design framework which led to the establishment of a high-level, cross-functional team that sets benchmarks for sustainable product development. These benchmarks guide us as we design products, choose materials and make sourcing decisions.

This work is already leading to projects that will increase the sustainability of new and existing products.

### Challenging Design Assumptions

Many of our new products feature characteristics that lower their carbon footprint or extend their life — thanks to a cross-functional team of employees at the Steelcase Learning and Innovation Center in Munich. This community of experts came together for a challenge that considered how to embed sustainability practices into our products. Challenging assumptions about material selection and practical product design, the team came up with improvements for products including our Obelos™ table and the Coalesse® Ensemble lounge.

“The power of collaboration across different functions — bringing together diverse perspectives and expertise — allows us to tackle sustainability challenges more effectively. No one team ‘owns’ developing more sustainable products — we all do. And we’re all responsible for helping to innovate toward a more sustainable future.”



**Jessie Storey**

Director, Product Development Studios and Design, EMEA



The team identified an opportunity to redesign the base cover plate of the Obelos table to be flat, allowing it to be turned over in case of damage and used on the other side — extending its life cycle and longevity.



The team also improved the Coalesse Ensemble lounge. The aluminum used along its base now includes 60% recycled aluminum in our Europe, the Middle East and Africa (EMEA) market — significantly reducing its embodied carbon.

### Supporting Customer Priorities

To help our customers reach their sustainability goals we've implemented a new Life Cycle Assessment (LCA) methodology for seating and tables — an advancement that's accelerating the availability of Environmental Product Declarations (EPDs) for products across all regions. We plan to extend this approach to other furniture categories, which will establish a baseline for the embodied carbon in our products and pinpoint opportunities for reduction.

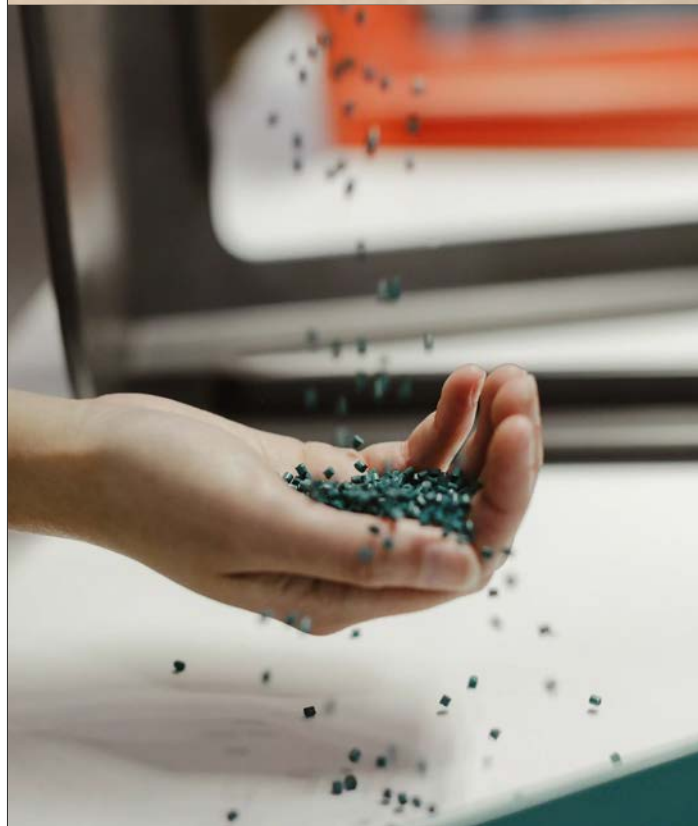
In addition, we are developing a new Embodied Carbon Calculator. This tool is being created to help us figure out the embodied carbon of a product from cradle-to-gate while our designers and engineers make decisions. They can calculate what a change in material might mean, for example. More informed decisions should lead to more sustainable designs for our customers.

We work with our customers to achieve construction certifications through global and regional standards like LEED® Green Building Rating System, WELL Building Standard®, BREEAM® and Living Building Certification. Our Product Environment Profiles and EPDs showcase the sustainability of our products and provide independent reviews of their environmental impact.

