

2020 Impact Report

Unlocking human promise for over 100 years.

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Welcome

Looking ahead,
together

Letter from Jim Keane

Using business as a force for good

We're only halfway through 2020 and already it's been one for the record books. Despite all that's wrong in the world, we're optimistic about all that's right, and we believe companies like ours can be important tools in advancing positive change. Steelcase has long held to core values like acting with integrity, protecting the environment and treating others with dignity and respect, and each day we're moving beyond words to actions. At Steelcase, these guiding principles inform our personal interactions, company culture and the way we've operated as an organization for over 100 years.

This report is special because we're not just looking back over 2019, we're reporting on a decade of progress against our 2010 environmental goals. We've also set bold new, science-based targets to reduce our

greenhouse gas emissions. As of this year, I'm delighted to announce Steelcase is a carbon neutral organization and that we will be carbon negative by 2030 — decades ahead of the Paris Agreement mandate. This is a significant commitment but, in the face of climate change, we believe we have a responsibility to make a difference.

As we work to reduce our environmental footprint, increase equal opportunity and amplify the voices of our people, we know none of this would be possible without caring people committed to moving the needle on change. To everyone intent on making these things a reality, I thank you and invite you to keep reading.



Jim Keane
President + CEO



Our Commitment

People are at the heart of everything we do, everything we create and every endeavor we pursue. This grounding force has guided our approach to environmental, social and governance issues since our founding over 100 years ago. Steelcase has built a legacy around a deep, collective commitment to innovate in these areas and, by pushing the limits of what others thought possible, has amplified our impact in the communities where we live and work.

By protecting and preserving the planet, advancing the wellbeing and equality of all people and running our business with integrity, we use business as a force for good. Together, with our employees, customers, partners, communities and shareholders, we're unlocking human promise in innovative ways that activate big ideas, accelerate progress and transform lives.

Our company was founded by progressive thinkers who held core values as the center of their decision making through years of private ownership.

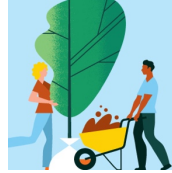
- | | |
|---------------------------------------|--------------------------------|
| Act with integrity | Promote positive relationships |
| Tell the truth | Protect the environment |
| Keep commitments | Excel |
| Treat people with dignity and respect | |

Our Shared Future

Using our core values to guide commitments and fuel action, we're shaping a future that continues to protect the environment, fosters transformational social impact and empowers a culture where all people have a voice.

We're actively setting new goals for each of the ESG areas and in this report, are announcing bold, new science-based targets that push our environmental commitment to new heights.

At Steelcase, we're learning and reaching beyond what we've done yesterday to share plans for a new kind of tomorrow.



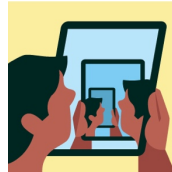
Environment

Steelcase recognizes the impact of climate change, particularly as it relates to elevated carbon emissions and their effects on our planet. That's why Steelcase is pleased to announce we're carbon neutral now — and we'll be carbon negative by 2030. We're raising the bar and doing more to protect the environment and quality of life for people around the world.



Social

Steelcase believes real change happens when purpose driven companies move beyond a transactional social impact model to a transformational one. We're committed to using social innovation and the United Nation's Sustainable Development Goals to connect people with their purpose, transform systems and create cultures of innovation in the communities where we live and work.



Governance

Steelcase has experienced firsthand the positive impact a democratized culture has on the workplace. We want to scale this approach and are committed to creating a workplace culture where distributed decision-making meets empathetic leadership. This approach means decision-making is delegated to, and rests with, the person with the relevant knowledge necessary to quickly make the best decision. Employees feel valued, are informed and empowered and know their voice matters.

Carbon Neutral Now. Carbon Negative Next.

Steelcase has already reported significant reductions in the area of waste, water, VOCs and greenhouse gas emissions, but we know we can do more.

By 2060, it's projected the world will add 2.5 trillion square feet of buildings*. Reports suggest building operations contribute to 28% of global carbon dioxide emissions and building materials and construction contribute 11%** . Since buildings and offices are part of the problem, we believe it's our responsibility to be part of the solution.

In this spirit, we're pleased to announce Steelcase is now carbon neutral and, with new, science-based targets in place, we plan to become carbon negative by 2030 — decades ahead of the Paris Agreement mandate.

*UN Environment, *Global Status Report 2017*

**World Green Building Council, *Global Status Report 2017*

Absolute Reductions

To advance a low carbon economy, Steelcase has set science-based targets aligned with a 1.5°C climate scenario. This means we expect to reduce absolute emissions from our own operations by 50% by 2030 and cut indirect emissions from business travel and waste generated in operations. Since most of our emissions are considered indirect (or scope 3) emissions, we plan to engage suppliers representing 80% (by emissions) of transportation and purchase goods activities to set their own science-based targets by 2025. Additionally, we will:

- invest in energy efficiency opportunities identified through a series of audits performed at our top emitting facilities
- supplement energy efficiency projects via direct renewable energy supply in key markets where available
- explore onsite renewable energy and reduce emissions associated with business travel, our supply chain, logistics and waste generated in operations

Enhance Renewable Energy Commitment

By advancing and enhancing our renewable energy commitments, we became carbon neutral through carbon offset projects that benefit not only the purchaser (us) but the communities impacted by these projects. For example, we're financing the [Teak Afforestation Project](#) in Mexico, which sequesters large amounts of carbon dioxide on land adjacent to cattle farming, encourages private investment in the forestry sector, provides jobs for local people and makes economic contributions to the community.

A Decade of Impact

Last year marked the end of a decade for us all, and the end of a significant one for Steelcase. In 2010 we set out on a journey to target our environmental impact in measurable ways, aiming to reduce waste, water, VOCs and greenhouse gas emissions by 25% each.

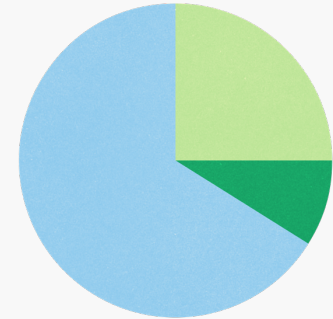
With the passion, persistence and creativity of our sustainability teams around the world, we are delighted to report we've not only met our 10-year, 25% reduction goals for waste, VOCs and greenhouse gas emissions — we've exceeded them. This is a win for us but more importantly, it's a win for everyone.

In the midst of celebration, it's also important to acknowledge we came up short on our 25% reduction goal related to water consumption. We've already researched and identified the reasons why this happened, and we're committed to innovating our way to a greener, more circular future as we move into a new decade with new goals.

We've learned a lot in these ten years and have strengthened our belief that together, we can nurture a stronger and healthier environment where all people can prosper.

Our Goals

We are delighted to report we've not only met our 10-year, 25% reduction goals for waste, VOCs and greenhouse gas emissions — **we've exceeded them.**



25%

2010 Goal: Reduce water, waste, VOCs and greenhouse gas emissions by 25%

Greenhouse Gas Emissions

Steelcase exceeded our greenhouse gas emissions 25% reduction target by reaching a 34% reduction under 2010 levels. We achieved these levels through our own investments in energy efficiency and grid greening, which translated into absolute emissions reductions for Steelcase.

We completed multiple energy efficiency projects, such as converting overhead lighting in our 600,000 sq. ft. Grand Rapids Wood Plant to LEDs. We also installed advanced controls and occupancy sensors and launched the "Turn It Off" program, which encourages employees to reduce energy consumption in their part of the business.

While we made tremendous progress in greenhouse gas emissions reductions and reduced our total energy consumption by 21%, we fell short of our parallel energy target to reduce total energy consumption by 25%.

