CDP Climate Change Questionnaire 2023

Contents

C0. Introduction

C0.1

(C0.1) Give a general description and introduction to your organization.

> Established in 1912, Steelcase is a global design and thought leader in the world of work. We help people do their best work by creating places that work better. Along with more than 35 creative and technology partner brands, we research, design and manufacture furnishings and solutions for the many places where work happens — including learning, health and work from home. Our solutions come to life through our community of expert Steelcase dealers in approximately 770 locations, as well as our online Steelcase store and other retail partners. Founded in Grand Rapids, Michigan, Steelcase is a publicly traded company with fiscal year 2023 revenue of $3.2 billion. With 12,000 global employees and our dealer community, we come together for people and the planet — using our business to help the world work better.

C0.2

(C0.2) State the start and end date of the year for which you are reporting data and indicate whether you will be providing emissions data for past reporting years.

Reporting year

Start date
March 1, 2022

End date
February 28, 2023

Indicate if you are providing emissions data for past reporting years
No

C0.3

(C0.3) Select the countries/areas in which you operate.
China
Czechia
France
Germany
India
Malaysia
Mexico
Spain
United Kingdom of Great Britain and Northern Ireland
United States of America

C0.4

(C0.4) Select the currency used for all financial information disclosed throughout your response.
USD

C0.5

(C0.5) Select the option that describes the reporting boundary for which climate-related impacts on your business are being reported. Note that this option should align with your chosen approach for consolidating your GHG inventory.

Financial control

C0.8

(C0.8) Does your organization have an ISIN code or another unique identifier (e.g., Ticker, CUSIP, etc.)?

Indicate whether you are able to provide a unique identifier for your organization	Provide your unique identifier
Yes, an ISIN code	8581552036

C1. Governance

C1.1

(C1.1) Is there board-level oversight of climate-related issues within your organization?

Yes

C1.1a

(C1.1a) Identify the position(s) (do not include any names) of the individual(s) on the board with responsibility for climate-related issues.

Position of individual or committee	Responsibilities for climate-related issues
Chief Executive Officer (CEO)	The President and Chief Executive Officer ("CEO") is responsible for overseeing the implementation of the Steelcase (the "Company") climate change mitigation strategy, coordinating cross-functional efforts, and allocating capital accordingly. The CEO oversees the Carbon Oversight Committee which is made up of senior leadership and meets biannually to oversee the work of the Carbon Core Team. The Carbon Core Team meets at least quarterly and is comprised of individuals from Sustainability, Operations, Facilities, Finance, Marketing, Enterprise Risk Management ("ERM"), and Environmental, Social, and Governance ("ESG"), and is responsible for the strategy and implementation of our science-based targets. While the CEO provides oversight as part of the Carbon Oversight Committee, this individual may also directly make decisions or provide guidance. The CEO serves as the most senior spokesperson for the climate change mitigation strategy. For example, the CEO often speaks about the strategy and its associated science-based targets internally (e.g., quarterly all-employee townhalls) and externally (e.g., climate-related press releases or website articles). These communications help build the internal and external support and alignment that is needed by the Carbon Oversight Committee and the Carbon Core Team to implement actions and make progress towards the targets.

Board-level committee	The Nominating and Corporate Governance Committee (the "NCGC") of the Steelcase Inc. Board of Directors (the "Board") oversees the Company strategy and policies with respect to ESG matters, including our climate change mitigation strategy, our science-based targets, and related risk and governance issues. The NCGC receives regular reports on progress against all ESG goals and supports any significant and strategic decision-making along the way. For example, recently the NCGC reviewed and approved modifications to two of our sustainability goals related to packaging, ensuring these goals remained adequately ambitious and aligned with the overall strategy. More broadly, the full Board approves the annual capital expenditure plan, which is inclusive of any significant investments towards achieving our science-based targets; for example, investments in LED conversions at our manufacturing facilities were recently approved.

C1.1b

(C1.1b) Provide further details on the board's oversight of climate-related issues.

Frequency with which climate-related issues are a scheduled agenda item	Governance mechanisms into which climate-related issues are integrated	Please explain
Scheduled – all meetings	Reviewing and guiding annual budgets Overseeing major capital expenditures Overseeing acquisitions, mergers, and divestitures Reviewing innovation/R&D priorities Overseeing and guiding employee incentives Reviewing and guiding strategy Overseeing the setting of corporate targets Monitoring progress towards corporate targets Overseeing and guiding public policy engagement Overseeing value chain engagement Reviewing and guiding the risk management process	The NCGC has ultimate oversight of our ESG strategy, reflected in its committee charter and receives updates on ESG issues at each of its quarterly meetings. For each of the ESG pillars, the NCGC and any other relevant Board committees review and approve a guiding strategy, oversee the setting of associated corporate targets, review related budgets and capital expenditures, ensure that innovation priorities are aligned, and review related risk management processes. The NCGC may also provide guidance around related public policy engagement and value chain engagement. The NCGC monitors progress towards all ESG goals via the ESG Goals Dashboard. The management- or director-level individuals who own each of the ESG goals are responsible for providing updates to the ESG Goals Dashboard twice annually, which includes designating a "health" update for each goal based on a predefined set of health metrics, plus any relevant contextual notes. These individuals may also directly brief the NCGC when discussion or approval of significant decisions is required. For example, in this reporting year, one Sustainability Manager attended an NCGC meeting to solicit approval for changes to the scope and language of two of our sustainability goals. Additional to the ESG Goals Dashboard, the Director of Sustainability provides narrative updates as part of the meeting materials prepared for the NCGC quarterly meetings. Moreover, the Global Vice President of ESG and Social Innovation attends all NCGC meetings to ensure alignment. All such engagement with the NCGC is overseen by the Senior Vice President ("SVP"), Chief Administrative Officer,

