

Our Work Toward Better Futures




Better Is Possible

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

What's Inside: Our Areas of Significant Impact



Better Futures for People

		
Help Communities Thrive 04	Foster Inclusion 09	Act With Integrity 18
We created our Better Futures Community to explore bold new approaches to equity, education and the environment with changemakers throughout the globe.	We collaborate with our employees, dealers, partners and customers around the globe to build inclusive strategies, programs, spaces and places for all.	We provide clarity around our core values and expectations through programs and standards that help guide every employee's conduct.

Better Futures for the Planet

		
Reduce Our Carbon Footprint 25	Design for Circularity 31	Choose + Use Materials Responsibly 37
We are carbon neutral now in our own operations and on track to reduce our carbon emissions by 50% by 2030.	We support a circular economy by increasing the lifecycle of materials in our products and packaging, maintaining their value while also developing innovative processes for their reuse.	We lead our industry in BIFMA LEVEL® certifications and are transparent about what is in our products, publicly sharing our sources on many listings and libraries.

Letter From Our President and CEO

As leaders in the world of work, we help create places that impact the experiences of millions of people every day.

Our goal is to help people do their best work by creating places that work better. But making products in the 21st century compels us to ask, “How can we design better futures for the wellbeing of people and the planet?”

We’re doing better for people by creating equitable access to opportunity. Through design, we’re helping to build a stronger sense of belonging, where all people feel seen, heard and valued. We are working toward a better future by developing initiatives that help communities thrive and foster inclusion within Steelcase and around the world. And we always act with integrity.

We’re doing better for the planet by recognizing our role in climate change and therefore working to reduce our impact on the environment to build a more resilient world. We are acutely aware that even the most responsible among us who produce and ship products use raw materials and energy, which has an impact on the planet. So, we’re working toward a better future by making products in a way that helps reduce our carbon footprint, designing for circularity, and choosing and using materials responsibly. Our goals are grounded in climate science and we are focused on actions that help prevent the worst effects of climate change.

While we know we have more to do, we are proud of the progress Steelcase employees are making, such as:

- Rethinking product design and changing operational processes to achieve carbon neutrality in our own operations and put us on track to reduce our carbon emissions by 50% by 2030 (since 2019).
- Developing a global DEI strategy to guide our work toward building more diverse teams, creating a culture of inclusion and providing more people with equal access to opportunities.
- Building our Better Futures Community to help address the root causes of inequities by bringing together our people with partner organizations to expand our efforts around the world.

This **2023 Impact Report, Our Work Toward Better Futures**, represents all the hard work being done throughout our organization to achieve a broad range of challenging goals. We are on a long-term journey and there is always more to do. So we have to keep making progress, even during times of disruption or uncertainty.

For our company and our people, “better” is fundamentally a spirit of what we can make possible, for the benefit of everyone. It’s a commitment to generously participate in the world, to help build a more sustainable, inclusive and equitable global society.

Thank you,



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

Our Better Futures
Community funds and
develops innovative
social programs
to build equitable
access to opportunity.



Better Futures Community

We are working to help address the root causes of inequalities around the world. To truly make a transformational difference, we need to operate in new ways by establishing a more inclusive and innovative approach where a range of people, taking different actions, are all pointed in the same direction — a global community of changemakers making a local impact.

This led us to create our Better Futures Community, which brings together our clients, dealers, employees and community partners to expand upon our efforts around the globe through three programs.

- Steelcase Changemakers is a program that empowers employees to volunteer and leverage our resources, tools and expertise to make an impact in their local communities.
- The Better Futures Lab designs experiences to help our partner organizations learn from each other, grow together and accelerate and scale their work related to equity, education and the environment.
- The Better Futures Fund provides capital, consulting, employee time, furniture and more in support of our community partners.

*“Do all the good you can,
for as many people as you can,
for as long as you can.”*

Peter M. Wege
Steelcase Founding Family

Steelcase Changemakers in Monterrey, Mexico are part of a global program made up of 35 teams dedicated to making a difference in their local communities.



Our world faces many tough challenges today — from the climate crisis to racial inequalities to education accessibility. As a global organization, we have the responsibility — and opportunity — to lead the efforts that address these issues around the world. But the solution requires collective action.

Our UN Global Commitment

Our Better Futures Community sets goals focused on three areas where we can make the greatest impact: reducing inequalities, accessing quality education and climate action — aligned with the United Nations Sustainable Development Goals (UN SDGs). We have 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. It's only when we work together — businesses, organizations, individuals and governments — that we can truly make a positive difference in the world.

Steelcase Changemakers Puchong: Impacting Children + Mothers

When floods in Malaysia damaged a foster home that serves children and mothers, Steelcase Changemakers Puchong stepped in to do what they could for Rumah Kebajikan Baitul Hidayah (RKBH). Employees cleaned and repaired the home, helped teach children, raised funds and donated hygiene kits and other items, removing barriers for the opportunity to thrive for young children and mothers.

Steelcase Changemakers Michigan: Career Readiness

SuitUp in Grand Rapids and Detroit, Michigan, increases college and career awareness and preparedness for students in underserved communities. Steelcase Changemakers in Grand Rapids and Detroit acted as coaches, operating a business competition for students, helping to teach students principles of marketing, design, finance and strategy.

Steelcase Changemakers Monterrey: “Nothing Is Impossible”

TECHO in Monterrey, Mexico seeks to build a fair, integrated and poverty-free society, where everyone has opportunity. Steelcase Changemakers have partnered with TECHO since 2018 helping to build homes for those in need (*team pictured below*). Most recently, employees finished homes in the Los Valles community.

“Collaborating with the families is one of the best satisfactions I have experienced. It makes you realize the injustice but also how proud families are of what they have accomplished. Nothing is impossible. If poverty doesn't stop, neither do we,” said Anaid Canizales, Steelcase Changemaker.



Better Futures Community

Goal
Activate Better Futures Community Partnerships in every Steelcase location by 2030

Progress
We activated partnerships in **37** of **72** locations and collaborated with **169** partner organizations on **278** projects.

Goal
Align 100% of social innovation investments to United Nations Social Development Goals by 2025

Progress
91.17% of Steelcase donations were aligned to UN SDGs in 2022. Total Charitable Giving was **\$8,610,951**. (\$2,949,184* + \$5,661,767 Steelcase Foundation)

*Includes Steelcase donations, Steelcase community partnerships and Steelcase employee donations to United Way

Goal
Build a globally scalable Steelcase Changemaker model by 2025

Progress
35 Changemaker teams out of **72** global locations were responsible for **114** Changemaker projects in 2023.



Photo Credit: CultureWorks

Steelcase Changemaker Grants

Grants are awarded every quarter all over the world to support and encourage Steelcase employees to “do good” with a community partner through volunteerism and access to funding. Model maker Jeff Long received funding for CultureWorks Transformative Art + Design, a Holland, Michigan arts nonprofit committed to making culturally relevant, transformative art accessible to teens from all backgrounds.

“I am so thankful to be part of a company that is committed to helping our community.”

Jeff Long
Steelcase Changemaker

Better Futures Community

Goal

Provide Changemaker grant funding for 100 employees by 2025

Progress

In 2023, we provided **20** grants totaling **\$52,587**, nearly doubling the **13** grants provided in 2022.

Goal

Provide platforms for employees to volunteer by 2030

Progress

The launch of a new Changemaker Volunteer platform makes it easier for people to see volunteer opportunities, get engaged and record their hours. From 2021-23, we contributed **39,632** employee volunteer hours (with a goal of **100,000** cumulative hours by 2030).

Goal

Design learning opportunities into our community partnerships by 2025

Progress

460 attendees joined our “Better Is Possible” speaker series. Experts shared innovative approaches to taking climate action, reducing inequalities and creating quality education

Goal

Increase the creative capacity of 100 organizations by 2030

Progress

We engaged with **25** Better Futures fellows since 2021 to help nonprofits and educational institutions learn with, and from each other around the world.