“It’s our responsibility to think about everything we create, consume or use. We are constantly evolving how we develop products because there are hidden costs to us as a society behind every innovation.”



**Michael Held**  
Vice President,  
Global Design



### Sustainable Design

#### Goal

Reduce embodied carbon of the Steelcase product portfolio

#### Progress

Since the formal launch of our Sustainable Product Design Framework in FY2024, several top-selling seating and desking products, along with forthcoming projects, are actively incorporating recycled materials and strategies to reduce embodied carbon and promote a circular economy.

#### Goal

Lead the office furniture industry in chemical and material transparency

#### Progress

We continue to successfully increase our Product Ingredient Disclosures, Declare™ labels and Environmental Product Declarations. This year we added products to Ecomedes and increased the number of products listed on Origin.Build, which now spans all regions globally.



## Leading With Transparency

Comprehensive product libraries provide organizations and designers with a transparent and detailed set of environmental metrics and verify products meet industry standards. This year we expanded our product portfolio on Origin.Build with products sold in EMEA. Origin.Build is a collaborative online material hub for sustainability information. We provide a robust set of environmental product data that can be translated into multiple languages. We also introduced our entire Americas portfolio of products on Ecomedes, another online database for designers to access sustainability information.

## Why BIFMA LEVEL® Certification Matters

The BIFMA LEVEL® certification is comprehensive — assessing our products, facilities and overall company practices and publicly validating our commitments to sustainability excellence by demonstrating these criteria:

- Thorough: It's a validated and accredited multi-attribute standard.
- Customer-focused: It includes factors ranging from materiality and manufacturing processes to corporate policies.
- Current: The standards are regularly updated by experts from industry, government, nonprofits and other stakeholders.

## Sustainability Verification

Our commitment to transparency is verified through sustainability certifications and product information which helps our customers achieve their own sustainability goals.

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955 products with recycled content reports (Americas 763, EMEA 107, Asia-Pacific [APAC], 85)

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309 BIFMA LEVEL® certified products

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302 products listed on Ecomedes (Americas only)

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469 products listed on Origin.Build (Americas 328, EMEA 82, APAC 59)

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600+ Scientific Certification Systems Indoor Air Advantage™ (Americas 396, EMEA 108, APAC 97)

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30+ NFE-certified products (French label for furniture that guarantees quality, durability and limited environmental impact)

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16 Blue Angel certified products (German label for wood-based products)

---

32 Green Tick Sustainable™ certified products (Australian label)

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19 Declare™ labels (represents products making up 39% of sales in the Americas)

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24 Product Ingredient Disclosures

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56 Environmental Product Declarations (EPDs) and Life Cycle Assessments (LCAs)

## Trusted Certifications

### Goals

Lead the furniture industry globally in third-party product sustainability certifications

Maintain a leadership position in product certifications by ensuring Steelcase brand products making up 90% of sales in the Americas will be BIFMA LEVEL® 3-certified

### Progress

We lead our industry in BIFMA LEVEL® certifications.\* LEVEL 1, 2 and 3 certified products represent **96%** of total sales in the Americas.

We achieved and surpassed our goal. BIFMA LEVEL® 3-certified products (the highest and most rigorous level) represent **92%** of total Americas sales. LEVEL 3 indicates that a furniture product meets stringent sustainability criteria across materials, energy use, human health and social responsibility.

\*BIFMA LEVEL® certifications are inclusive of products sold in the Americas that are either manufactured at Steelcase facilities or designed through our direct Steelcase product development process.

“Measuring and monitoring are key to continuous improvement. Water balance analysis helps identify effective ways to reduce water use and improve efficiency at each plant, enhancing overall performance on water conservation. Every small step forward is a win for us.”