			General Counsel and Secretary, who is responsible for managing ESG strategy and performance at the executive level. Similarly, other executive leaders from the Carbon Oversight Committee may also attend NCGC meetings when relevant and necessary. Otherwise, the CEO and the SVP, Chief Administrative Officer, General Counsel and Secretary report to the NCGC on behalf of the teams responsible for each of ESG pillars.

Moreover, the Board has a role in evaluating the impacts of acquisitions, mergers, and divestitures on the climate change mitigation strategy. For example, the Board's Corporate Business Development Committee was briefed during a recent acquisition process to understand the impacts on our science-based targets. The Board also has the authority to review and approve major capital expenditures, which would include large strategic projects that advance the science-based targets and broader climate change mitigation strategy. Looking forward, as we develop a transition plan and plan for an expanded climate-related scenario analysis, the NCGC will also have oversight.

C1.1d

(C1.1d) Does your organization have at least one board member with competence on climate-related issues?

	Board member(s) have competence on climate-related issues	Criteria used to assess competence of board member(s) on climate-related issues
Row 1	Yes	The NCGC has responsibility for recommending qualified individuals to serve as directors of the Company and on committees of the Board, advising the Board with respect to Board composition, and overseeing the evaluation of the Board and the Company's management. As a result, the NCGC has the opportunity and responsibility to maintain ESG (including climate-related) competencies among its committee members and the Board as a whole. The NCGC leverages a skills matrix to evaluate the desired competencies of new Board members, which includes an environmental competency. We are in the process of updating this skills matrix such that it will likely include a broader ESG competency and may include more specific climate-related competencies. Currently, Steelcase has multiple board members with competence on climate-related issues. One member of the Board provides insightful additions to ESG discussions on the NCGC due to this director's technical background and personal interest in environmental issues. This director has been a board member at Steelcase for 35 years and is a third-generation descendant from an original founder of the company. Prior to joining the Board, this director earned a doctorate in organic chemistry from the University of California, Berkeley and acted as manager of chemical manufacturing at large pharmaceutical company. This director is also a member of the Wege

Foundation in Grand Rapids, Michigan which has a strong focus on environmental and community philanthropy. The Wege Foundation funds the annual internship with the Steelcase Sustainability Team through the University of Michigan School for Environment and Sustainability.

Another board member who is knowledgeable about climate-related issues was recently named Chair of the NCGC, giving this director jurisdiction over ESG decisions. This director is Co-CEO of IDEO which launched a clearinghouse about climate change and environmental design thinking, LivingClimateChange.com, and has also given a TED talk discussing environmental challenges.

Another board member, the Chair of the Board's Audit Committee, is the CEO of a company with strong ESG commitments. This director sits on the leadership committee that governs the company's ESG program and works with various board committees to provide ESG oversight, and thus this director brings that experience and expertise to the Steelcase Board of Directors.

C1.2

(C1.2) Provide the highest management-level position(s) or committee(s) with responsibility for climate-related issues.

Position or committee
Chief Executive Officer (CEO)

Climate-related responsibilities of this position
Managing annual budgets for climate mitigation activities
Managing major capital and/or operational expenditures related to low-carbon products or services (including R&D)
Managing climate-related acquisitions, mergers, and divestitures
Providing climate-related employee incentives
Integrating climate-related issues into the strategy
Setting climate-related corporate targets
Monitoring progress against climate-related corporate targets
Managing public policy engagement that may impact the climate
Managing value chain engagement on climate-related issues
Assessing climate-related risks and opportunities
Managing climate-related risks and opportunities

Coverage of responsibilities

Reporting line
Reports to the board directly

Frequency of reporting to the board on climate-related issues via this reporting line
Quarterly

Please explain

The CEO is responsible for overseeing and monitoring progress against the climate change mitigation strategy as well as making related decisions regarding strategic investments and financing mechanisms in pursuit of the science-based targets. Though the CEO's approval is sometimes directly sought for climate-related decisions, the CEO is primarily kept informed of climate-related issues as a member of the Carbon Oversight Committee described below. Moreover, the CEO reports to the NCGC which has ultimate oversight over the Company's ESG strategies and policies.