Dealers Investing in Community

Our dealers are a worldwide community of local experts who not only help organizations create places that work better but also engage deeply in the areas they serve. Our dealers are locally owned companies, many vested for generations in their communities, living and investing in the places they call home.

Just one of many examples is Office Resources Inc. (ORI), with locations in Tennessee, Kentucky and Alabama. ORI takes a three-prong outreach approach consisting of local financial support to key organizations and causes, in-kind donations and volunteering. Direct outreach allows employees to make meaningful connections and see the impact of their service. They have taken part in a number of projects in the last year including working with Smith System, a Steelcase company, to design, donate and install classroom furniture in Kentucky schools impacted by flooding, delivering Valentine's cards to Tennessee retirement community residents and collecting school supplies for local students.



Partnering to Tackle Complex Social Issues

Coming up with reforms for complex issues like migration takes a global movement. Steelcase has partnered with Ashoka since 2020 and in 2022 supported a number of programs including an exploration of solutions for migrant entrepreneurship and employment in Europe. This February, Ashoka and Steelcase brought together corporate leaders, social entrepreneurs and migrant talent for a workshop focused on brainstorming new models to improve attracting, hiring and onboarding a more diverse talent pool, and transforming hiring practices to make them more inclusive.

(Workshop shown above)

Our Dealer Community

Goal

Encourage our dealers' community investment by establishing grant programs, promoting their volunteer efforts and launching a system through our Premier Partner Dealer program (best-in-class Steelcase dealers) that aggregates dealer community efforts and investments

Progress

We are proud of the investments our dealers make in their local communities and Premier Partners status celebrates their ongoing commitment. This year our Premier partners donated millions of dollars and over **10,000** hours in community service.



Foster Inclusion

We design spaces,
tools + experiences that
support our employees,
partners and customers
in feeling seen, heard
and valued.



Designing a More Equitable Workplace

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

Our priorities promote the mental, physical and emotional wellbeing of our people, nurture a culture of lifelong learning and aim to create a greater sense of belonging within our workplace and our communities.

Diversity, Equity + Inclusion: A Model for Change

Our global internal DEI strategy takes a systems approach. Decisions about where to focus look at several factors, including our annual DEI Progress Report, internal and external research and insights and customized advice from our participation in the W.K. Kellogg Foundation's Expanding Equity Program.

Aspirational goals guide our progress and help us identify future opportunities: building diverse teams that reflect our communities, ensuring equitable access to development opportunities, creating a culture of inclusion and working with suppliers and dealers that share our values.

As part of the Expanding Equity Program, we conducted a company analysis of our current talent pipeline and the diversity representation at each job level to identify what was working, potential gaps and where we could improve. This influenced our aspirations that prioritize skills-based hiring and building more diverse talent pipelines.

As a result, our global talent team redesigned its talent acquisition strategy and team structure, identified focus areas for our recruiting practices, partnered across business units and engaged current employees in the hiring process. These efforts resulted in a robust, standardized hiring process that uplifts evidence-based hiring while working to mitigate biases.

Moving forward, we continue to drive substantial progress across our goals and we see opportunities for progress ahead, including new aspirations for the future.



Expand Career Opportunities

Our intern program is helping advance DEI efforts by creating opportunities for a diverse range of students. In the U.S., the Steelcase WorkLife in Chicago hosted the Thurgood Marshall College Fund (TMC) Innovation Challenge (*image below*) for dozens of students. Our work has resulted in diversifying our summer intern classes.

Intern programs stretch across the world, too. In Cluj, Romania, the Ignite Youth Empowerment Camp project is a three-week experience for 15 young adults focused on skillbuilding and career orientation.

Steelcase U.S. Summer Interns

	2022	2023
Women	49%	63.5%
Asian	28%	19%
Black	11%	15%
Hispanic/Latino	6%	8%
Two or more	6%	8%
White	50%	48%
Did not disclose	—	2%

Photo courtesy: TMC



Employees Build Belonging

The people and teams who participate in our grassroots Business Inclusion Groups (BIGs) play a crucial role in fostering cultures of inclusion and belonging. They emerged organically over the last decade and now, with a new corporate endorsement and support system, they are thriving - rising from seven to 10 groups in one year. The added support increases clarity, improves employee experiences and enhances effective collaboration across teams.

One example - Steelcase Pride, which celebrates and supports employees from the LGBTQ+ community, expanded from the U.S. and Mexico and now includes groups from across Europe and Asia Pacific. (*Cluj Pride march shown above*)

Another group, Steelcase Salutes, works to create an inclusive community in the U.S. for veterans. Veterans and allies work to support and advocate for a veteran-friendly workplace in various ways, ranging from organization-wide events to individual outreach. The group also works to support veterans' mental health and engage families and fellow employees through commemorative events and team building activities.



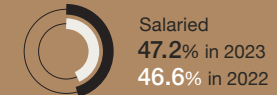
Build Diverse Teams

Goal

Build diverse teams that reflect our communities

Progress

Overall Representation of Women Globally



STEM Roles **37%**

Non-STEM Roles **61%**

Steelcase Board of Directors **58.33%**

Top Executive Positions **33.33%**

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



Representation of New Hires:

Hourly **61.8%**, Salaried **23.9%**

Workforce Percentage by Age Group Globally

Under 30: Hourly **23%**, Salaried **17%**

30-50: Hourly **46%**, Salaried **54.9%**

Over 50: Hourly **31%**, Salaried **28.1%**

A Welcome Sign

In Malaysia, our human resources and zone leaders partnered with the National Society for the Deaf to hire people with a hearing disability. Every Friday Steelcase people leaders and supervisors work with the organization to learn Malaysian Sign Language, (Bahasa Isyarat Bahasa Malaysia). The group started by learning the alphabet and worked their way up to understanding signs for more complex words. This strengthens the leader’s ability to communicate and connect on a personal level, breaking barriers and fostering inclusivity.

Women of Steel

Women of Steel, a program to break down barriers for women in manufacturing in Pune, India, is inspiring a movement that’s stretching to other places around the world, including Shanghai. In India, women make up only 12% of the manufacturing sector, but now make up 60% of the Steelcase Pune workforce. Beyond jobs, this movement to break bias provides opportunities for women, offering safety, security, education, training, support and wellbeing services. “Not only am I able to earn, but I am able to save for a future for my kids,” Roshni Pawar, a participant, said.

Manisha Patil works to assemble a Steelcase Series® 1 high-performance chair, manufactured entirely by women in Pune, India.



The Power of Mentorship

Mentors help employees thrive by supporting their growth and development. In the last year, four times more women globally, and four-and-a-half times more racial and ethnic minorities in the U.S. participated in a formal sponsorship or mentorship program, compared to the prior year. Many employees participated in the McKinsey Connect Leadership Academy, Inforum NextUp program and our internal Aware program.

Aware was introduced in 2020 for employees who are earlier in their tenure, have limited exposure to decision makers, and are seeking a role shift in the next 12-18 months. The program helps people grow their network, connect to leadership and proactively work on their development plans.”

“Two and a half years ago, Steelcase did not have a dedicated DEI Core Team or programs. So, we built them.”



Isabel Medellin
Human Resources Director,
DEI + Global Talent

Aware Mentorship Program

162

participants in 15 countries

51%

of the first group of participants received a promotion (higher rate than other employees)

Create Systems for Inclusivity

Goal
Create a culture of inclusion

Progress
We've grown the number of Business Inclusion Groups and nearly doubled our DEI-learning experiences — conversations and learning events on DEI topics created for all employees.