Over the last 10 years, Steelcase renewed investment commitments in renewable energy:

- In 2014 we committed to RE100 and have made good on that promise every year since by reducing absolute emissions and investing in renewable energy. These market-based products are equivalent to 100% of our global electricity consumption using third-party certified renewable energy credits.
- In 2016 we entered into a 12-year virtual power purchase agreement to help add new renewable energy facilities to the grid. We also offered our suppliers the opportunity to buy renewable energy through our contract at Steelcase's volume discount.
- Steelcase continues to participate in the CDP (Carbon Disclosure Project) reporting program to provide greater transparency and visibility to our stakeholders around our energy + greenhouse gas emissions progress.

34%



Reduction in **greenhouse gas emissions**

21%



Reduction in **total energy consumption**

“Turn it Off”

Employee engagement program to **reduce energy consumption across the business**

Waste

We embraced the opportunity to reimagine our corporate waste solutions after the loss of global recycling partners made it impossible to divert some materials from landfills. Intent on finding new solutions for our waste sources, we focused on ways to reduce our impacts to landfills and by partnering with companies like Trex Company, Inc., who convert Steelcase waste to circular feedstock for new products, achieving a higher economic value for those materials.

We've since found success with other closed loop solutions, and additional new partnerships have made it possible to exceed our 25% reduction in waste to landfill goal, achieving a 36% reduction from 2010 levels. This equates to a greenhouse gas emissions avoidance equivalent to 156 garbage trucks full of waste we've recycled rather than landfilled.

Steelcase is grateful to the following community partners who provide innovative ways for us to give new life to high quality scrap textiles, while providing new job skills and meaningful work to more people:

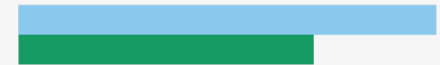


Recycling has saved greenhouse gas emissions equal to **156 garbage trucks of waste**

10 tons

Of fabric and leather donated and **diverted from landfill since 2018**

36%



Reduction in waste to landfill from 2010 levels

Water

Despite the many improvements we've made since 2010, Steelcase is disappointed to report an 11% reduction of water usage, well short of our 25% reduction goal. Saving nearly 13 million gallons of water is a good start, but we know we can do better. We will continue to challenge ourselves to innovate and achieve the results the planet and its people deserve.

Over the last decade, Steelcase has implemented water reuse technology in all our metal washer lines to reuse rinse water. We installed vacuum distillation systems to clean and recycle water from metal washing in two of our plants in Europe, and we're planning to install another in our manufacturing facility in China in the next year. Our water usage was up slightly in 2019 compared to the prior year, corresponding to an increase in manufacturing volume.

Over the past 10 years, Steelcase has also:

- Altered paint booth air emission controlling technology from water curtains to paper filters which reduced a significant amount of water.
- Explored new opportunities in our offices to implement water saving techniques and practices, which also contribute to our overall water reduction.
- Used water metrics to detect problems and investigate and correct leaks within our manufacturing facilities.



11%



Reduction in water usage

13 million

Gallons of water saved

Volatile Organic Compounds

Steelcase is happy to report an incredible 83% reduction in Volatile Organic Compounds air emissions — beating our 25% reduction goal by an overwhelming percentage.

This reduction is in large part due to the company's switch to powder paints and water-based wood stains, topcoats, sealers and cleaners rather than using coating materials that are mostly organic solvents. Powder paint contains virtually zero VOCs and water-based coatings contain very little, making them a more environmentally friendly choice. This success has fueled us to explore the expansion and implementation of the use of these materials globally.

Over the past 10 years, Steelcase has also:

- Begun using water-based and bio-based cleaners rather than traditional solvents on Steelcase campuses and manufacturing facilities around the world.
- Steelcase has installed concentrator and destruction devices to control VOC emissions.

83%

reduction in **Volatile Organic Compounds** air emissions

0

Virtually zero VOCs in powder paint



Bio-based degreasers replace solvent based degreasers

Environmental Impact

Protecting the environment has been core to who we are since our founding in 1912. In the spirit of sustainable solutions, we continuously look for restorative and regenerative ways to reduce waste, minimize resource consumption and maximize the lifespan of our products, components and materials.

We constantly challenge ourselves to learn and evolve our environmental approach by exploring new solutions and growing stakeholder value as a champion of sustainability. By integrating sustainable practices and aspirations into our products, operations, processes and culture, we're innovating our way toward a better future for all.



Environmental

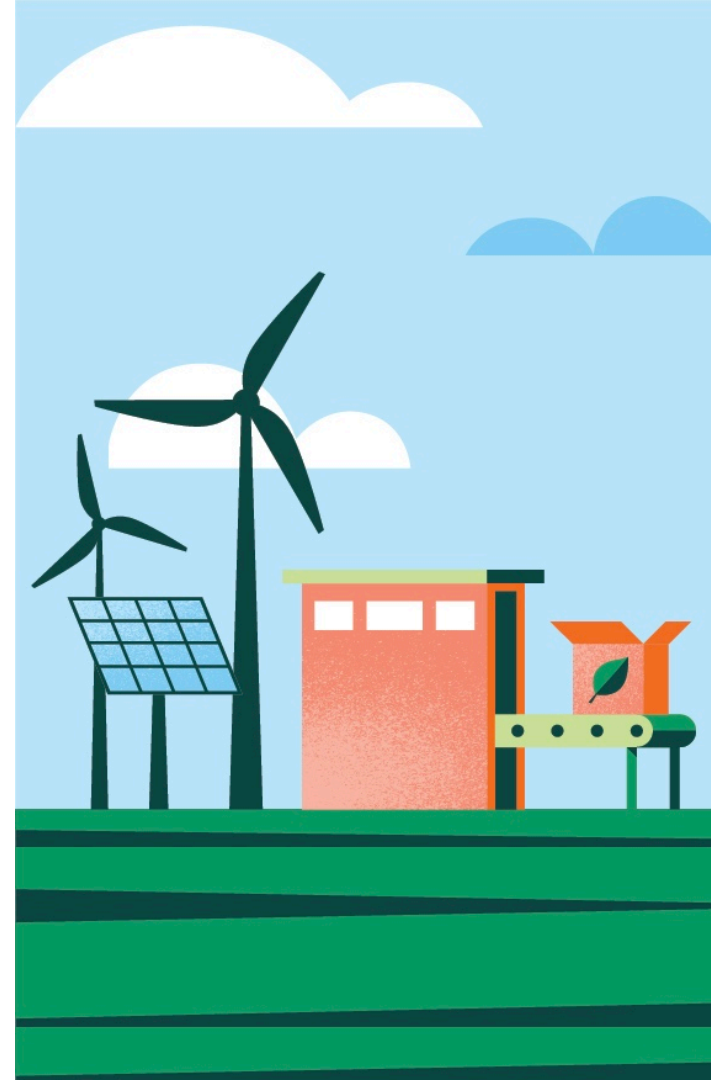
At Steelcase, we protect the environment with a determined spirit and commitment to continuous improvement, believing that small steps today help build a healthier tomorrow.

We're committed to investments in innovation that allow us to reduce energy consumption, conserve natural resources, offer mindful materials and help our customers reach their environmental goals.

We recognize the strides we've made in many of these areas and look forward to the next decade when new goals and scientific advancements will fuel a new era of sustainability.

2019 Accomplishments

- Secured a relationship with Pratt papermill to recycle our cardboard. Pratt uses it to manufacture 100% recycled content cardboard, which we procure back for packaging needs.
- Our "Hack the Pack" workshop explored opportunities to reduce single-use plastics in packaging and find win-win solutions with regards to sustainability, quality and cost savings for packaging.
- Our bulk packaging pilot was a success, reducing waste for customers and preventing product damage in transit.
- We have significantly improved on our internal recycling training, increasing signage and optimizing bin placement to educate and promote more recycling.