Position or committee

Other committee, please specify
Carbon Oversight Committee

Climate-related responsibilities of this position

Managing annual budgets for climate mitigation activities
Managing major capital and/or operational expenditures related to low-carbon products or services (including R&D)
Managing climate-related acquisitions, mergers, and divestitures
Providing climate-related employee incentives
Integrating climate-related issues into the strategy
Setting climate-related corporate targets
Monitoring progress against climate-related corporate targets
Managing public policy engagement that may impact the climate
Managing value chain engagement on climate-related issues
Assessing climate-related risks and opportunities
Managing climate-related risks and opportunities

Coverage of responsibilities

Reporting line

CEO reporting line

Frequency of reporting to the board on climate-related issues via this reporting line

Half-yearly

Please explain

The CEO oversees the Carbon Oversight Committee which meets biannually and is comprised of senior executive officers across business units, including the following positions: (1) Senior Vice President (SVP), Chief Administrative Officer, General Counsel and Secretary, (2) Vice President (VP), Chief Procurement Officer, (3) SVP, Chief Revenue Officer, (4) SVP, Chief Financial Officer, (5) VP, Global Operations, (6) VP, Global Product Marketing, (7) SVP, Americas. This Committee is responsible for assessing, prioritizing, and approving strategic decisions and emissions reduction projects related to the climate change mitigation strategy and associated science-based targets. For example, the SVP, Chief Administrative Officer, General Counsel and Secretary is responsible for managing ESG strategy and performance; the SVP, Chief Financial Officer oversees the financial planning and budget for allocating capital to favorable carbon reduction projects; the SVP, Chief Revenue Officer is responsible for managing low-carbon product offerings; and the VP, Global Operations is responsible for implementing

projects and initiatives to reduce emissions from our operations and facilities. The CEO then reports to the NCGC on behalf of the Carbon Oversight Committee.

C1.3

(C1.3) Do you provide incentives for the management of climate-related issues, including the attainment of targets?

	Provide incentives for the management of climate-related issues	Comment
Row 1	Yes	Our SVP, Chief Administrative Officer, General Counsel and Secretary – who is responsible for managing ESG strategy and performance – has a percentage of her or his annual bonus tied to the Company's performance against ESG goals.

C1.3a

(C1.3a) Provide further details on the incentives provided for the management of climate-related issues (do not include the names of individuals).

Entitled to incentive
  Other C-Suite Officer

Type of incentive
  Monetary reward

Incentive(s)
  Bonus - % of salary

Performance indicator(s)
  Progress towards a climate-related target
  Achievement of a climate-related target
  Reduction in absolute emissions
  Energy efficiency improvement
  Increased supplier compliance with a climate-related requirement
  Company performance against a climate-related sustainability index (e.g., DJSI, CDP Climate Change score etc.)

Incentive plan(s) this incentive is linked to
  Short-Term Incentive Plan

Further details of incentive(s)
  Our SVP, Chief Administrative Officer, General Counsel and Secretary – who is responsible for managing ESG strategy and performance – has a percentage of her or his annual bonus tied to the Company's performance against ESG goals. This annual bonus – like those for other executive officers – is subject to adjustment by the CEO, up or down, by up to 10% of base salary based on the CEO's assessment of the officer's performance during the year against relevant expectations. The primary

climate-related activities that are incentivized are progress towards our science-based targets and increased supplier participation toward our scope 3 supplier engagement target. The Compensation Committee of the Board has ultimate authority for approval of the annual bonus.

Explain how this incentive contributes to the implementation of your organization's climate commitments and/or climate transition plan

This incentive rewards the officer's efforts to support, enable, and when necessary seek Board approval for the implementation activities that advance our climate change mitigation strategy, such as strategic investments in energy efficiency and renewable energy.

C2. Risks and opportunities

C2.1

(C2.1) Does your organization have a process for identifying, assessing, and responding to climate-related risks and opportunities?

Yes

C2.1a

(C2.1a) How does your organization define short-, medium- and long-term time horizons?

	From (years)	To (years)	Comment
Short-term	0	3	With respect to climate-related risks and opportunities, we consider zero to three years to be short term. At the broader corporate level, the business is managed on a one-year financial plan overseen by the Board, with high-level financial targets and metrics modeled out to three years. We refresh the business strategy every three years, or as needed based on extenuating circumstances, as we did with the onset of the pandemic. This figure is not an explicit company policy or codified internally.
Medium-term	3	10	With respect to climate-related risks and opportunities, we consider three to 10 years to be medium term. Our near-term science-based targets are within this time horizon, and this aligns with the Science Based Targets initiative's criteria for near-term targets. At the broader corporate level, this time horizon as defined here may more typically be considered long term. This figure is not an explicit company policy or codified internally.
Long-term	10		With respect to climate-related risks and opportunities, we consider 10 years and onward to be long term. This aligns with the Science Based Targets initiative's criteria for long-term targets, which extend out to 2050. At the broader corporate level, this extended time horizon is not commonly used. This figure is not an explicit company policy or codified internally.

C2.1b

(C2.1b) How does your organization define substantive financial or strategic impact on your business?

We closely monitor substantive financial and strategic impacts on our business as they relate to regulatory changes, our people, our property, and the market, and for the purposes of this CDP response, we define substantive as "material" according to our materiality thresholds for financial reporting. The Enterprise Risk Management ("ERM") team assesses corporate risks and financial exposure, including risks arising from climate change, using several quantitative and qualitative indicators to inform substantive financial or strategic impact. For example, indicators used to determine material impact may include the impact on earnings per share or the resulting change in percentage of net income. Other quantitative and qualitative indicators from materiality assessments and scenario analysis are used to further inform material impact.

C2.2

(C2.2) Describe your process(es) for identifying, assessing and responding to climate-related risks and opportunities.