Business Inclusion Groups

10 in 2023, **7** in 2022

Added groups include: La Mesa (Hispanic Inclusion Group), Women of Steel, DEI Champions

Employee Engagement in DEI Learning Experiences

43.7% growth
1700 participants in 2023
1183 participants in 2022
200+ DEI-related learning experiences offered

Inclusive Design in Practice

We believe all organizations have the responsibility to build accessibility and inclusion into the design and implementation of forward-thinking, equitable workplaces. This is why we are building a practice to listen, learn and extend strategies for inclusion into our business while also serving the needs of our customers.

We collaborate alongside global advocates and community partners, like the Valuable 500, G3ict, SPORK! and Special Olympics Michigan, to share best practices and develop design strategies with (and for) our employees and customers across the world. This collaboration has led to key design principles, workshops, space concepts and case studies that prioritize inclusion and work better for all.

Kamara Sudberry (*far left*) leads the global inclusive design practice at Steelcase which includes sharing and learning alongside community partners.



Employee Development + Growth

Goal

Ensure equitable access to development opportunities

Progress

Diverse leadership representation continues to improve as does our diverse leadership pipeline. We're continuing to work toward more diversity in senior leadership roles.

Pay Equity Analysis

Globally, Steelcase women earn **\$0.99** for every **\$1.00** earned by Steelcase men in similar roles with similar qualifications. (Compared to Payscale benchmark of \$0.99)

Leadership representation of women

Hourly ▾



16.3% in 2023
14.8% in 2022

Salaried ▾



Senior Management
31.5% in 2023
30.2% in 2022



Non-executive Directors
30.3% in 2023
28.4% in 2022



All Others
48.5% in 2023
47.9% in 2022

Leadership representation of racial and ethnic minorities (U.S.)

Hourly ▾



35.9% in 2023
30.2% in 2022

Salaried ▾



Senior Management
8.5% in 2023
11.8% in 2022



Non-executive Directors
9.8% in 2023
8.3% in 2022



All Others
15.1% in 2023
14.1% in 2022

Our Aspirations

These new aspirations address our biggest areas of opportunity. They are data-driven and assessed against the labor market.

Aspiration: 37% of women in director-level roles (non-executive) globally by 2030

Aspiration: 15% of ethnic and racial minorities in U.S. director-level roles (non-executive) by 2030



Our Dealer Community

Goal

Create tools, resources and actionable plans that inspire and support aspirational dealer DEI efforts

Progress

Developed an online resource center that includes guides and toolkits, along with resources for continuous learning.

Goal

Develop platforms and leverage in-person events for ongoing engagement with dealers to highlight DEI and social innovation efforts in our dealer community

Progress

During our bi-annual dealer meeting, we hosted DEI workshops where dealers came together to connect, learn and share. Throughout the year, we featured stories and shared progress and resources through our dealer news publications.

Our Supplier Community

Goals

Invest 10% (\$126 million with 154 suppliers) of addressable spend* in the Americas with diverse suppliers

Update our supplier code of conduct to go beyond compliance and express our commitment and expectations relating to environmental, social and governance issues

Leverage supplier forums to share best practices

Progress

We aspire to develop and maintain a diverse and robust supply base and actively expand our supplier networks in new product development opportunities. We also are proud to support small businesses, spending **\$391 million** or **31%** of our addressable spend* in the Americas with **700** small businesses.

*Addressable spend accounts for budget that can be impacted through procurement sourcing decisions.

GOODEE is part of Porter's Makers Collective and a Steelcase partner in Canada.

Steelcase Dealers Drive Equity

Porter, one of our dealers in Seattle, is committed to making positive change by identifying barriers of entry and working to remove them, redistributing wealth for traditionally under-resourced and historically excluded people, and nurturing talent to create an inclusive community. Their Makers Collective increases exposure for small exclusively BIPOC-owned businesses that not only make beautiful decor and furniture but can also partner with customers for custom work and decor consulting.

People deserve a community that supports their wellbeing, no matter where they live and work.

When people feel good — physically, cognitively and emotionally — they are better equipped for life and work, and feel a greater sense of inclusion.



Scaling Wellbeing Programs

According to the U.S. National Institutes of Health, interacting with animals has been shown to decrease levels of cortisol (a stress-related hormone) and lower blood pressure. That's one reason why the Grand Rapids Campus Experience team and Quality department interns hosted a pet adoption event, enabling employees to meet a variety of dogs and cats during a busy work day. Pet adoption day is just one example of how wellbeing programs are initiated and scaled across the company.

Employee Wellbeing

Goal

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

Progress

Employees in **38** countries can access a Steelcase Employee Assistance Provider (EAP). Regional marketing campaigns encouraged employees to leverage this program, resulting in higher than average use (**9.57%**, nearly double typical EAP usage for other companies). EAPs offer mental health services and support.

Goal

Create and cultivate a Wellbeing Champion community

Progress

Wellbeing Champions have been identified in every region (North America, South America, Europe, Middle East, Africa and Asia Pacific) and every employee has access to one.

Goal

Equip employees with mental health first aid training in all regions

Progress

28 mental health certifications completed in the Americas and Europe. The Steelcase Asia Pacific region conducted burnout and stress reduction sessions.

Global Employee Assistance Network

This past year was the first full year of global access to our expanded Employee Assistance Provider (EAP) network. A global EAP network ensures everyone has equal access to wellbeing services like counseling, financial and legal resources, and in-the-moment clinical support. No matter where a person is located, they can be connected to someone who speaks their language. All services are available at no cost to employees and their family members to support everything from stress and anxiety reduction to conflict resolution and improving relationships.

Wellbeing Champions

We are working to create a community of Wellbeing Champions who are committed to helping local employees access global resources.

Jackie Davis is just one of our Wellbeing Champions focused on understanding the needs of employees in her region and helping support people in their work and life. Surveys, one-on-one interviews and in-person conversations help her understand needs in the UK, France, Germany, the Netherlands and Romania. She learned that the pandemic and Brexit left many employees feeling stress and anxiety. Davis helped develop and deliver a “Choosing Happiness” workshop to give people tools and strategies for focusing on what they can control, what they are grateful for, and their connection to others.

“A solution in the UK may be different than in Germany. Wellbeing Champions bring as many voices as possible to the table and identify common needs and patterns so we can build appropriate responses that are culturally relevant,” said Davis.

“A Wellbeing Champion is all about inclusivity and making space to co-create solutions we can scale across our company.”



Jackie Davis
HR Business Partner

Keeping People Safe

Ensuring the safety and wellbeing of our employees is our top priority, which is why we’re proactive in creating a safety culture. Our overall goal remains the same: Everyone leaves work in the same condition as they arrived each day – safely.

Work Related Injuries

The total recordable work-related injury incident rate is per 100 employees.*

	2021	2022	2023
Asia Pacific	0.30	0.39	0.41
Europe, Middle East and Africa EMEA	0.83	0.64	0.59
Americas	1.75	1.71	1.54

*Incident Rate is calculated by the number of incidents x 200,000 (100 employees x 2,000 hours worked) divided by hours worked.

Learning empowers people to take control of their own development.

We strive to make learning accessible and equitable to everyone through a range of experiences.

The ability for people to learn and grow in their career helps empower employees by giving them agency over how they make progress. Business is constantly changing, so people need new skills to thrive.

We've spent the last year investing in our employees and their futures by developing clear performance goals, creating community through learning together, and aligning career and development goals with business needs.

CPR for Mental Health

Like CPR, Mental Health First Aid prepares our employees to interact with a person in crisis and connect the person with help. Training teaches volunteers a five-step action plan to support someone developing signs and symptoms of a mental illness or in an emotional crisis:

- Assess for risk of suicide or harm
- Listen non-judgmentally
- Give reassurance and information
- Encourage appropriate professional help
- Encourage self-help and other support strategies

Learn more at: [MentalHealthFirstAid.org](https://www.MentalHealthFirstAid.org)



Learning Opportunities

Goals

Enable targeted rapid learning for ongoing self-development

Invest in and optimize tools to embed learning in the flow of work

Establish career and development planning practices aligned with strategy needs

Provide access to resources for employees to upskill and reskill needs

Equip leaders and employees with practices, rituals and resources to support growth, performance and engagement

Progress

17,280 hours of self development

1,245 employees engaged in self-guided learning

On-demand Learning Platform

We introduced UdeMy, a self-paced, on-demand learning platform available to anyone with a computer. Popular subjects include: technology, business and personal development.