Environmental

Careful Materials Selection

Steelcase has over 120 products listed in the Mindful Materials library, helping customers make conscientious, informed product choices. These product listings provide another degree of transparency and empowerment for our customers, helping them select products that meet their overall environmental and sustainability goals.

Innovative Solutions + Services

The Steelcase design process incorporates a cradle-to-cradle mindset, including an evaluation to carefully select materials, optimize lifecycle performance and allow for continuous improvement of life extension and end-of-use strategies. Our innovative use of technology helps organizations adapt their spaces to match evolving needs, maximize their real estate investment and support employee engagement and wellbeing.

Green Chemistry and Commerce Council

Steelcase serves on the advisory board of the Green Chemistry & Commerce Council (GC3), a multi-stakeholder collaborative that drives the commercial adoption of green chemistry by catalyzing and guiding action across all industries, sectors and supply chains.

For a full list of our partners, see GRI Standards Indicator 102-12.

We Participate in the Following Environmental Organizations

- Business and Institutional Furniture Manufacturing Association (BIFMA), Sustainability Committee
- Charles R. Evenson Foundation Co-chair
- Community Collaboration on Climate Change Committee Member
- GC3 Advisory Board Member
- Grand Rapids Chamber of Commerce Environmental Affairs Committee
- Grand Rapids Energy Advisory Committee Member (to Mayor Rosalynn Bliss)
- Michigan Chamber of Commerce Energy and Environment Committee
- Michigan Energy Options Board Member
- Sustainable Business Forum Committee Member
- Sustainable Chemistry Alliance Committee Member
- West Michigan Environmental Action Council Board Member

Environmental

Environmental Profiles and Declarations

Our efforts to measure progress through life-cycle thinking has resulted in over 350 Product Environmental Profiles and 50+ Environmental Product Declarations (EPDs).

Environmental Product Declarations (EPDs) are standardized, independently reviewed documents that communicate the results of a product's Life Cycle Assessment. Based on ISO guidelines, EPDs provide a summary of the potential environmental impacts of a product system from raw materials through end-of-use.

Product Environmental Profiles (PEPs) are environmental declarations completed according to the objectives of ISO 14021. PEPs answer questions such as: the percentage of recycled content used in products, their recyclability, potential for LEED contribution and any product certifications.

Optimized Life Cycle Performance

Primary research, metrics from Life Cycle Assessments (LCA) and circular design thinking help Steelcase deliver value at every step of the product lifecycle — from product design and manufacturing to delivery, use and end-of-use options. The insights we gain through this process are shared with partners, industry groups and other leading organizations.



55

Environmental Product Declarations (EPDs)

350

Product Environmental Profiles (PEPs)

Building Certification Contributions

We help customers leverage our product performance in the certification of their buildings through contributions to global and regional standards, including LEED® green building rating system, WELL Building Standard™ Living Building ChallengeSM and BREEAM®.

2019 Accomplishments

- Provided customized environmental metrics reports (EMRs) to guide 709 companies across more than 20 industries.
- Added to product data points to provide 11 key metrics per product in every EMR, including sustainability certifications, recycled content and potential for LEED contributions, empowering customers to track and inform decisions on their own sustainability progress.
- Steelcase has increased the number of Product Environment Profiles available. Over 350 Product Environment Profiles (PEPs), documenting the environmental attributes of a product, including recycled content, product recyclability information, sustainability certifications and more can be found on our website in the Design Resources page.
- Steelcase logged over 20 cross-industry collaborations, including C2C Built Positive, World 50, GC3, ACLCA, LP50, CE100, GBEN and Renewable Energy 100.

LEED Certification

Materials and resources
Ergonomics
Social equity in the supply chain
Innovation in design
Low-emitting materials

WELL Building Standard

Air
Nourishment
Light
Movement
Thermal Comfort
Sound
Materials
Mind
Community

BREEAM

Indoor air quality
Acoustic performance
Environmental impact of materials
Responsible sourcing of materials
Material efficiency
Waste management

Environmental

Product Certification Contributions

The Steelcase Sustainability team serves as a partner to Steelcase sales teams and customers, strengthening relationships and sharing our sustainable building design expertise to help others achieve building standard goals.

We also work internally to connect market insights with related topics, identify our strengths and weaknesses and measure how our product portfolio and service offerings will meet our customers' sustainability goals.

Our ability to maintain and verify additional product certifications and sustainable design attributes directly impacts our ability to help customers. Our product performance and service offerings allow us to positively impact sustainable choices, promoting environmentally friendly designs.

206

BIFMA level®
Certified products

50+

More than 50 products
certified under the
Cradle to Cradle™
Products Program

396

SCS Indoor
Advantage™
certificates

47

NF Environment
product certifications

44

Blauer Engel product
certifications

42

Global recycled
content sheets provide
recyclable information
to customers

175

Healthier Hospitals
compliant products

17

Green Tick certified
products in Asia Pacific

Social Impact

Steelcase believes personal and community empowerment is the genesis for social impact. On an individual level, we believe it's critical for people to bring their whole selves to work. This creates a sense of welcome that builds trust, connects people more deeply to their purpose and creates a culture of inclusion. These communities of belonging provide the support, vision and tenacity to move the needle on change.

Similarly, we believe in and support collective impact by connecting our aspirations to opportunities. By engaging purpose-driven employees in community partnerships, leadership training and learning programs, we make an immediate impact, allowing us to unlock human promise in new, systemic ways.



Social Innovation

At Steelcase, we believe business can be a force for good. By leveraging our scale and resources around the globe, we can make a real difference in the communities where we live and work. We aspire to do more to create a ripple effect that is broad, deep and profoundly inspiring.

Here's our framework for collective impact:

- **People + Purpose:** We believe in the power of people to impact and transform lives. We connect individuals to purpose through volunteer opportunities and leadership programs for social impact.
- **Culture of Innovation:** We believe breakthrough ideas are possible when organizations foster cultures of innovation. We identify and connect changemakers, leverage their insights and amplify their learnings around the globe.
- **Systemic Change:** We believe lasting change happens at the systems level, so we identify opportunities for impact at their source, and we do this for all stakeholders.

2019 Accomplishments

- Steelcase proudly partnered with over 92 organizations to promote justice and positive change in the lives of people around the world. Beyond a financial commitment, Steelcase offers a range of support, including the skills of our people for organizational support, design thinking training, LEAN consulting, the use of our spaces for education and more.
- By aligning with the United Nations' Sustainable Development Goals, Steelcase engaged in over 100 projects that advanced systemic change around the world.
- We support grassroots, employee-led Change Corp groups in nine of our largest global hubs across the Americas, Europe and Asia. These groups spearhead projects in their local communities for immediate impact.
- Steelcase amplified the message of social innovation by speaking and leading at 17 events throughout the year, from Barcelona to Brussels and Munich to Monterrey.

We're aligned with the following Sustainable Development Goals and participated in **over 100** projects around the world in 2019.



44

Reduced Inequality
Projects



17

Quality Education
Projects



57

Sustainability City
Projects

Diversity, Equity and Inclusion

DEI must be part of a comprehensive strategy woven into the fabric of our employee experience and culture. We've made this commitment to our employees and are striving for continuous improvement through listening, learning, actions and accountabilities. In light of these efforts, we were delighted to again be recognized with a perfect score on the Human Rights Campaign Best Places to Work list for the sixth time.

We recognize true diversity, equity and inclusion is a journey, and we continue to set goals, take actions and measure progress to make sure every person feels welcome and safe bringing their whole self to work — regardless of gender, ethnicity, sexual orientation, age, religion, life experiences or skills.