Value chain stage(s) covered
Direct operations
Upstream
Downstream

Risk management process
Integrated into multi-disciplinary company-wide risk management process

Frequency of assessment
More than once a year

Time horizon(s) covered
Short-term
Medium-term
Long-term

Description of process
Our overarching sustainability priorities that help mitigate climate risks include reducing our carbon footprint, designing for circularity, and choosing and using materials responsibly. With respect to carbon, the Carbon Core Team is primarily responsible for identifying and assessing a subset of climate-related risks and opportunities – particularly pertaining to emissions reductions and the mitigation of climate change – throughout the value chain and on all time horizons. The Carbon Core Team is comprised of individuals from Sustainability, Operations, Facilities, Finance, Marketing, ERM, and ESG, and so takes a holistic view of risks and opportunities. The Carbon Core Team is continuously identifying and assessing risks and opportunities as they arise in day-to-day work, forward-looking research, or from other teams in the company such as Government Affairs (e.g., emerging climate policies), Sales (e.g., changing customer behaviors or new market opportunities), Supply Management (e.g., material risks or supply chain interruptions), or Enterprise Risk Management (e.g., severe weather risks). Risks and opportunities are also identified and assessed in the materiality assessment conducted by the Sustainability and ESG teams roughly every three years. The Carbon Core Team evaluates these risks and opportunities at least as frequently as their quarterly meetings, and then presents proposed responses to the Carbon Oversight Committee, comprised of senior executives across the business, at least on a biannual basis at the Carbon Oversight Committee's regular meetings. The Carbon Oversight Committee has decision-making authority over recommended responses. As necessary, the Carbon

Oversight Committee can elevate risks and opportunities to the Nominating and Corporate Governance Committee of the Board.

Moreover, our ERM process supports the identification, prioritization, and management of all risks to the company, which includes some climate-related risks – primarily adaptation-related or physical risks (e.g., severe weather risks) but also transition risks such as rising insurance premiums or emerging regulations. The ERM Team assesses significant corporate risks on a quarterly basis by interviewing the CEO and the functional leaders in each of our three regions (Europe, the Middle East and Africa, North America, and Asia Pacific) to identify current and emerging risks and to understand the actions necessary to mitigate these risks. All business risks are mapped on a matrix based on likelihood, severity, and whether they are emerging or receding, and are updated regularly. These risks are reviewed through monthly finance reviews, quarterly competitive reviews, risk reviews, and the quarterly meetings of the Board's Audit Committee. The ERM Committee – comprised of the CEO, the SVP, Chief Financial Officer, the VP, Chief Technology Officer, the SVP, Chief Administrative Officer, General Counsel and Secretary, Treasurer, the VP, Corporate Compliance Officer, the Senior Risk Officer, the Corporate Controller, the Head of Global Audit, and the Risk Manager – meets quarterly to review the risk mitigation plan and metrics, and to identify emerging risks not already covered in the monthly finance or competitive reviews.

C2.2a

(C2.2a) Which risk types are considered in your organization's climate-related risk assessments?

	Relevance & inclusion	Please explain
Current regulation	Relevant, always included	Steelcase always considers current regulation risk in our climate risk assessment. We ensure compliance with regulations in every region where we operate. Failure to meet regulatory requirements could expose Steelcase to risks such as penalties, litigation, and reputational damage. Some of our regulatory compliance activities include disclosing relevant data to the regulatory agencies on our air and greenhouse gas emissions, conducting quarterly environmental compliance audits at our facilities, increasing recycled content in products, and reducing waste in packaging.
Emerging regulation	Relevant, always included	Emerging regulations can affect our costs and business planning. We closely monitor legislative trends and potential emerging regulations and prepare and adapt our processes in advance of potential future taxes or regulations which could impact our business. Some of the policy and regulatory topics and trends that could impact Steelcase are Right to Repair laws, new requirements for climate and carbon disclosure, carbon pricing, building efficiency, and energy pricing. According to our climate-related scenario analysis, Steelcase textile, urethane foam, iron, steel, and glass suppliers are at greater risk from a transitional risk standpoint. We are supporting the related suppliers to prepare accordingly, which in turn reduces risk for Steelcase.
Technology	Relevant, always included	Technology, renewable energy, and changing energy markets are included in our risk assessments. We study the evolving landscape when we consider opportunities for additional renewable energy investments, contract for physical energy, explore new markets, and engage with policymakers. We strive to make energy affordable, reliable, and renewable, and technology is paramount to those goals.