Planning Tools

We launched planning tools to empower individuals to create development plans in order to support career growth. These tools include conversation guides, objective setting templates and learning actions.

LinkedIn Learning Hub

We invested in a LinkedIn Learning Hub to integrate learning and work platforms, slated to launch in 2023.



Act With Integrity

We empower all our employees to represent our values, and are rigorous in how we implement policies that live up to our own ethics and goals.



Trusted + Empowered Employees

Our culture is rooted in building trust by holding ourselves to the highest standard of ethical conduct. We empower our employees to represent the company and make responsible decisions at every level. This includes investing in our leaders because strong leaders create strong, productive teams rooted in a culture that represents our values. Our teams are trusted to act with integrity across our business. This includes mitigating risk to our customers by evaluating the impact of climate change on natural disasters which can lead to property and business disruption, ensuring we work with suppliers who share our values, and protecting our customers and partners from cybersecurity threats.

Recognition and Validation

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

EcoVadis

Gold Rating
Top 2% in industry,
perfect score on environmental scorecard

Points of Light

The Civic 50

Forbes

Best Employer for Women,
Best Employer for New Graduates

Women Aces of Manufacturing

Innovative Plant of the Year

Human Rights Campaign Corporate Equality Index

Perfect Score
U.S. and Mexico

Fortune

World's Most Admired Companies

Michigan Veterans Affairs Agency

Silver-level Veteran
Friendly Employer

Urban League of West Michigan

MLK Drum Major Award



Steelcase WorkLife, Shenzhen, China

We invest in leaders so teams thrive. It's easy to take leadership for granted, but during complicated and disruptive business conditions effective leaders make all the difference. Strong leaders deliver results, advance their teams, navigate change, support people so they can maximize their potential and care for employees' wellbeing.

Our leaders are improving how they work across teams, learn, coach and cultivate a better employee experience. With the help of new strategies, systems and tools, leaders can provide customized development across our company.

Developing Leaders

Goal

Assess all leaders for manager effectiveness twice a year using the Humu needs analysis tool

Progress

63% of the lowest performing (lowest 30%) leaders improved; Highly effective leaders increased from 46% to 53%.

Goal

Provide all people leaders with learning opportunities that build capabilities and support adding our leadership pillars into their daily habits

Progress

83% of managers took action on the results of their last leadership survey.

Two groups have now completed the 13-week Leading the Way program.

A new Leadership Pillars Foundation course provides an asynchronous online learning community.

Goal

Ensure new leaders have the capabilities to succeed by enhancing the new leader onboarding experience

Progress

This year we launched an always-accessible, custom digital learning experience for new leaders, featuring a central location and self-service navigation.

Goal

Make Impact Coaching (performance coaching and development) a quarterly expectation for all salaried employees

Progress

88% of employees report receiving impact coaching in Q4, compared to 80% in Q3.

Learning How to Lead Better

“You don’t need to move mountains to make progress. Experiment with small changes to strengthen your team each day. One idea - identify subject matter experts on your team and plan times for them to share their expertise to the larger group each quarter.”

Tips like this one are part of the Leadership Pillars Foundation Course now available to all our leaders.

Activating Our Leadership Pillars

Our leadership pillars (below) embody the values, principles, behaviors and mindsets that matter most to activate our culture, drive our business and engage our employees.

Build Strong Teams

Empower others, engage diverse perspectives and build capabilities

Unite in Purpose

Listen with empathy, extend trust and foster belonging

Create Clarity

Think critically, decide what matters and align actions with priorities

Cultivate Resilience

Try, learn, adapt, overcome obstacles and celebrate progress

Deliver Results

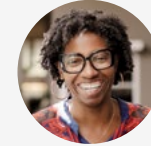
Play to win, make tangible progress and create customer value

Impact Coaching

More effective than the traditional annual performance review, Steelcase shifted to quarterly Impact Coaching for leaders and employees to come together more frequently, to pause, reflect and align on performance and development. These check-ins ensure equitable opportunities for growth and development. This year, we deployed new tools and resources to measure accountability and clarify expectations for leaders that it is their responsibility to coach.

“Having leaders schedule these conversations is a subtle shift that helps create a more equitable experience for all employees. These check-ins are key to retention and engagement because it’s what people want and need to thrive at work,” said Nadia Johnson, director of leadership and adaptive teams.

“Having leaders schedule these conversations is a subtle shift that helps create a more equitable experience for all employees.”



Nadia Johnson
Director of Leadership and Adaptive Teams



Steelcase, Kentwood, Michigan

We set high standards, empower people through skill development and build a culture of trust.

By providing clarity around our core values and expectations, we are able to empower employees to make values-based decisions. We also work with our suppliers to ensure that anyone we do business with commits to the same expectations our customers have of us.

International Transparency

Certifications verify how our teams act with integrity around the world.

International Standards Organization (ISO)

Verifies that Steelcase facilities meet international environmental and health and safety standards through ISO certifications

Environmental Management Systems

100% will be ISO 14001 certified in 2023

International Standard for Health and Safety at Work

29% ISO 45001 / OHSAS 18001 certified

“Striving to reach sustainability goals without raising costs or impacting production requires perseverance. We make decisions every day to keep pushing forward to achieve success.”



Jim Corrado
Sr. Packaging Engineer

Ethics in Action

Goal

Expand tracking of Integrity Helpline and other reporting sources

Progress

Employees are able to confidentially report potential ethical violations without retaliation and can trust an investigation will take place. We are creating greater connections between human resources, our global Integrity Helpline and other reporting sources.

Goal

Continue to Adhere to Best Practices in Corporate Governance

Progress

We have improved our performance and disclosures over the past year, assessed and verified by third-parties. This includes:

Ranked highest of all **49** companies in our industry in the Institutional Shareholder Services ESG Corporate Ratings, which evaluates companies' ESG-related risks, opportunities and impact along the corporate value chain.

Received the highest ISS QualityScore possible in both the Social and Environment categories.

Scored in the top **1%** globally of all companies reviewed by Sustainalytics, an independent ESG and corporate governance research, ratings and analytics firm.

Cybersecurity

Goal

Maintain an IT security program in accordance with manufacturing industry standards

Progress

Our global Data Governance Council ensures updated security policies, procedures and training.

Industry best practices: We follow best practices and guidance from the National Institute of Standards and Technology (NIST) Cyber Security Framework (CSF).

Global regulations: These policies comply with applicable law, including the EU General Data Protection Regulation (GDPR).

Up-to-date network: We maintain an up-to-date network infrastructure and related architecture diagrams for both on-premises and cloud environments. The network and systems are protected by a robust security architecture.

Continuous reviews: Team members review logs and track, identify and investigate anomalies on a routine and continuous basis.

Frequent training: Anyone with access to company IT resources receives at minimum, monthly cybersecurity awareness training.

Our Trusted Suppliers

Goal

Update our Supplier Code of Conduct to best-in-class status and leverage supplier forums for information sharing

Progress

95% of suppliers based on direct spend have formal signed contracts that include the acceptance of our current Supplier Code of Conduct.

Our updated Supplier Code of Conduct goes beyond compliance — adding expectations around diversity, equity and inclusion, transparent access to our Integrity Helpline and requiring robust cybersecurity processes and controls. Our Supplier Forum continues to be a primary communication tool for our goals and expectations.