2019 Accomplishments

- Steelcase earned a perfect score of 100 points on the Corporate Equality Index, issued by the Human Rights Campaign Foundation and reflecting our LGBTQ+ policies and practices. This year marks our sixth time earning a perfect score.
- Steelcase leveraged new tools for evidence-based selection to reduce bias during the hiring process and improve diverse hiring practices.
- By increasing our community partnerships, creating pre-career experiences for students and strengthening our internship program, we're building the talent pipeline by bringing more diverse candidates into the selection process.



We're enabling a culture of inclusion by promoting global business inclusion groups aimed at supporting conversation and promoting awareness across a range of DEI issues, including:



GEN (*Gender Equity Network*): welcomes and supports the professional development of women at Steelcase.



PRIDE: celebrates our LGBTQ+ coworkers with supportive programming and dialogue.



WORKING PARENTS: brings working parents together to learn and create friendships.



YOUNG PROFESSIONALS: offers personal development, networking and community engagement opportunities.

Learning + Development

We believe culture is shaped by changing behavior over time, and by reframing our work, that can build a culture of learning. We start with self-awareness, deliberate practice, small goals, feedback, reflection and experimentation.

To establish a new set of behaviors and beliefs, we empower our leaders as catalysts of deliberate learning, creating trusted spaces to learn through dialogue, problem solving and goal setting. Through every stage of our journey, we focus on crafting experiences that foster communities of belonging, fulfillment and resilience to help us all reach our full potential.

Thriving in the Future

In partnership with our Workspace Futures Research team, we're upskilling our employees to adapt more quickly as an organization. We believe this is critical to the future of work and requires people at every level to contribute. We value learning as a competitive advantage and eagerly seek to embed continuous learning into every job in our company.

2019 Accomplishments

- Steelcase offers five-session career coaching seminars to help people explore their purpose and provide new insights, an action plan and connections to specific training and development opportunities.
- We formalized our Leaders in Action prototype program, incorporating habit formation as part of our learning culture. By using an integrated social learning approach, identifying best practices and building trust with peers, participants reported higher levels of connection, sense-making and career ownership.
- Steelcase introduced a new peer-to-peer social learning initiative called Channels, which allows employees to easily and quickly access informal videos, articles and other content shared by peers and experts. **Our 339 assets have been viewed 11,424 times.**

Amplifying our diverse talents and perspectives enables each employee and our community to unlock human promise.

Employee Wellbeing

Steelcase Wellbeing is founded on the guiding principal that all dimensions of wellbeing are encouraged and supported for all employees through company culture, policy and access to resources that foster and promote their physical, emotional and cognitive health.

We're committed to helping our employees reach their full potential both inside and outside the workplace through intentional programming. This includes traditional health benefit programs and innovative onsite wellbeing services such as fitness coaching, mindfulness training, yoga and massage services, adoption assistance and flexible work programs. We continuously refine and enhance the way we support our employees through critical feedback loops, including surveys, focus groups, interviews and other qualitative measures.

We believe people in a state of wellbeing are better equipped to reach their own potential and encourage others to reach theirs.

2019 Accomplishments

- Steelcase offers telemedicine options in the US and a new virtual care program in Canada to provide quick, convenient access to a licensed care giver at a lower cost.
- Steelcase offers training on a variety of topics to support a diverse workforce, including tax strategies, retirement readiness, investing, a parent's guide to kids and money, smart money moves for 40-60s and retirement healthcare planning.
- Over 360 people in North America participated in MetLife Financial Wellbeing and related topical classes.
- Steelcase offered over 700 free, on-site massages to employees.

100%

of MetLife Financial Wellbeing class participants would recommend this Steelcase-sponsored workshop to a coworker or friend

92%

of MetLife Financial Wellbeing class participants reported greater readiness to plan for retirement after their Steelcase-sponsored class

Governance Impact

Governance at Steelcase is based on the principle of bringing together empowered, distributed decision-making and empathic leadership. We believe curating this culture, while simultaneously encouraging employees to find their voice, drives a truly unique culture consistent with our time-honored, core values of treating people with dignity and respect. Moreover, it brings to our purpose to life, paving the way to unlock human promise for all employees.

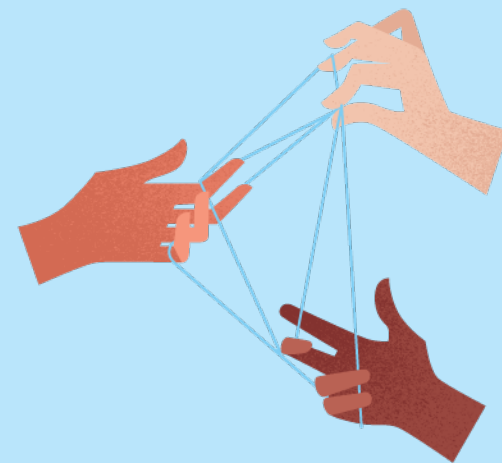


Governance

Leveraging a principle-driven environment instead of one based on rules, we equip our employees with the skills necessary to unlock human promise in themselves, each other, our customers and our communities. The Steelcase executive team and Board of Directors strive to continuously maintain our values as we cultivate and grow this culture.

2019 Accomplishments

- Steelcase was recognized at the 2019 Breakfast of Corporate Champions for our efforts toward gender parity on our Board of Directors.
- We deployed revised global business standards training course and updated our Conflicts of Interest training.
- Drafted new Anti-bribery and Anti-corruption policies and related training, including maintaining Anti-bribery commitment letters for suppliers. Updated the FCPA training with new content and continued online and face-to-face FCPA and UK Anti-Bribery Act and other training sessions around the globe.
- Continued targeted training on the Integrity Helpline and gathering data on employee understanding.
- Steelcase continues to provide training on antitrust and competition law issues and response to potential competition law issues.



Amplifying Employee Voices

Steelcase introduced a quarterly survey to measure the critical workforce metric of employee engagement. Through this survey, employees have an opportunity to provide feedback to the organization in direct, measured and anonymous ways. These interactions are voluntary and allow us to evaluate engagement levels and compare against industry benchmarks. We are pleased to report that Steelcase consistently scores higher than those benchmarks. We estimate 45% of employees have a high level of engagement and 48% report an intermediate level of engagement.

2019 Accomplishments

- Replacing annual performance reviews, Steelcase instituted impact coaching. This bidirectional series of conversations engages employees and leaders in frequent, purposeful dialogue to inspire continuous achievement and growth and development while contributing to the overall organization.
- Steelcase executives host periodic roundtables to listen to employees and create pathways to open dialogue.
- Steelcase CEO Jim Keane was a signatory of the Business Roundtable's Statement on the Purpose of a Corporation, which rejected shareholder primacy and affirmed the importance of all stakeholders to the health and sustainability of a company.

92%

of employees who report having a performance conversation with their leader once per quarter, also report having **high levels of trust in their leader**

45%

of employees have a high level of engagement and an additional **48% report an intermediate level of engagement**

GRI

Global Reporting Initiative Index

Global Reporting Initiative Index

Every year Steelcase annually reports on its vision, goals and progress related to sustainability initiatives. The GRI Standards offer additional information about our sustainability strategy and progress.

This publication marks a shift from our former calendar year cadence to a fiscal year reporting cycle. As such, the Steelcase 2020 Impact Report represents our first fiscal year report, covering March 2019 - Feb 2020.

We use an approach of transparency and authenticity to underscore our reporting, and continue to refine our reporting practices to help stakeholders understand our goals, standards and objectives. We do this while remaining consistent with external guidelines and expectations.

The GRI Standards offer additional information about our sustainability strategy and progress.