Legal	Relevant, always included	We take our legal obligations seriously. If we fail to meet current or future regulations, we may face legal consequences such as significant fines or lawsuits. For example, European Union and Asia-Pacific countries where we operate have adopted regulations to restrict the use of certain chemicals (e.g., Registration, Evaluation, Authorisation and Restriction of Chemicals [REACh]), limit packaging (e.g., the EU Packaging and Packaging Waste Directive), encourage end-of-life services, limit the use of hazardous materials and reduce waste (e.g., the EU Restriction of Hazardous Substances [RoHS] Directive), and each has associated legal penalties for non-compliance.
Market	Relevant, always included	There are many elements of the market that Steelcase considers in our climate-related risk assessment. In terms of renewable energy markets, we study the changing landscape when we consider opportunities for additional renewable energy investments, contract for physical energy, explore new markets, and engage with policymakers. Through our advocacy efforts and work engaging policymakers, we respond to changing markets and influence markets. In terms of the office furniture market, we consider the risks of shifting market demand in product offerings and customer expectations. Examples include increased market demand for lower embodied carbon products, growing expectations for responsible conduct from stakeholders, increased operating costs for high carbon activities, and energy regulation and policies at the international, national, and state level. To address these shifts in the market, we have launched new products like Steelcase Flex Perch which is the first furniture product to reduce the use of fossil resources through CCycling™, an innovative process that transforms waste streams from electronics manufacturing into like-new raw material needed to produce high-quality products – reducing waste and reliance on carbon-intensive resources. Steelcase Flex Perch is 100% recyclable, made for circularity, and ultimately contributes to a system that recycles more effectively and productively for future applications. Additionally, Steelcase co-created Intersection fabric with Duvaltex, our long-time partner in creating sustainable materials. To produce this fabric, first, SEAQUAL INITIATIVE works with ocean clean-up programs to collect marine litter and turn it into Upcycled Marine Plastic, then into yarn. Duvaltex then weaves that SEAQUAL® YARN into Intersection fabric, using their proprietary Clean Impact Textiles™ technology. Duvaltex and Steelcase have a rich history of collaborating on groundbreaking sustainable materials. Together, we introduced a Cradle to Cradle™ certified product in 2005, and Loop to Loop in 2011, a material made using the first closed loop system for capturing and recycling textile waste back into first-quality goods. We also introduced the New Black textile collection in 2017, a bleach-cleanable material created entirely from Steelcase scrap fabric.
Reputation	Relevant, always included	The risk of damages to our reputation if we fail to adequately manage our impact on climate change could lead to loss of current and potential customers, unfavorable treatment by regulators, investors, and insurance companies, loss of interest and trust from current and potential employees, and other unwanted consequences. Failure to respond to climate risks threatens our competitive edge and reputational brand image as a sustainable company. For example, if we fail to meet our carbon reduction targets

		to which we have publicly committed, we may lose business, investments, and trust from customers, investors, and employees, respectively.
Acute physical	Relevant, always included	Our ERM Team and insurers take acute physical risks into consideration and continually invest in mitigation. For example, the risk of tornadoes and hurricanes in certain regions are closely monitored, and we respond by investing in our facilities and infrastructure such as replacing roofs, adding tornado shelters, and improving fire protection systems. Our climate-related scenario analysis identified low perceived physical vulnerability by suppliers, indicating either that suppliers feel secure that their current plans can mitigate the effects of physical climate risks in their operations, while others may be less aware of the acute physical risks they face. As a result, we are encouraging suppliers to undertake their own climate-related scenario analyses to ensure all are adequately prepared.
Chronic physical	Relevant, always included	The impacts of chronic physical risks are consistently included in our risk assessments. Shifts in chronic climate patterns such as sea level rise, water availability, heat waves, and a deviation from the typical annual average rainfall or temperature are risks that affect our people, operations, facilities, and supply chain. These chronic risks have the potential to be particularly disruptive to a large, interconnected company, as many supply chains are designed with efficiency rather than resiliency. As such, we encourage awareness and educate our suppliers – particularly those in vulnerable areas or those representing high-risk material groups as informed by our climate-related scenario analysis – to track their emissions, complete a climate-related scenario analysis, and implement extreme heat and storm resiliency measures accordingly.

C2.3

(C2.3) Have you identified any inherent climate-related risks with the potential to have a substantive financial or strategic impact on your business?

Yes

C2.3a

(C2.3a) Provide details of risks identified with the potential to have a substantive financial or strategic impact on your business.

Identifier

Risk 1

Where in the value chain does the risk driver occur?

Direct operations

Risk type & Primary climate-related risk driver

Emerging regulation

Carbon pricing mechanisms

Primary potential financial impact

Increased indirect (operating) costs

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Company-specific description

As we predict potential changes in policies and compliance expectations, the cost of traditional energy procurement may increase during the transition to a low-carbon economy. These cost changes may influence our operating expenses prior to transitioning to low-carbon energy alternatives. We are a global company with presence in North America, Europe, the Middle East, Africa and Asia Pacific regions. With direct operations and distribution capacities in more than 10 countries, a carbon tax from any of the countries or regions would have an impact on our indirect operating costs. Depending on the regulation and the region, the impact could vary. Because we have a large presence in west Michigan, we have been monitoring emerging regulations through engagement efforts with policymakers in west Michigan more closely.

Time horizon

Medium-term

Likelihood

More likely than not

Magnitude of impact

Medium

Are you able to provide a potential financial impact figure?

Yes, an estimated range

Potential financial impact figure (currency)

Potential financial impact figure – minimum (currency)

0

Potential financial impact figure – maximum (currency)

5,513,432

Explanation of financial impact figure

We are working to understand how markets will react to policies and expectations for low-carbon energy and have begun to develop preliminary financial metrics and adjust existing expectations in making the transition before costs increase drastically. Of the current carbon pricing proposals in the 117th Congress, the highest starting price is $59/mtCO2e. Under the current level of scope 1 and 2 emissions in the reporting year (93,448 mtCO2e), we estimate that the maximum financial impact to us in a year could be approximately $5.5 million. However, this figure is estimated and highly uncertain, and dependent upon regional application and relevance, and does not include scope 3 emissions.