Goal

Reduce property hazards to keep people and property safe

Progress

We developed and deployed a three-year plan to complete the most urgent and impactful property recommendations.

Goal

Review flood plains and single sourcing of Tier 1 suppliers to review climate exposure and dependency

Progress

Our customers rely on us to mitigate current and future risks in our supply chain. We assess, vet and review how they conduct business, working to reduce risks.

Business-critical (Tier 1) suppliers:
U.S.: **90%** of flood mapping reviewed
EMEA: **73%** of over \$1M in trade reviewed

Reviewing flood mapping outside of the U.S. is challenging, as public, inland flood mapping is difficult to find.

Mitigate Risk

Goal

Employees complete training courses to ensure they understand our ethical standards each year

Progress

Global Business Standards Training:
99% Completion (available in **12** languages and video)

Foreign Corrupt Practices Act (FCPA) Training:
95% completion

Conflict of Interest Training:
82% completion

Global Harassment Prevention Training:
89% completion

Better Futures for the Planet

We're doing better for the planet by recognizing our role in climate change and reducing our impact on the environment.



Reduce Our Carbon Footprint

We work toward and meet more ambitious carbon reduction goals at a greater global scale than anyone in our industry



Steelcase Flex Perch Stool, Photographed at supplier, H&L Advantage

Creating a Resilient Future

As designers and makers, we understand that our work has an impact on the planet. Our responsibility to do better for the world we share has always been and will always be part of who we are. We take critical, science-based actions across our entire enterprise to reduce our role in climate change — so we can help build a more sustainable and resilient future.

Science-Based Targets

We have bold emissions reduction targets grounded in climate science. We were first in our industry and are now one of more than 3,000 businesses around the world taking action with the Science Based Targets initiative (SBTi).

SBTi works with organizations to identify how much and how quickly they need to reduce greenhouse gas emissions to prevent the worst effects of climate change in line with the Paris Climate Agreement—an international treaty to limit warming to 1.5°C to avoid the most catastrophic impacts of climate change. This means you can trust our commitment is sufficiently ambitious, because it has been independently validated to align with this science-based methodology.

We're on Track

We're carbon neutral for our own operations now and since 2019 have been working to reduce our emissions by 50% by 2030.

Scope 1, 2 + 3

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

1. Direct emissions – such as those generated from burning fossil fuels at our facilities or for our transportation – are called scope 1 emissions.
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 generated elsewhere.
3. Indirect emissions – such as those that occur from materials we purchase, business-related travel and employee commuting or manufacturing waste – are known as scope 3 emissions.

Carbon Neutrality

As we work to reduce our absolute emissions — making progress on our goals through our operations and with our suppliers — we are helping to mitigate the effects of climate change now by investing in carbon offsets to maintain carbon neutrality.



Steelcase, Kentwood, Michigan

Investing in Repairing the Earth

We work with Climate Impact Partners to provide essential financing for carbon offset projects that are reducing and removing emissions now, while we work to directly reduce the carbon we create as we make and ship products. This helps us align the projects we invest in with the United Nations Sustainable Development Goals — allowing us to contribute to a global movement — and helps us balance our total emissions.

Climate Impact Partners originally established CarbonNeutral Protocol in 2002 and is the founding member of the International Carbon Reduction and Offset Alliance. We partner with them because of their commitment to quality assurance and project monitoring. Our essential financing helps support clean power and solar water heating in India, reforestation in China and the preservation of forestland in the U.S.



Small Changes. Big Impact.



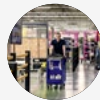
Scrap Reduction

In our Kentwood, Michigan plant, scrap is 85% of the waste. By systematically tracking scrap, teams identified high-priority opportunities to reduce scrap steel by 28%.



LED Lighting

We converted overhead lighting to LED in over three million square feet of Americas manufacturing production areas, which typically requires 50% less energy than fluorescents, and are doing the same in other facilities globally.



Natural Gas Reductions

We replaced the natural gas heating system in the metal fabrication area of our Sarrebourg, France plant with a new and more efficient system that will reduce natural gas consumption by 20% — equivalent to the average annual use by 26 homes in France.



Solar Power

We installed solar panels in our Pune, India and Rosenheim, Germany plants. In Pune, 493 solar panels provide up to 40-70% of the plant's power needs, depending on the month.

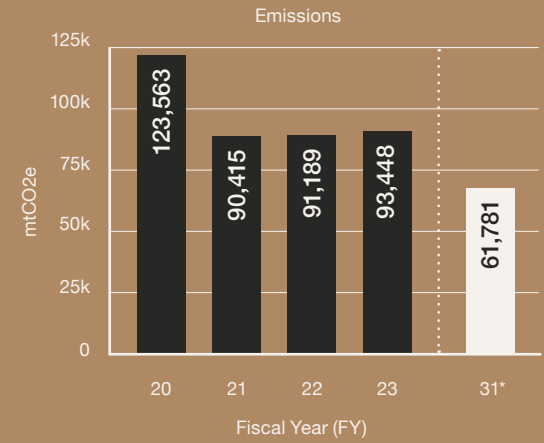
Scope 1 + 2

Goal

Reduce absolute emissions from our own operations 50% by 2030 (FY31)

Progress

We've maintained momentum toward cutting operational emissions in half this decade despite changes to our business.



*Projected Emissions



Scope 1

Goal

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

Progress

We support a variety of offsets around the world, verified through Climate Impact Partners, which creates carbon offset programs for organizations to offset the emissions they can't reduce.

Scope 2

Goal

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

Progress

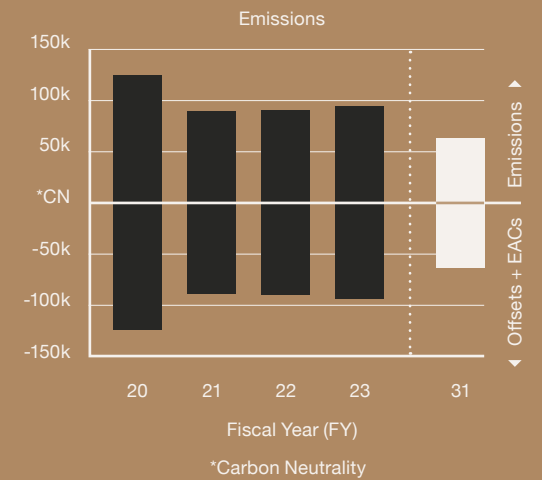
Our 12-year wind power purchase agreement with Apex Clean Energy started in 2016. It supports the production of approximately **100** million kilowatt hours of clean energy each year – enough to power **9,100** homes.

Helping Our Customers Reach Their Goals

While we finance carbon offset projects, we want to provide our customers with the same opportunity. In the last year, we introduced Steelcase Series[®] 1 with CarbonNeutral[®] Product Certification. Organizations that choose this chair offset its full lifecycle carbon emissions. Since then, we've added to our carbon neutral certified options, including our top seven best-selling task chairs in the Americas with more products to come.

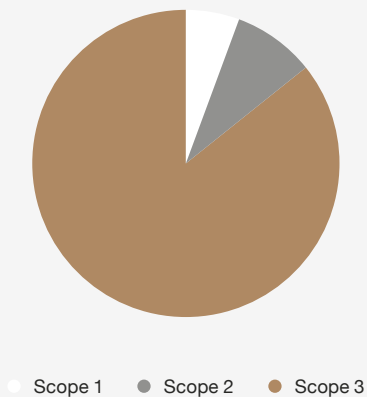


Steelcase, Rosenheim, Germany



Our largest source of emissions – 87% – and biggest opportunity for reductions come from Scope 3 indirect emissions. These include activities from business travel to sourcing components from suppliers. So, we are setting industry-leading goals to help our supply chain set science-based targets for their own operations. This will not only help us and them, but also their customers... and our suppliers will work with their suppliers – the benefits keep multiplying.