Sustainability Materiality Overview

Steelcase's sustainability materiality assessment covers environmental, social and governance issues. Areas identified as material are those which significantly impact our ability to meet strategic goals, reflect our possible impacts, and/or significantly influence the decisions and evaluations of stakeholders. The process for identifying material topics and defining reporting content is outlined in the following sections. It generally follows GRI guidelines and adheres to the Principles for Defining Report content.

Identification

A list of potential material sustainability topics is maintained through internal and external research, including benchmarking and reviewing relevant reporting standards. Steelcase senior decision makers validates this list, taking into account the business and sustainability strategy.

Prioritization

Each potential material topic is evaluated based on its influence on external stakeholders' decisions and evaluations and impact on the business. These evaluations are based on primary and secondary research including surveys, interviews and workshops. The results are plotted on a matrix to illustrate the relationships of material issues to business impacts and influence on stakeholders' decisions and assessments. Methods to engage with and collect input from internal and external stakeholders are continually integrated into ongoing engagement activities. The sustainability materiality assessment is updated as additional research is conducted and new data and insights become available.

Validation

Key internal senior decision makers validate the sustainability materiality issues included within this report.

Review

The sustainability materiality assessment results and supporting research is reviewed annually. These findings inform future assessments and ensure alignment with stakeholder expectations and the business context.

General Standard Disclosures

Organizational Profile

102-1	a. Name of the organization.	<u>Steelcase Inc</u>
102-2	a. A description of the organization's activities. b. Primary brands, products, and services, including an explanation of any products or services that are banned in certain markets.	<u>Annual Report pp. 1-6</u>
102-3	a. Location of the organization's headquarters.	Steelcase is headquartered in Grand Rapids, Michigan, U.S.A.
102-4	a. Number of countries where the organization operates, and the names of countries where it has significant operations and/or that are relevant to the topics covered in the report.	<u>Annual Report pp. 2-5</u>

General Standard Disclosures

Organizational Profile

102-5	a. Nature of ownership and legal form.	Steelcase Inc. (SCS) is a publicly traded company listed on the New York Stock Exchange
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102-6	a. Markets served, including: i. geographic locations where products and services are offered; ii. Sectors served; iii. Types of customers and beneficiaries.	<u>Annual Report pp. 1-5</u>
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General Standard Disclosures

Organizational Profile

102-7

a. Scale of the organization, including:

Annual Report Intro, pp. 1-5, 15 & Tab 102-8

- i. Total number of employees;
- ii. Total number of operations;
- iii. Net sales (for private sector organizations) or net revenues (for public sector organizations);
- iv. Total capitalization (for private sector organizations) broken down in terms of debt and equity;
- v. quantity of products or services provided.

General Standard Disclosures

Organizational Profile

102-8

a. Total number of employees by employment contract (permanent and temporary), by gender.

b. Total number of employees by employment contract (permanent and temporary), by region.

c. Total number of employees by employment type (full-time and part-time), by gender.

d. Whether a significant portion of the organization's activities are performed by workers who are not employees. If applicable, a description of the nature and scale of work performed by workers who are not employees.

e. Any significant variations in the numbers reported in Disclosures 102-8-a, 102-8-b, and 102-8-c (such as seasonal variations in the tourism or agricultural industries).

f. An explanation of how the data have been compiled, including any assumptions made.

Total Number of Permanent Employees by Employment Type and Gender

	Americas	Asia (APAC)	Europe (EMEA)	Total
Female Dealer	0	0	59	59
Female Employee	2,673	539	745	3,957
Female Non-Employee	70	21	86	177
Female Total	2,743	560	890	4,193
Male Dealer	0	0	83	83
Male Employee	5,283	875	1,474	7,632
Male Non-Employee	97	15	195	307
Male Total	5,380	890	1,752	8,022
Grand Total	8,123	1,450	2,642	12,215

General Standard Disclosures

Organizational Profile

102-9

a. A description of the organization's supply chain, including its main elements as they relate to the organization's activities, primary brands, products, and services.

Annual Report pp. 5-6

102-10

a. Significant changes to the organization's size, structure, ownership, or supply chain, including:

- i. Changes in the location of, or changes in, operations, including facility openings, closings, and expansions;
- ii. Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organizations);
- iii. Changes in the location of suppliers, the structure of the supply chain, or relationships with suppliers, including selection and termination.

Early in 2020, Steelcase sold its PolyVision subsidiary. This eliminated two factories, one in Genk, Belgium and the other in Okmulgee, OK.

General Standard Disclosures

Organizational Profile

102-11

a. Whether and how the organization applies the Precautionary Principle or approach.

Steelcase takes a precautionary approach toward environmental management. We follow insights gained from decades of research, leverage partnerships with leading companies and organizations, and our experiences and feedback from customers, giving us valuable guidance and perspective. It is for these and many other reasons we have taken a leading role in finding creative and responsible ways to operate and design products and applications.

Please see the Impact Report, pp. 6-20.

General Standard Disclosures

Organizational Profile

102-12

a. A list of externally-developed economic, environmental and social charters, principles or other initiatives to which the organization subscribes, or which it endorses.

Steelcase participates in the following initiatives:

- AFNOR NF Environment certification program
- BIFMA level® certification program
- Blue Angel certification program
- Business Roundtable Statement on the Purpose of an Organization
- Carbon Disclosure Project (CDP) China Environmental Labeling Product
- Circular Economy 100 (CE100)
- Civic 50
- Cradle to Cradle™ certification program
- Eco-Management and Audit Scheme (EMAS)
- FEMB level certification program
- Fitwel certification
- Forestry Stewardship Council (FSC) Chain of Custody certification
- Furntech-AFRDI Green Tick
- Global Reporting Initiative (GRI)
- Healthier Hospitals Initiative
- ISO 14001
- LEED® certification program Living Products 50
- OEKO-TEX® certification program
- OHSAS 18001
- Programme for the Endorsement of Forest Certification (PEFC)
- Renewable Energy 100 (RE100)
- SCS Indoor Advantage™ certification program Sustainable Research Group
- World 50
- U.S. EPA Green Power Partnership
- UN Global Compact WELL certification program

General Standard Disclosures

Organizational Profile

102-13

a. A list of the main memberships of industry or other associations, and national or international advocacy organizations.

There are a number of organizations around the world that we are members and active partners in. **Here are a few:**

- American Center for Life Cycle Assessment
- Ashoka
- Aspen Institute: Business + Society
- Beyond Benign
- Business and Industrial Furniture Manufacturers Association (BIFMA)
- Business Climate Leaders
- Business Europe
- Business Leaders of Michigan
- Business Roundtable
- Central Association of German Wood Industries
- Circular Economy 100 (CE100)
- Experience Grand Rapids
- Grand Rapids Chamber of Commerce
- Grand Rapids Community College
- Grand Rapids Public School Student Advancement Foundation
- Greenbiz Executive Forum (GBEN)
- Green Chemistry & Commerce Council
- Inforum West Michigan
- Michigan Manufacturing Association
- Michigan Manufacturing Association
- Michigan Chamber of Commerce
- Michigan Minority Supplier Development Council
- National Minority Supplier Development Council
- Renewable Energy 100 (RE100)
- Sustainable Chemistry Alliance
- Talent 2025
- Techo
- The Conference Board
- The Right Place
- UIMM La Fabrique de l'Avenir (France)
- United Way
- University Prep Academy
- United States Chamber of Commerce
- We Are Still In
- We Mean Business (WE.org)
- West Michigan Center for Arts & Technology (WMCAT)
- West Michigan Environmental Action Council (WMEAC)
- West Michigan Sustainable Business Forum (WMSBF)
- World Affairs Council

For more information on our partnerships and commitments, please see the [Social Impact](#) page on our website.