**Luyao Li**  
Senior Sustainability Analyst, Operations

### Protecting Water-Stressed Areas

This year, we prioritized water analyses for Steelcase manufacturing plants located within areas designated by the World Wildlife Foundation as “water-stressed” — places where it’s difficult to meet the water demand for people and the environment. The resulting data allows us to better understand water usage patterns and find solutions for conservation. In addition to making ongoing, positive adjustments to water use at those initial seven sites, we’re planning to conduct similar surveys at other manufacturing sites. The eventual goal is analysis for all our plants.

## Conserving Water

### Goal

Conduct water balance analyses for process water and consider water recycling options for stressed areas

### Progress

In FY2024 we completed water balance analyses for **seven** plants.

### Goal

Improve water use efficiency to reduce global water consumption in operations and continue to manage the quality of discharged wastewater

### Progress

Globally, we reduced our water consumption to **84,453,851** gallons in FY2024, a decrease from 95,723,328 gallons in FY2023.

From our initial water balance analyses, we found the average use is distributed as follows:

**50%** for personnel use

**30%** for green space irrigation

**20%** for operations processes

Understanding this distribution can help us in our goal to manage our water consumption more efficiently.

### To the Last Drop: Saving and Reusing Water

Our operations team in Mexico has devised and implemented an innovative water purification system to treat water before it’s used in the plant. Previously, the wastewater from this system was immediately discharged. Now, it’s recycled and used to flush facility toilets, enhancing water conservation. Exploration is underway to expand this process to other Steelcase facilities.

*Pew Pond, Grand Rapids Campus, Michigan*





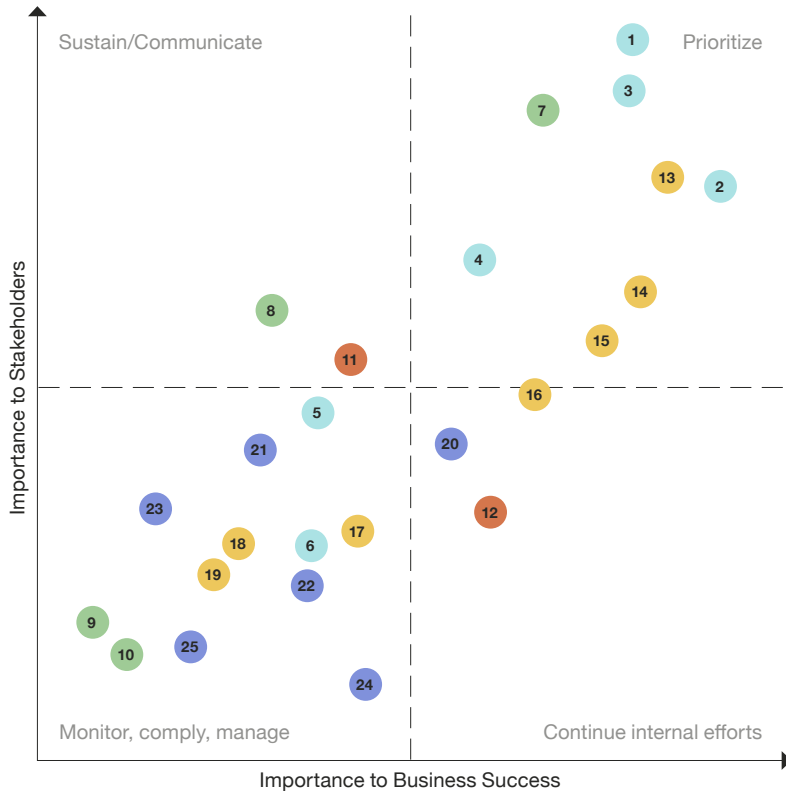
## Connecting Back to Nature

Our Grand Rapids, Michigan campus reflects an opportunity we recognized to bring the outdoor spaces closer to their original, natural state. Over the years, we've intentionally designed areas that welcome people, pollinators and passing wildlife. Our efforts have resulted in an outdoor space filled with biodiversity that plays a crucial role in the water cycle, capturing approximately 5.1 million gallons of stormwater runoff per year.