Steelcase Emissions Footprint by Scope



Global Recognition for Supplier Engagement

CDP, a not-for-profit that runs a global environmental disclosure system for business and local governments, recognized Steelcase on its Supplier Engagement Leaderboard this past year. We were in the top 8% of companies globally – the only company from the furniture industry – recognized for our work with suppliers to tackle climate change.



Steelcase Flex Perch Stool, Photographed at supplier, H&L Advantage

Scope 3

Goal

Partner with 80% of suppliers based on emissions levels to set their own science-based targets by 2025

Progress

This year, 5% of suppliers by emissions (12 suppliers) set science-based targets. Moving forward, continued supplier engagement, additions to the Steelcase supplier scorecard incentives, and including science-based targets as part of our Supplier Code of Conduct, will further our efforts to meet this goal.

Goal

14% emissions reduction for waste generated in operations by 2030

Progress

23% reduction in emissions in 2022 from 2019.* We've improved how we track and manage valuable resources like wood and steel which help to reduce total waste.

Goal

14% emissions reductions in business travel by 2030

Progress

We've achieved a 72% reduction since the base year of 2019. We invest in developing and deploying hybrid collaboration tools and conduct business today with significantly less travel.

*Some reductions are related to pandemic closures or disruptions



How We Engage With Suppliers

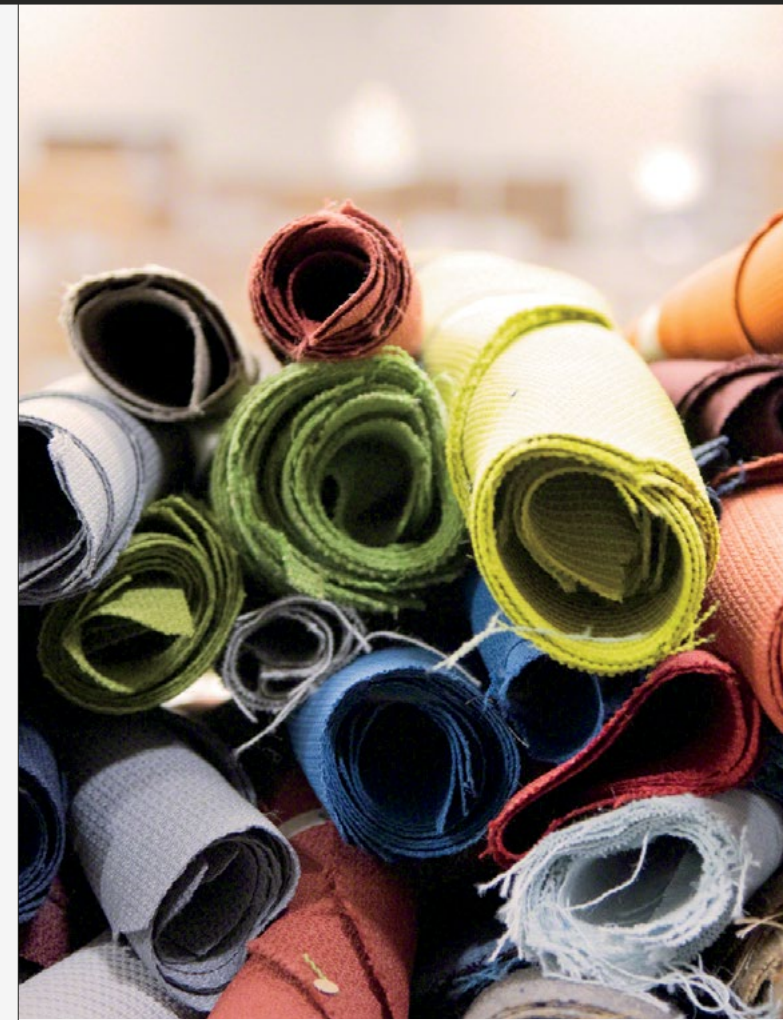
Dedicated Steelcase team members walk hand-in-hand with suppliers of all sizes to help them set and meet their climate action goals. Last year the team:

- Hosted 30+ virtual events in all three global regions to share what we've learned setting and achieving science-based targets
- Expanded our engagement series to include monthly Q&A sessions to answer questions about reducing carbon emissions
- Conducted in-depth workshops to dive deep into greenhouse gas accounting
- Created a quarterly newsletter including invitations for educational events, announcements, team member spotlights and key resources

Doing More Through Collective Action

We're working alongside our suppliers to set and achieve science-based targets. As a result of our efforts, these are just a few examples of the good work we are doing together with our suppliers.

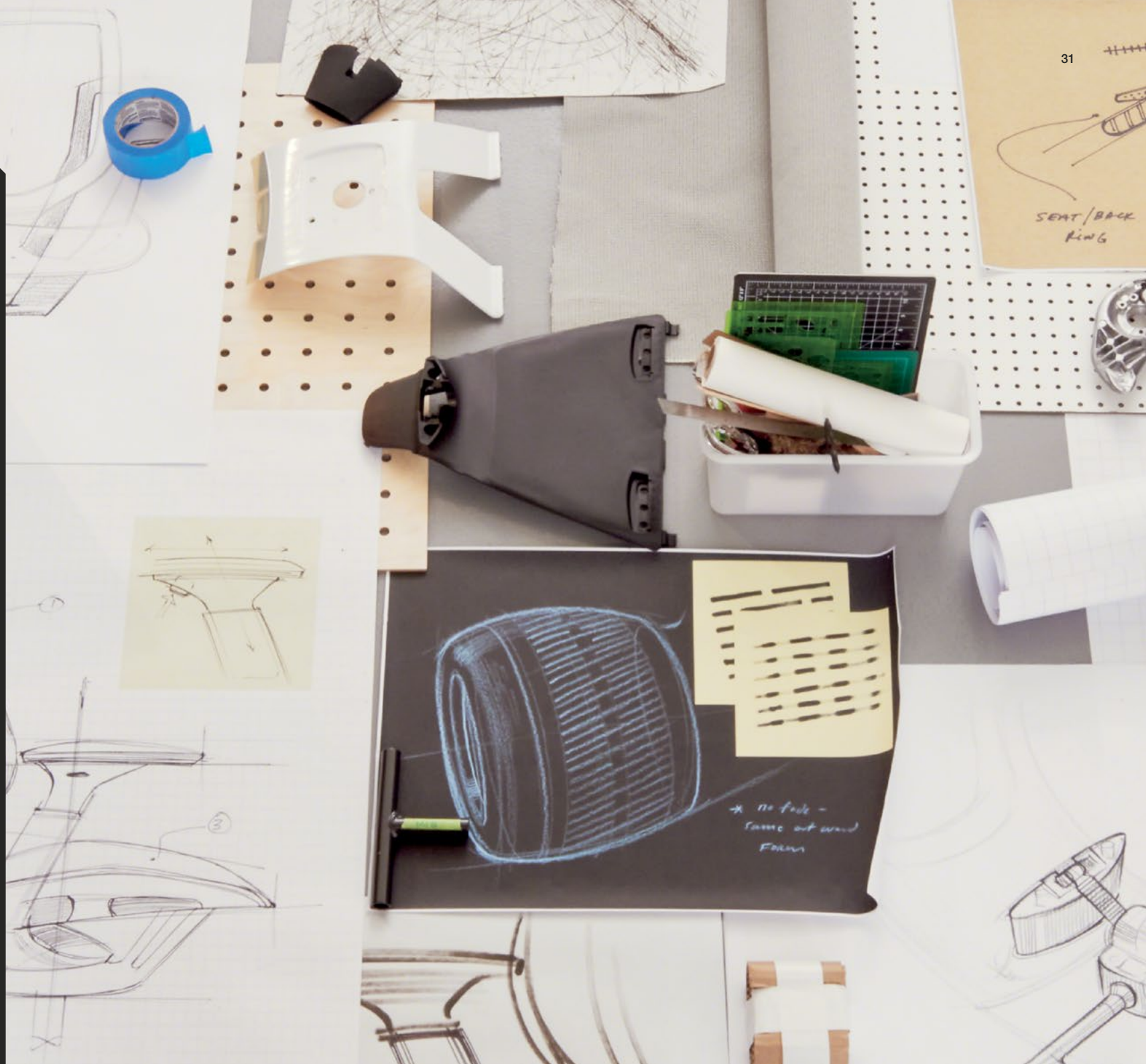
- **Asia Specific Enterprises (ASE)** provides product design and manufacturing services and is the first small-to-midsize Steelcase supplier to set science-based targets. We were humbled to work with ASE to share what we've learned and help support their journey.
- **JB Hunt** provides transportation and supply chain management solutions. Despite the technological constraints to achieving reductions in the logistics industry, JB Hunt's target is aligned with the original goals of the Paris Climate Agreement.
- **Linak A/S** provides the technology that allows for smooth movement in a variety of office solutions (i.e. standing-height desks) and is committing to setting targets. Among other goals, Linak A/S has joined "Project Zero" to reduce its carbon footprint to zero by 2029.