General Standard Disclosures

Strategy

102-14	a. A statement from the most senior decision-maker of the organization (such as CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and its strategy for addressing sustainability.	Impact Report p. 4 (Letter from Jim Keane)
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102-15	a. A description of key impacts, risks, and opportunities.	<u>Annual Report pp. 1-12</u>
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General Standard Disclosures

Ethics + Integrity

102-16

a. A description of the organization's values, principles, standards, and norms of behavior.

Steelcase has developed standards and codes that embody the fundamental principles that govern our ethical and legal obligations. They pertain not only to conduct within our company, but also to conduct involving our customers, dealers, suppliers and other stakeholders.

They include:

- Steelcase Global Business Standards
- Steelcase Code of Business Conduct
- Steelcase Code of Ethics for Chief Executive and Senior Financial Officers

[Our Corporate Core Values](#)

We believe every team member, in every location, lives our shared Steelcase values.

- Act with integrity
- Tell the truth
- Keep commitments
- Excel
- Treat people with dignity and respect
- Promote positive relationships
- Protect the environment

General Standard Disclosures

Ethics + Integrity

102-17

a. A description of internal and external mechanisms for:

- i. seeking advice about ethical and lawful behavior, and organizational integrity;
- ii. Reporting concerns about unethical or unlawful behavior, and organizational integrity.

In the [Steelcase Global Business Standards](#) document, a general procedure is outlined for employees to follow when they have concerns about anything that might be considered unethical or unlawful. First, employees are encouraged to take their concerns to their manager or team leader. If they are unable to help, or if this is inappropriate, employees can use the Integrity Helpline. It ensures employees can speak out about situations that have the potential to cause legal, safety, environmental or other problems at work. The purpose of the Integrity Helpline is to help resolve concerns. Every effort is made to keep this service confidential. The consultant employees speak with is not a Steelcase employee, no recording devices are used and, except where local law precludes anonymous reporting, employees are not required to give their name. If an employee chooses to file a report, they will be given a tracking number to check on the status of the report.

102-18

a. Governance structure of the organization, including committees of the highest governance body.

[See Steelcase Inc. Corporate Governance Principles](#)

b. Committees responsible for decision-making on economic, environmental, and social topics.

General Standard Disclosures

Stakeholder Engagement

102-40 **a. A list of stakeholder groups engaged by the organization.**

The stakeholder groups Steelcase engages with are global businesses and organizations (customers), the architectural and design community, employees, academic and research institutions, dealer partners, supplier partners, governmental agencies, industry organizations, non-governmental organizations (NGOs), community partners, nonprofits, investors and media. Please see Impact Report, p. 32 (Sustainability Materiality Overview).

102-41 **a. Percentage of total employees covered by collective bargaining agreements.**

Approximately 60 employees in the U.S. are covered by collective bargaining agreements. Outside of the U.S., 1,900 employees are represented by workers' councils that operate to promote the interests of workers.

Americas:
 Steelcase Transport - 100%
 Designtex: 45 union employees vs. 250 total US employees = 18%
 130 Work Council employees in Genk out of a total of 135

EMEA/APAC employees = 96% France, Germany, Czech Republic, and Spain: 100% Mexico: 80%

102-42 **a. The basis for identifying and selecting stakeholders with whom to engage.**

Stakeholder groups were defined and identified based on their connection to Steelcase's business. The degree of engagement depends on the potential impact each group has on the business. We are currently undergoing a materiality assessment.

General Standard Disclosures

Stakeholder Engagement

102-43

a. The organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and in indication of whether any of the engagement was undertaken specifically as part of the report preparation process.

See Our Commitment p. 5, Governance pp. 27-29, Steelcase Materiality Overview p. 32

102-44

a. Key topics and concerns that have been raised through stakeholder engagement, including:

i. how the organization has responded to those key topics and concerns, including through its reporting;

ii. The stakeholder groups that raised each of the key topics and concerns.

See Steelcase Materiality Overview p. 32

General Standard Disclosures

Reporting Practice

102-45

a. A list of all entities included in the organization's consolidated financial statements or equivalent documents.

See Annual Report for more information. Not applicable.

b. Whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report.

102-46

a. An explanation of the process for defining the report content and the topic Boundaries.

See GRI Index Introduction pp. 31-32

b. An explanation of how the organization has implemented the Reporting Principles for defining report content. 6.1 When compiling the information specified in Disclosure 102-46, the reporting organization shall include an explanation of how the Materiality principle was applied to identify material topics, including any assumptions made.

General Standard Disclosures

Reporting Practice

102-47	a. A list of the material topics identified in the process for defining report content.	Business Integrity, Consumer Health + Safety, Diversity, Inclusion + Equal Rights, Employee Wellbeing + Development, Energy + Emissions, Sustainable Business Integration, and Waste
102-48	a. The effect of any restatements of information given in previous reports, and the reasons for such statements.	There are no restatements of information provided in previous reports.
102-49	a. Significant changes from previous reporting periods in the list of material topics and topic Boundaries.	No significant changes
102-50	a. Reporting period for the information provided.	This report covers the fiscal year 2020, spanning March 1, 2019, to February 29, 2020.

General Standard Disclosures

Reporting Practice

102-51	a. If applicable, the date of the most recent previous report.	The previous Steelcase Impact Report was published in December 2019 and covered calendar year 2019 (CY2018) and Steelcase's fiscal year 2020 (FY2019), spanning March 1, 2019 to February 28, 2020.
102-52	a. Reporting cycle.	Steelcase publishes an annual Impact Report.
102-53	a. The contact point for questions regarding the report or its contents.	sustainability@steelcase.com
102-54	a. The claim made by the organization, if it has prepared a report in accordance with the GRI Standards, either:	Steelcase is reporting at the "Core" level for the FY20 GRI report.
	i. 'This report has been prepared in accordance with the GRI Standards: Core option';	
	ii. 'This report has been prepared in accordance with the GRI Standards: Comprehensive option'.	

General Standard Disclosures

Reporting Practice

102-55

a. The GRI content index, which specifies each of the GRI Standards used and lists all disclosures included in the report.

We provide a complete GRI Standards content index in our Impact Report, starting on p. 30

b. For each disclosure, the content index shall include:

- i. the number of the disclosure (for disclosures covered by the GRI Standards);
- ii. the page number(s) or URL(s) where the information can be found, either within the report or in other published materials;
- iii. if applicable, and where permitted, the reason(s) for omission when a required disclosure cannot be made. 6.3 When reporting the GRI content index as specified in Disclosure 102-55, the reporting organization shall: 6.3.1 include the words 'GRI Content Index' in the title; 6.3.2 present the completed GRI content index in one location; 6.3.3 include in the report a link or reference to the GRI content index, if it is not provided in the report itself; 6.3.4 for each GRI Standard used, include the title and publication year (e.g., GRI 102: General Disclosure 2016); 6.3.5 include any additional material topics reported on which are not covered by the GRI Standards, including page number(s) or URL(s) where the information can be found.

General Standard Disclosures

Reporting Practice

102-56

a. A description of the organization's policy and current practice with regard to seeking external assurance for the report.

b. If the report has been externally assured:

- i. A reference to the external assurance report, statements, or opinions. If not included in the assurance report accompanying the sustainability report, a description of what has and what has not been assured and on what basis, including the assurance standards used, the level of assurance obtained, and any limitations of the assurance process;
- ii. The relationship between the organization and the assurance provider;
- iii. Whether and how the highest governance body or senior executives are involved in seeking external assurance for the organization's sustainability report.

Steelcase is responsible for the preparation and integrity of the information in this report. Steelcase engaged Scientific Certification Systems as an independent third party to review our fiscal year 2020 Greenhouse Gas (GHG) inventory and energy consumption and received limited assurance of its accuracy and completeness. The scope of this review, included in this report, includes global Scope 1 and Scope 2 GHG emissions. The rest of this report has not been externally assured by an independent third party.