Cost of response to risk

1,181,818

Description of response and explanation of cost calculation

We have set science-based targets for our company that are helping to reduce the impact of potential future carbon pricing policies as we reduce our emissions. This figure reflects the original planned investment in energy efficiency and additional large strategic projects in a given year within the target period, which was based on a set of recently completed projects. Energy efficiency projects enable us to harness the net benefits from our energy reductions and re-invest in further emission reductions. Additionally, we invest in renewable energy through the procurement of environmental attribute

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certificates and RECs from our virtual power purchase agreement (vPPA) and are beginning to invest in onsite renewable energy as we continue to monitor and protect against uncertainty in fossil fuel markets and carbon pricing.

Case study: As we began exploring energy efficiency projects to help us reach our science-based targets, we found that the paybacks for many of the projects were extending beyond our typical two-year payback expectation. In response, the Carbon Core Team proposed a rule that all carbon reduction projects could instead be subject to a four-year simple payback, which dramatically helped expedite the approval of related capital expenditures. The Carbon Oversight Committee subsequently approved the proposal. Still, we found that in Michigan – where our operations account for just over 50% of our footprint and thus where energy efficiency is most needed – the paybacks were often still exceeding the payback limit because we have contracted for particularly competitive energy prices in Michigan. In response, we began applying an internal shadow price on carbon (a key climate-related risk that we have identified) when evaluating capital expenditures on carbon reduction projects for our Michigan operations, which has enabled the increased implementation of energy efficiency projects where emissions reductions are most important for us. Because of the success of this shadow price in expediting the approval of energy efficiency projects, we are also evaluating the implementation of a regionally specific shadow price in all regions where we operate, with annual updates based on related external factors.

Comment

Identifier
Risk 2

Where in the value chain does the risk driver occur?
Direct operations

Risk type & Primary climate-related risk driver
Technology
Transitioning to lower emissions technology

Primary potential financial impact
Increased capital expenditures

Company-specific description
As we work to reduce our emissions by 50% by 2030 and to have 80% of our suppliers by emissions set their own science-based targets by 2025, we are investing in energy efficiency to make progress toward this target while also aware that certain manufacturing processes are currently technologically challenging and financially costly to decarbonize. As we continue to make progress against our commitments, we know the project opportunities will become fewer and the costs to pursue them will become more expensive. We have confidence that supportive federal policies and incentives and technological advancements will help to bring down these costs over time and provide the necessary opportunities for advancing our commitments.

Time horizon
Medium-term

Likelihood

Very likely

Magnitude of impact

Medium

Are you able to provide a potential financial impact figure?

Yes, an estimated range

Potential financial impact figure (currency)

Potential financial impact figure – minimum (currency)

0

Potential financial impact figure – maximum (currency)

198,824

Explanation of financial impact figure

With base year scope 1 and 2 emissions of 123,563 mtCO2e, we originally estimated that around 60% of the 50% emissions reductions needed during our 11-year target period would come from investment in energy efficiency and one or two large strategic projects such as major transitions to lower emissions technologies. This figure is an illustrative example of the financial impact of the risk of not implementing energy efficiency or strategic projects calculated by multiplying those projected emissions reduction opportunities (30% of baseline) in a given year in the target period by the $59/mtCO2e carbon price as referenced above.

Cost of response to risk

1,181,818

Description of response and explanation of cost calculation

In the context of our science-based targets, this figure reflects the original planned investment in energy efficiency and additional large strategic projects in a given year within the target period, which was based on a set of recently completed projects. Energy efficiency projects enable us to harness the net benefits from our energy reductions and re-invest in further emission reductions, reducing our overall exposure to this risk.

Case study: When we set our science-based targets, we knew it would involve increased levels of cross-functional collaboration across the company, requiring both structural and cultural change. First, we stood up the Carbon Oversight Committee and the Carbon Core Team with representatives from various business units. We then worked within these leadership teams to democratize the targets so that all employees would be empowered to drive important emissions reduction contributions. Because of the importance of Operations in implementing energy efficiency and other strategic projects, we focused much of the efforts there. We created a sustainability role based in Operations to drive these initiatives from within. We appointed "carbon reduction leaders" in each facility and set site-specific reduction targets, and then integrated those targets into the existing Lean Management System ("LMS") to identify opportunities and track performance through a system that was already central to Operations work. We created a suggestion box so that employees could submit ideas for efficiency projects, and we developed zone leader checklists and a CAPEX review tool to support the identification of efficiency

opportunities. All of these interventions helped democratize a critical portion of the target and has greatly supported the transition to more efficient and lower-emissions processes and technologies.

Comment

C2.4

(C2.4) Have you identified any climate-related opportunities with the potential to have a substantive financial or strategic impact on your business?

Yes

C2.4a

(C2.4a) Provide details of opportunities identified with the potential to have a substantive financial or strategic impact on your business.

Identifier

Opp1

Where in the value chain does the opportunity occur?

Direct operations

Opportunity type

Resource efficiency

Primary climate-related opportunity driver

Use of more efficient production and distribution processes

Primary potential financial impact

Reduced indirect (operating) costs

Company-specific description

We have set ambitious science-based targets to reduce our scope 1 and 2 emissions by 50% by 2030. Investing in energy efficiency and other low-carbon improvements at our facilities has been identified as a major opportunity that will not only help us reach the emissions reduction target, but also help reduce our spend on energy. As we reduce our scope 1 and 2 emissions, our use of market-based instruments to maintain our commitment to carbon neutrality also decreases, further reducing costs.