Design for Circularity

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



Giving Furniture a New Life

We support a circular economy by increasing the lifecycle of materials in our products and packaging, maintaining their value while also developing innovative solutions for their reuse.

Twelve million tons of commercial and residential furniture ends up in a landfill each year in the U.S., accounting for eight percent of total waste sent to landfills.* Designing out waste, building long-lasting products, and supporting responsible end-of-life management is our way of helping to create a more sustainable future.

We design and produce products of the highest quality and durability — built to last, maintaining the value of materials for as long as possible, and as a result we're able to offer one of the strongest extended warranties in the industry.

Our teams pilot new ways to package, ship and deliver products to use more recycled content, make it easier to recycle and reduce fuel consumption. Successful pilots have evolved and scaled to become global programs which amplify their impact.

And when furniture has outlived its usefulness, we connect customers with our network of end-of-use service providers to give furniture new life through reuse, repair and recycling.

*Source: EPA

“Goals like measuring the recycled content in our packaging drive change. They empower our teams to find creative solutions, leverage our suppliers and enable more materials to be captured and recycled, building a circular economy.”

Heidi Frasure
Sustainability Manager



Packaging in Kentwood, Michigan

Expanding End-of-Use Services

We support a development model that makes economic concerns compatible with social and environmental ones,” says Anthony Boulay, Eco’Services manager.

Eco’Services started in 2008 as a turn-key building clearance and furniture recovery service offered by Steelcase in France to support landfill diversion through donations, resale or recycling of old furniture. In 2023, Eco’Services expanded to include a program called Circular by Steelcase. This program offers reconditioned furniture to customers through our dealer network.

Eco’Services Impact

- **3,600** tons of furniture diverted from landfill in 2023
- **18,000** workstations recirculated
- **55%** resold, reused or donated, **45%** recycled

“We want to ensure no one can tell the difference between a reconditioned and a new product from one meter away. Despite the fact that we never add new components to the furniture we recondition, people are always surprised when we tell them Circular by Steelcase furniture is not new,” says Boulay.

End-of-use services are expanding around the globe. In India, we work with large global customers to help them repurpose seating. To date, over 36,000 chairs have been diverted from landfills. We are also extending the life of our chairs in India by offering customers in-house repair services that keep furniture in service longer, and when customers no longer need the furniture, we find alternatives to landfill through donations and reuse.



Steelcase WorkLife, San Francisco, California

“We want to ensure no one can tell the difference between a Circular by Steelcase offering and a new product from one meter away.”

Anthony Boulay
Eco’Services Manager

Office Refresh. Zero Landfill Waste.

When it was time to overhaul our San Francisco WorkLife, we worked with Green Standards – a global sustainable decommissioning firm that redistributes furniture, fixtures and equipment and a key partner who often works with our customers.

“While it took hard work and determination to meet our goal of 100% landfill diversion, it’s incredibly fulfilling – not only to see six area schools and nonprofits benefit, but now we can be a much stronger partner for our customers as we guide them through their own sustainable decommissioning project,” says Steelcase Applications Consultant Laura Crosby.

The Result

100% of removed furniture (more than **22 tons**) diverted from landfills from our San Francisco WorkLife

72.5% relocated* **14.4%** recycled **13.1%** donated

**Furniture relocated to Steelcase dealers*



Chairs ready for Eco'Services by Steelcase

End-of-Use Solutions

Goal

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

Progress

Since 2021, we have been able to support customers around the world in major metropolitan areas with sustainable end-of-use services for products no longer desired.

Our established global network of service providers includes our own programs, partnerships and dealer services.

6,642 tons of furniture diverted from landfill with our partners since 2021



Orangebox Remade

Orangebox Remade is a service that gives new life to existing Orangebox furniture that has come to the end of its current use. Customers in Europe work with Orangebox in South Wales to collect and refresh existing furniture which is then supported by warranty.

Reduce + Recycle

Goal

Phase out single use plastics in substantially all Steelcase brand product packaging by 2030

Progress

This year we reduced our single use plastics by 4%. We are actively redesigning packaging to use more sustainable materials.

Goal

Achieve an average of 75% recycled content in all Steelcase brand packaging by 2030

Progress

Consistent increase of recycled content in packaging:
 FY20 – 20%
 FY21 – 30%
 FY22 – 30%
 FY23 – 40%

Goal

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

Progress

We recently completed water balance analyses for six of our manufacturing locations, some of which are located in water-stressed areas of the globe. A closed-loop water recycling and reuse system in our plants in China, Germany and Czech Republic allow us to increase manufacturing capacity without polluting the water. In our Dongguan, China plant, we reduced water use by 56% on one paint line by changing the water less frequently while maintaining product quality through testing.

Goal

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

Progress

Global water usage in 2023:

95,723,328 gallons – 6.3% decrease since 2020

Creative Solutions Drive Circularity

Programs that once started as pilots are growing and evolving to make an even bigger impact.

“Goals like measuring the recycled content in our packaging drive change. They empower our teams to find creative solutions, leverage our suppliers and enable more materials to be captured and recycled, building a circular economy,” said Heidi Frasure, sustainability manager.

Better Packaging

In the U.S., a cross-collaborative workshop known as ‘Hack the Pack’ took place in early 2020 to help us reimagine packaging. It has since inspired change on a range of projects that reduce waste and carbon emissions. One of these projects was the packaging redesign for the Steelcase Verb® table to eliminate the use of foam in favor of easy-to-recycle cardboard. This project resulted in:

- **73,000** pounds of Styrofoam eliminated from landfills per year
- **10** fewer truck loads per year due to a smaller pack size
- Faster unpacking during install, quicker clean up, lower disposal costs

Reducing Paint Waste

Collaboration is key as we seek creative solutions to Design for Circularity. Recently, Steelcase teams started working with PPG, a key paint supplier, to figure out how to reclaim more powder coat paint and reuse it on parts of Steelcase Answer®, a best-selling panel system. The end result sends 91% less waste to landfills — that’s 97,000 pounds of paint (the weight of 25 male giraffes).

Eliminating Plastic Wrap

In Sarrebourg, France, teams partnered directly with a supplier to eliminate plastic wrap in favor of recycled cardboard from our CarbonNeutral® Product Certified Steelcase Series® 1 chair packaging while maintaining the same quality. Even the polyester straps on the box are now made of 90% recycled material. This nearly plastic-free packaging will be extended to all Steelcase Series 1 chairs manufactured in Sarrebourg with all other chairs to follow.