General Standard Disclosures

Management Approach

103-1

a. An explanation of why the topic is material.

b. The Boundary for the material topic, which includes a description of:

i. where the impacts occur;

ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships.

c. Any specific limitation regarding the topic Boundary.

All material topics apply to all Steelcase operations, the boundaries of which include all Steelcase owned and leased locations. As a part of our sustainability reporting and materiality assessment, Steelcase considers a number of external entities, groups of entities and elements which are likely to have a significant relationship with our material topics. These relationships are considered wherever Steelcase has significant operations which may impact stakeholders.

	Customers	Partners	Communities	Employees	Environment
Business Integrity	X	X	X	X	X
Consumer Health + Safety	X	X	X	X	X
Employee Wellbeing + Development	X	X		X	X
Energy + Emissions	X		X	X	X
Diversity, Inclusion + Equal Rights	X	X		X	X
Sustainable Business Integration	X	x	X	X	X
Waste	x		x	X	X

Specific Standard Disclosures

Consumer Health + Safety

416-2

Incidents of non-compliance concerning the health and safety impacts of products and services

a. Total number of incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services within the reporting period, by:

- i. incidents of non-compliance with regulations resulting in a fine or penalty;
- ii. incidents of non-compliance with regulations resulting in a warning;
- iii. incidents of non-compliance with voluntary codes.

b. if the organization has not identified any non-compliance with regulations and/or voluntary codes, a brief statement of this fact is sufficient.

It is a Steelcase Inc. policy to work in full cooperation with the agencies that regulate our business to ensure that it is compliant with applicable laws and regulations. In the current fiscal year, Steelcase had no material issues occur related to non-compliance with regulations or voluntary codes concerning the health and safety impacts of products or services.

Specific Standard Disclosures

Waste

306-2

Waste by type and disposal method

a. Total weight of hazardous waste, with a breakdown by the following disposal methods where applicable:

- i. Reuse
- ii. Recycling
- iii. Composting
- iv. Recovery, including energy recovery
- v. Incineration (mass burn)
- vi. Deep well injection
- vii. Landfill
- viii. On-site storage
- ix. Other (to be specified by the organization)

b. Total weight of non-hazardous waste, with a breakdown by the following disposal methods where applicable:

- i. Reuse
- ii. Recycling
- iii. Composting
- iv. Recovery, including energy recovery
- v. Incineration (mass burn)
- vi. Deep well injection
- vii. Landfill
- viii. On-site storage
- ix. Other (to be specified by the organization)

c. How the waste disposal method has been determined:

- i. Disposed of directly by the organization, or otherwise directly confirmed
- ii. Information provided by the waste disposal contractor
- iii. Organizational defaults of the waste disposal contractor

2.3 When compiling the information specified in Disclosure 306-2, the reporting organization shall:

- 2.3.1 identify hazardous waste as defined by national legislation at the point of generation;
- 2.3.2 exclude non-hazardous wastewater from the calculation of non-hazardous waste;
- 2.3.3 if no weight data are available, estimate the weigh using available information on waste density and volume collected, mass balances, or similar information.

Waste by Type	Disposal Method	FY 2020 (Tons)
Trash incineration	Incinerated	725
Sawdust incineration	Incinerated	1,084
Wood incineration	Incinerated	10,914
Steel recycled	Recycled	13,625
Non-steel recycled	Recycled	11,732
Powder recycled	Recycled	900
Composting	Composting	170
Trash landfilled	Landfilled	3,299
Coal Ash	Landfilled	17
Hazardous and oil	Landfilled	144
Sawdust landfilled	Landfilled	749
Wood landfilled	Landfilled	618
Other non-hazardous waste incinerated	Incinerated	756
Hazardous waste incinerated	Incinerated	181
Other non-hazardous waste landfilled	Landfilled	1

Specific Standard Disclosures

Energy + Emissions

302-1

Energy consumption within the organization

a. Total fuel consumption within the organization from non-renewable sources, in joules or multiples, including fuel types used.

b. Total fuel consumption within the organization from renewable sources, in joules or multiples, including fuel types used.

c. In joules, watt-hours or multiples, the total:

- Electricity consumption
- Heating consumption
- Cooling consumption
- Steam consumption

d. In joules, watt-hours or multiples, the total:

- Electricity sold
- Heating sold
- Cooling sold
- Steam sold

e. Total energy consumption within the organization, in joules or multiples.

f. Standards, methodologies, assumptions, and/or calculation tools used.

g. Source of the conversion factors used.

2.1 When compiling the information specified in Disclosure 302-1, the reporting organization shall:

2.1.1 avoid the double counting of fuel consumption, when reporting self-generated energy consumption. If the organization generate electricity from a non-renewable or renewable fuel source and then consumes the generated electricity, the energy consumption shall be counted once under fuel consumption;

2.1.2 report fuel consumption separately for non-renewable and renewable fuel sources;

2.1.3 only report energy consumed by entities owned or controlled by the organization;

2.1.4 calculate the total energy consumption within the organization in joules or multiples using the following formula:

Total energy consumption within the organization =
 Non-renewable fuel consumed + Renewable fuel consumed + Electricity, heating, cooling, and steam purchased for consumption + Self-generated electricity, heating, cooling, and steam, which are not consumed (see clause 2.1.1) - Electricity, heating, cooling, and steam sold

Learn about Steelcase strategies in our Impact Report, p. 7 (Carbon) and pp. 9-10 (Greenhouse Gas Emissions). Additionally, Steelcase shares in-depth information related to our energy usage and greenhouse gas emissions in our annual CDP submission. Please see our 2019 CDP response for more information.

Specific Standard Disclosures

Energy + Emissions

305-1

Energy intensity

a. Report gross direct (Scope 1) GHG emissions in metric tons of CO2 equivalent, independent of any GHG trades, such as purchases, sales, or transfers of offsets or allowances.

b. Report gases included in the calculation (whether CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, or all).

c. Report biogenic CO2 emissions in metric tons of CO2 equivalent separately from the gross direct (Scope 1) GHG emissions.

d. Report the chosen base year, the rationale for choosing the base year, emissions in the base year, and the context for any significant changes in emissions that triggered recalculations of base year emissions.

e. Report standards, methodologies, and assumptions used.

f. Report the source of the emission factors used and the global warming potential (GWP) rates used or a reference to the GWP source.

g. Report the chosen consolidation approach for emissions (equity share, financial control, operational control).

Learn about Steelcase strategies in our Impact Report, p. 10 (Greenhouse Gas Emissions). Additionally, Steelcase shares in-depth information related to our energy usage and greenhouse gas emissions in our annual CDP submission. Please see our 2019 CDP response for more information.

Specific Standard Disclosures

Diversity, Inclusion + Equal Rights

405-1

Diversity of governance bodies and employees

a. Percentage of individuals within the organization's governance bodies in each of the following diversity categories:

- i. Gender;
- ii. Age group: under 30 years old, 30-50 years old, over 50 years old;
- iii. Other indicators of diversity where relevant (such as minority or vulnerable groups).

b. Percentage of employees per employee category in each of the following diversity categories:

- i. Gender;
- ii. Age group: under 30 years old, 30-50 years old, over 50 years old;
- iii. Other indicators of diversity where relevant (such as minority or vulnerable groups).

Total average age of all employees:

- Global: 41.1
- Americas: 41.9
- Asia: 36.5
- EMEA: 41.3

Total gender breakdown globally:

- Male: 65%
- Female: 35%

Estimated U.S. minority breakdown:

- Salaried: 12%
- Hourly: 41.1%
- All U.S.: 27%

Specific Standard Disclosures

Diversity, Inclusion + Equal Rights

406-1

Incidents of discrimination and corrective actions taken

a. Total number of incidents of discrimination during the reporting period.