Time horizon

Medium-term

Likelihood

Virtually certain

Magnitude of impact

Medium

Are you able to provide a potential financial impact figure?

Yes, an estimated range

17

Potential financial impact figure (currency)

Potential financial impact figure – minimum (currency)
0

Potential financial impact figure – maximum (currency)
1,500,000

Explanation of financial impact figure
The financial impact of this opportunity is estimated through our anticipated annual reduction in energy to achieve our scope 1 and 2 science-based target (based on a set of recently completed energy efficiency projects), which reduces both spend on energy and spend on market-based environmental attribute certificates and carbon offsets used to maintain carbon neutrality. This illustrative example reflects a static assumption of these prices in the target period, while in reality, the costs of energy and market-based instruments are volatile, and this estimate reflects one range of possibilities.

Cost to realize opportunity
818,182

Strategy to realize opportunity and explanation of cost calculation
This figure reflects the original planned investment in energy efficiency in a given year within the target period, which was based on a set of recently completed projects.

Case study: When we set our science-based targets, we knew it would involve increased levels of cross-functional collaboration across the company, requiring both structural and cultural change. First, we stood up the Carbon Oversight Committee and the Carbon Core Team with representatives from various business units. We then worked within these leadership teams to democratize the targets so that all employees would be empowered to drive important emissions reduction contributions. Because of the importance of Operations in implementing energy efficiency and other strategic projects, we focused much of the efforts there. We created a sustainability role based in Operations to drive these initiatives from within. We appointed "carbon reduction leaders" in each facility and set site-specific reduction targets, and then integrated those targets into the existing Lean Management System to identify opportunities and track performance through a system that was already central to Operations work. We developed zone leader checklists and a CAPEX review tool to support the identification of efficiency opportunities. These interventions helped democratize a critical portion of the target and have greatly supported the transition to more efficient and lower-emissions processes and technologies.

Comment

C3. Business Strategy

C3.1

(C3.1) Does your organization's strategy include a climate transition plan that aligns with a 1.5°C world?

Row 1

Climate transition plan

No, but our strategy has been influenced by climate-related risks and opportunities, and we are developing a climate transition plan within two years

Explain why your organization does not have a climate transition plan that aligns with a 1.5°C world and any plans to develop one in the future

We set near-term science-based targets in 2020, committing to achieve a 50% reduction in our scope 1 and 2 emissions by 2030 from a 2019 baseline. This target is aligned with a 1.5°C world, and we are working to bring our absolute scope 3 targets into alignment with the recent updates to SBTi criteria as well. As described in the risks and opportunities section above, our sustainability strategy and overall corporate strategy have been influenced by climate-related risks and opportunities in the absence of a transition plan. Now, we are in the process of preparing a comprehensive 1.5°C-aligned transition plan and evaluating some of the major strategic elements that we have not yet pursued, such as a net-zero science-based target and an organization-wide climate-related scenario analysis. Within the next two years, we plan to make our transition plan public and will consider an appropriate feedback mechanism for shareholders, board members, and any other relevant stakeholders.

C3.2

(C3.2) Does your organization use climate-related scenario analysis to inform its strategy?

	Use of climate-related scenario analysis to inform strategy
Row 1	Yes, qualitative and quantitative

C3.2a

(C3.2a) Provide details of your organization's use of climate-related scenario analysis.

Climate-related scenario	Scenario analysis coverage	Temperature alignment of scenario	Parameters, assumptions, analytical choices
Physical climate scenarios RCP 2.6	Country/area		We selected Representative Concentration Pathway (RCP) 2.6 to represent a scenario in which emissions are strongly declining through aggressive mitigation – emissions halved by 2050 – and radiative forcing is limited to 2.6 W/m^2, such that global temperature rise is unlikely (0-33% probability) to exceed 2°C. In this initial analysis, we only assessed risks for our North American operations, suppliers, and customers. We used a time horizon extending to 2060 in the interest of utilizing the most comprehensive, complete, and updated data. Our main inputs for the scenario analysis included scope 1 and scope 2 emissions, as well as the most recent proposed climate legislation language on carbon pricing. We selected physical climate hazards based on TCFD recommendations and anything else deemed relevant to our business. Thus, the chronic hazards we selected included increased temperature and increased precipitation, while the acute hazards selected included storms, flooding, extreme heat, and winter weather.