Eco-Smart Packs

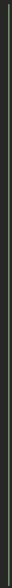
In addition to what’s inside the package, Sarrebourg designers figured out how to shrink the size of the packaging as well. The chairs were historically shipped fully assembled, so the designers focused on how to change the design for easier disassembly and assembly. These “eco-smart” designs are quick and easy to assemble on site. Some parts had to be reconfigured, and success came in stages. But now, instead of stacking two-high when shipping, chairs stack six-high — using less materials, truck space and fuel.



A flat pack of our Steelcase Series® 1 chair with CarbonNeutral® product certification allows us to ship more chairs on one truck, further decreasing carbon emissions.



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.



New Black fabric collection by Steelcase is made with recycled scrap.

Making Choices Transparent

We lead our industry in BIFMA LEVEL® certifications and are transparent about what is in our products, publicly sharing our sources on many listings and libraries.

We strive to make the best possible design decisions that are safe and healthy for people and that have the least amount of impact on our planet. We believe in being transparent about these choices, so you can make better decisions too.

Steelcase Sustainable Product Design Framework

Our commitment to sustainable design continues to grow. We brought people with a variety of expertise together this year to hold multiple workshops, engage senior leadership and work across departments and global regions to create more robust guidelines and goals to:

- Reduce our carbon footprint
- Design for Circularity
- Choose and use materials responsibly

In the coming year, we will increase measurement, transparency and the ability to scale sustainable product design across our organization.

We're on Track

We lead our industry with the most BIFMA LEVEL® 3-certified products which puts us on track to meet our certification goals. LEVEL 3 is the highest performance tier in BIFMA's sustainability certification program.



“When it comes to the use of materials, my dream is ‘less is more.’ Why can’t we make fewer things with more longevity until circularity really becomes the norm?”



Susan Lyons
President, Designtex



Sustainability Community

What started as a challenge, evolved into a global Sustainability Community now informing future design goals and connecting teams working on sustainability questions. Employees at the Steelcase Learning and Innovation Center in Munich explored new ways of embedding sustainability practices into their projects. Four foundational questions reframed their thinking:

- Can we challenge our assumptions about how we design products and the materials we select?
- What can our team do to challenge how we do things?
- How can we reduce embodied carbon?
- Can we improve the disassembly of products for effective end-of-life strategies?

Teams explore new ideas like testing alternatives to glue and staples to make products more recyclable. By experimenting with new ways to design, the teams learn from one another.

Why BIFMA LEVEL® Certification Matters

We have the most BIFMA LEVEL® 3-certified products in our industry, a 419% increase since 2021.

That's important because BIFMA LEVEL® helps us measure our success. We certify our products with rigorous standards to prove our commitment to sustainability. The LEVEL® mark validates our commitments because it is:

- Holistic: measures product, facilities and company
- Thorough: validated and accredited
- Customer Focused: includes factors like materiality and manufacturing process
- Current: continuously updated

Sustainable Design

Goal

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

Progress

Significant progress made and on track to reach this goal in 2023.

2021 – **37%**

2022 – **78%**

Goal

Incorporate our Sustainable Product Design Framework criteria into all new Steelcase brand products

Progress

All new product development is required to use this framework and a global cross-functional initiative is underway to set comprehensive product sustainability goals.



Supporting Customer Green Building Standards

We help customers leverage our products to certify construction projects through global and regional standards, including LEED®, Green Building rating system, WELL Building Standard®, BREEAM® and Living Building Certification. Our Product Environmental Profiles (PEP) and Environmental Product Declarations (EPD) detail product sustainability attributes and provide independent reviews of potential environmental impacts.

Sustainability Certifications

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

600+ Recycled Content Reports for our products

Origin library availability: **313** Americas products (98%), **61** EMEA products (68%), **20** APAC products (24%)

550+ Scientific Certification Systems Indoor Air Advantage™ (Americas 361, EMEA 91, APAC 56)

297 BIFMA LEVEL® products (78% of our sales in the Americas include products BIFMA LEVEL® 3 certified, the highest level)

19 Blue Angel certified products (German environmental label for wood/wood-based products)

30+ NFE certified products (French environmental label for furniture to guarantee quality, durability and limited environmental impact)

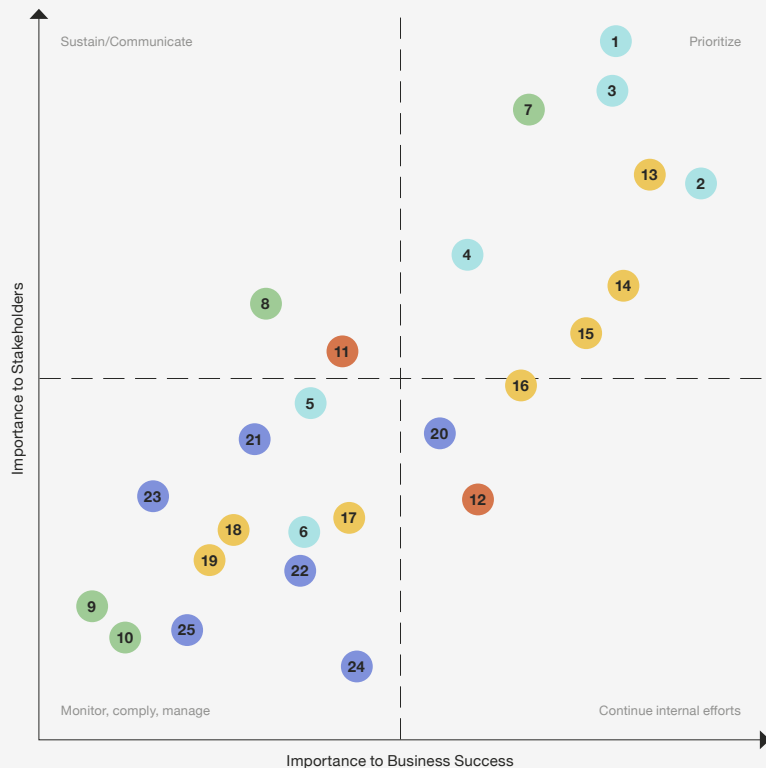
27 Green Tick Sustainable™ certified products (Australian certification)

10 Declare™ labels (19% of sales in Americas include products with a Declare label)

40 Environmental Product Declarations (EPD) and Lifecycle Assessments (LCA)



Materiality Assessment



Steelcase is committed to transparently reporting annually on our commitments to people and the planet, including our goals and progress. Much of the content in this report covers our progress from fiscal year 2023 (FY23), representing March 2022-February 2023, and is limited to operations owned and/or operated by Steelcase. Find our full disclosure practices and ESG frameworks including GRI, SASB, TCFD on [steelcase.com](https://www.steelcase.com).

● 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 believe all environmental, social and governance (ESG) topics are important to the wellbeing of people and the planet. Together with BSR, a sustainability business network and consultancy, we regularly conduct a comprehensive, formal assessment to help prioritize topics material to our stakeholders and on which our business can have the biggest impact. We take all environmental, social and governance issues listed seriously, as we drive value for our shareholders and impact for our stakeholders. This work serves as one input into the decisions we make as a company about the wellbeing of people and the planet.

We also believe it is crucial to engage with and listen to all our stakeholders including employees, customers, investors, the architectural and design community, dealers, suppliers, governmental agencies and community partners.

Process

We perform a comprehensive formal materiality assessment every few years (last completed in late 2020). The process starts by identifying our most important 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 including surveys, interviews and workshops help assess each potential topic. The results are plotted on a matrix above. Steelcase leadership, representing all business functions, reviews and validates the assessment results, considering the business and our goals for the wellbeing of people and the planet. Our materiality assessment results and research are reviewed each year with adjustments to our strategy and reporting practices made as needed.

Intentionally managing environmental, social and governance 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 Steelcase regularly devotes resources to ensure their health and fidelity. Their relevance is depicted in the matrix.

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

steelcase.com/people-planet



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