B. Status of the incidents and actions taken with reference to the following:

- i. Incident reviewed by the organization;
- ii. Remediation plans being implemented;
- iii. Remediation plans that have been implemented, with results reviewed through routine internal management review processes;
- iv. Incident no longer subject to action

Steelcase takes seriously its commitment to maintaining workplaces compliant with applicable anti-discrimination laws and free from any type of discrimination. All Steelcase employees are expected to follow Steelcase Core Values and Global Business Standards which include commitments to treating all people with dignity and respect and creating a culture of inclusion and non-discrimination. In the current fiscal year, Steelcase had no material issues occur related to incidents of discrimination or corrective actions taken.

405-2

Ratio of basic salary and remuneration of women to men

a. Ratio of the basic salary and remuneration of women to men for each employee category, by significant locations of operation.

b. The definition used for 'significant locations of operation'.

Steelcase routinely assesses discrepancies in compensation with the intent of meeting both legal requirements and corporate values regarding equal pay.

Specific Standard Disclosures

Employee Wellbeing + Development

401-1

New employee hires and employee turnover

a. Total number and rate of new employee hire during the reporting period, by age group, gender and region.

B. Total number and rate of employee turnover during the reporting period, by age group, gender and region.

Approximate total new hires worldwide: 2914

Approximate turnover rates by region:

- Americas: 13%
- Asia: 19%
- EMEA: 7%

Approximate turnover rates by gender:

- Male: 13%
- Female: 12%

Approximate turnover rates by generation:

- Boomers: 8%
- Gen X: 6%
- Gen Y: 15%

Specific Standard Disclosures

Employee Wellbeing + Development

403-1

Workers representation in formal joint management - worker health and safety committees

a. The level at which each formal joint management-worker health and safety committee typically operates within the organization.

b. Percentage of workers whose work, or workplace, is controlled by the organization, that are represented by formal joint management-worker health and safety committees.

Nearly 15 percent of our total workforce worldwide is represented in formal joint management-worker health, safety and wellness committees. These committees help monitor and advise on occupational health and safety programs

404-2

Programs for upgrading employee skills and transition assistance programs

a. Type and scope of programs implemented and assistance provided to upgrade employee skills.

b. Transition assistance programs provided to facilitate continued employability and the management of career endings resulting from retirement or termination of employment.

At Steelcase, we honor the fact that everyone has something to share — their perspective, lived experience, knowledge and skills — and that we are all living, learning beings. Together, we explore how our diverse talents and perspectives can help each employee, and Steelcase as a whole, unlock human promise and reach our full potential. *Please see our Impact Report, p. 25 (Learning + Development) for more information.*

Specific Standard Disclosures

Business Integrity

419-1

Non-compliance with laws and regulations in the social and economic area

a. Significant fines and non-monetary sanctions for non-compliance with laws and/or regulations in the social and economic area in terms of:

- i. total monetary value of significant fines;
- ii. total number of non-monetary sanctions;
- iii. cases brought through dispute resolution mechanisms.

b. If the organization has not identified any non-compliance with laws and/or regulations, a brief statement of this fact is sufficient.

c. The context against which significant fines and non-monetary sanctions were incurred.

It is a Steelcase Inc. policy to work in full cooperation with the agencies that regulate our business to ensure that it is compliant with applicable laws and regulations. In the current fiscal year, Steelcase had no material issues occur related to non-compliance with regulations or voluntary codes concerning the health and safety impacts of products or services.

Specific Standard Disclosures

Business Integrity

417-3

Incidents of non-compliance concerning marketing communications

a. Total number of incidents of non-compliance with regulations and/or voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by:

- i. incidents of non-compliance with regulations resulting in a fine or penalty;
- ii. incidents of non-compliance with regulations resulting in a warning;
- iii. incidents of non-compliance with voluntary codes.

b. If the organization has not identified any non-compliance with regulations and/or voluntary codes, a brief statement of this fact is sufficient.

2.2 When compiling the information specified in Disclosure 417-2, the reporting organization shall:

2.2.1 exclude incidents of non-compliance in which the organization was determined not to be at fault;

2.2.2 if applicable, identify any incidents of non-compliance that relate to events in periods prior to the reporting period.

During the fiscal year there were no instances identified of non-compliance with regulations or voluntary codes concerning marketing communications.

Specific Standard Disclosures

Business Integrity

205-2

Communication and training about anti-corruption policies and procedures

a. Total number and percentage of governance body members that the organization's anti-corruption policies and procedures have been communicated to, broken down by region.

b. Total number and percentage of employees that the organization's anti-corruption policies and procedures have been communicated to, broken down by employee category and region.

c. Total number and percentage of business partners that the organization's anti-corruption policies and procedures have been communicated to, broken down by type of business partner and region. Describe if the organization's anti-corruption policies and procedures have been communicated to any other persons or organizations.

d. Total number and percentage of governance body members that have received training on anti-corruption, broken down by region.

e. Total number and percentage of employees that have received training on anti-corruption, broken down by employee category and region.

Globally, all salaried and hourly employees are required to complete policy and compliance training regarding our [Global Business Standards](#) (GBS). We have updated our GBS course materials and provide online training for GBS, Conflict of Interest and the Integrity Helpline. In addition, Foreign Corrupt Practices Act training is provided for sales and other employees where applicable. We have adopted a new Anti-Bribery, Anti-Corruption policy and will be conducting training with relevant employees.

Specific Standard Disclosures

Sustainable Business Innovation

301-1

Materials used by weight or volume

a. Total weight or volume of materials that are used to produce and package the organization's primary products and services during the reporting period, by:

- i. Non-renewable materials used;
- ii. Renewable materials used.

Some of the key materials Steelcase uses in products include steel, petroleum-based products, aluminum, other metals, wood, particleboard and other materials and components. Due to the complexity of manufacturing Steelcase products, material weight and volume vary significantly by product type and options selected. Steelcase calculates materials used by products on an individual basis. *For more information see the Impact Report, Innovative Solutions + Services p. 17*

301-2

Recycled input materials used

a. Percentage of recycled input materials used to manufacture the organization's primary products and services.

Steelcase's approach to embedding sustainability into its business systems is holistic, research-based and measurable. Every step of the way—from design, manufacture, delivery and product life cycle—Steelcase considers the impact of its products and processes on human and environmental health. *For more information see the Impact Report, Innovative Solutions + Services p. 17*

Specific Standard Disclosures

Sustainable Business Innovation

301-3

Reclaimed products and their packaging materials

a. Percentage of reclaimed products and their packaging materials for each product category.

B. How the data for this disclosure have been collected.

Designing products for disassembly and recyclability is an embedded approach in Steelcase's product development process.

– Packaging Engineering goals and updates are as follows: Corrugated goal is 75% and we are at 50%; honeycomb goal is 50% and we are at 55%; PE poly goal is 25% and we are at 50%; molded foam goal is 25% and we are at 23%.

– In order to meet customer goals, we must have similar goals for Steelcase. We have goals that match many of our customers environmental initiatives, including the reduction of one-time use plastics for packaging and the increasing our recycled content in packaging to create and drive markets for recycled plastics.

Steelcase offers a convenient way for businesses to responsibly dispose of furniture and equipment, with options ranging from refurbishing and resale, to donation or recycling.

Sustainable Development Goals

Sustainable Development Goal	Impact Report	Global Reporting Initiative (GRI) Index
3: Good Health & Wellbeing	Our Commitment p. 5 Social Impact pp. 21-26	306-2 p. 53 305-1 p. 55
4. Quality Education	Social Impact pp. 21-26	
5. Gender Equality	Social Impact pp. 21-26	405-1 p. 56 405-2 p. 57 406-1 p. 57
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