- Our Bioswale covers 3.4 acres of natural land on our Grand Rapids, Michigan campus. What once were concrete pathways and parking spots is now a diverse and lush landscape — just outside our office doors.
- Patio spaces featuring Steelcase and partner products are surrounded by native plants, inviting people to bring their work outside and stay awhile.
- Pew Pond is a key feature on our campus. Aesthetically, it's a charming backdrop to an outdoor eating and gathering space as well as a natural boundary against nearby traffic. Functionally, it serves as a detention pond by collecting stormwater runoff and reducing the risk of flooding.
- The parking lots on our campus are designed to incorporate biodiversity. Instead of a flat asphalt surface, natural landscaping is intentionally planted throughout — allowing for stormwater to infiltrate back into the surrounding vegetation.



## Materiality Assessment



Steelcase is committed to transparently reporting annually on our commitments to people and the planet, including our goals and progress. The content of the 2024 Impact Report covers fiscal year 2024 (FY2024), representing March 2023-February 2024, and is limited to operations owned and/or operated by Steelcase. This matrix reflects our 2020 (FY2021) assessment. Our most recent double materiality assessment was completed in late FY2024 and will be reflected in our FY2025 report next year.

Steelcase uses the same organizational boundary for environmental reporting as it uses for its consolidated financial statements, that is, Steelcase Inc. and all of the subsidiaries for which a controlling interest is maintained. Steelcase uses a slightly narrowed organizational boundary for labor topics as the data are restricted to those employees who are paid and managed by Steelcase Inc.

Find our full disclosure practices and ESG reporting indices for CDP, GRI, SASB, TCFD and the UN Global Compact Communication of Progress on our ESG Data Center: <https://www.steelcase.com/people-planet/esg-data-center/>

### ● Products & Services

1. Consumer Health & Wellbeing
2. Sustainable Product Design
3. Circular Economy
4. Product End of Use
5. Transportation & Logistics
6. Data Protection, Privacy & Analytics

### ● Environment

7. Climate Change
8. Waste Management
9. Water Stewardship
10. Biodiversity

### ● Supply Chain

11. Materials Sourcing
12. Responsible Procurement Practices

### ● People

13. Diversity, Equity & Inclusion
14. Employee Wellbeing
15. Digitization and Future of Work
16. Training & Development and Talent Retention
17. Pay Equity
18. Community Relations
19. Fair Labor Practices and Labor Relations

### ● Ethics & Governance

20. Business Ethics
21. Transparency, Accountability & Reporting
22. Compliance
23. Public Policy and Advocacy
24. Human Rights
25. Internal Controls

## Listening to Our Stakeholders

We recognize that all environmental, social and governance (ESG) topics are important to the wellbeing of people and the planet. We regularly conduct a comprehensive, formal materiality assessment to help prioritize topics important to our stakeholders and on which our business can have the biggest impact. This work serves as one input into the decisions we make on ESG topics.

It's crucial to engage with and listen to all our stakeholders including employees, customers, investors, the architecture and design community, dealers, suppliers, governmental agencies and community partners.

## Process

Together with BSR, a sustainability business network and consultancy, we perform a materiality assessment every 2-3 years. The process starts by identifying stakeholder groups and developing a comprehensive list of potential material topics. A variety of factors including relevant reporting standards, industry-specific issues and stakeholder interests inform these topics. Steelcase leadership validates this list, considering the business and ESG strategy. Next, primary and secondary research is conducted, including surveys, interviews and workshops, and the results are plotted on a matrix (see left). The Steelcase executive leadership team, representing all business functions, reviews and validates the results. Our materiality assessment results and research are reviewed each year with adjustments to our strategy and reporting practices made as needed.

Intentionally managing ESG issues is important to good business and to the wellbeing of people and the planet. Each of the topics represented here is monitored and managed as needed, and we regularly devote resources to ensure their health and fidelity.

When we do better,  
we help the world work better.

[steelcase.com/people-planet](https://steelcase.com/people-planet)

 [instagram.com/steelcase](https://www.instagram.com/steelcase)

 [linkedin.com/company/steelcase](https://www.linkedin.com/company/steelcase)

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