			To assess transition risks, we used shared socioeconomic pathways (SSPs), which include variables such as population growth, economic growth per capita, human development, technological processes, fossil fuel resources, energy and resource intensity lifestyles, and global cooperation. For this scenario, we used SSP1, which corresponds to RCP 1.9 and RCP 2.5 and an average temperature increase between 1.4°C and 1.8°C above pre-industrial temperatures between 2081 and 2100. This "sustainable development" scenario, "Taking the Green Road," poses low challenges to mitigation and low challenges to adaptation. There is an emphasis on human well-being and global population peaks mid-century. Environmentally friendly technologies and renewable energy are ubiquitous. There are strong and flexible institutions on global, regional, and national level.
Physical climate scenarios RCP 6.0	Country/area		We selected RCP 6.0 to represent a scenario in which emissions are stabilized through some mitigation – peaking in 2060 then falling – and radiative forcing is limited to 6.0 W/m^2, such that the global temperature rise is likely (66-100% probability) to exceed 2°C. In this initial analysis, we only assessed risks for our North American operations, suppliers, and customers. We used a time horizon extending to 2060 in the interest of utilizing the most comprehensive, complete, and updated data. Our main inputs for the scenario analysis included scope 1 and scope 2 emissions, as well as the most recent proposed climate legislation language on carbon pricing. We selected physical climate hazards based on TCFD recommendations and anything else deemed relevant to our business. Thus, the chronic hazards we selected included increased temperature and increased precipitation, while the acute hazards selected included storms, flooding, extreme heat, and winter weather. To assess transition risks for this scenario, we used SSP3, which corresponds to RCP 4.5 and RCP 7.0 and an average temperature increase between 2.7°C and 3.6°C above pre-industrial temperatures between 2081 and 2100. This "regional rivalry" scenario, "A Rocky Road," poses high challenges to mitigation and high challenges to adaptation. Population growth continues with high growth in developing countries and an emphasis on national issues due to regional conflicts and nationalism. Economic development is slow and fossil fuel dependency is high. There are weak global institutions and little international trade.
Physical climate scenarios RCP 8.5	Country/area		We selected RCP 8.5 to represent a scenario in which emissions are increasing due to business-as-usual activity and radiative forcing reaches 8.5 W/m^2, such that global temperature rise is about as likely as not (33-66% probability) to exceed 4°C. In this initial analysis, we only assessed risks for our North American operations, suppliers, and customers. We used a time horizon

				extending to 2060 in the interest of utilizing the most comprehensive, complete, and updated data. Our main inputs for the scenario analysis included scope 1 and scope 2 emissions, as well as the most recent proposed climate legislation language on carbon pricing. We selected physical climate hazards based on TCFD recommendations and anything else deemed relevant to our business. Thus, the chronic hazards we selected included increased temperature and increased precipitation, while the acute hazards selected included storms, flooding, extreme heat, and winter weather. To assess transition risks for this scenario, we used SSP5, which corresponds to RCP 8.5 and an average temperature increase of 4.4°C above pre-industrial temperatures between 2081 and 2100. This "fossil-fueled development" scenario, "Taking the Highway," poses high challenges to mitigation and low challenges to adaptation. Global population peaks mid-century with an emphasis on economic growth and technological progress. Global adoption of resource and energy intensive lifestyles. There is an overall lack of environmental awareness.

C3.2b

(C3.2b) Provide details of the focal questions your organization seeks to address by using climate-related scenario analysis, and summarize the results with respect to these questions.

Row 1

Focal questions

Our focal questions for our climate-related scenario analysis included: What can Steelcase learn from climate-related scenario analysis? How, when, and to what degree will we be affected by physical and transition risks? How will our supply chain and customers be impacted? What current and future mitigation and adaptation efforts are being implemented in Steelcase's supply chain regarding climate risks? How should we respond to these risks and opportunities, and when?

To answer these focal questions and understand how our owned and operated facilities, customers, and suppliers may be impacted by varying climate futures, we utilized the Representative Concentration Pathways (RCP) scenarios. The Task Force on Climate-related Financial Disclosures recommends "companies identify and utilize a range of scenarios, including a 2°C scenario, that provide a reasonable diversity of potential future climate states." To ensure that our physical climate-related scenario analysis was aligned with these recommendations, we selected RCP 2.6, RCP 6.0 and RCP 8.5 to represent decreasing emissions, stabilizing emissions, and increasing emissions, respectively. Because RCPs do not include socioeconomic factors, companies are beginning to use Shared Socioeconomic Pathway (SSP) scenarios that incorporate socioeconomic factors to inform their climate transition risk. Thus, for the transition risks analysis, we selected SSP1, SSP3, and SSP5, which correspond with the three RCPs we selected, respectively.

Results of the climate-related scenario analysis with respect to the focal questions

We have conducted a preliminary climate-related scenario analysis which includes a physical risk assessment of Steelcase owned and operated facilities, suppliers, and customers, and a transitional risk assessment of the Steelcase business and key materials related to manufacturing our products. This initial analysis looked out to 2060 and encompassed North America, where the majority of our business is concentrated.

Our physical risk analysis using RCPs showed an increase in severity or frequency of tornadoes, hurricanes, wildfires, floods, and increased risks of extreme heat and water scarcity in regions where Steelcase and our suppliers operate. One finding was that the cost of energy usage increases in all scenarios due to an increased number of extreme heat days leading to a greater energy demand to cool facilities. This finding further drives our efforts to maximize energy efficiency and expand our onsite renewable energy. Moreover, the results suggest that we should encourage suppliers to conduct their own risk analyses and to implement similar mitigation and adaptation strategies in response. Indeed, we work closely with our suppliers to support their journey to measure their emissions, assess their climate-related risks and opportunities, and set their own science-based targets.

Our transition risk analysis using SSPs showed that market, policy, technology, and reputation risks for Steelcase vary across each SSP, but that the cumulative risks are comparable. SSP1, for example, highlights the importance of circular economy, given increasing consumer sustainability requirements and a high focus on green policies. Even today, we are working to expand our circular economy offerings partly in response to increased customer demand for such solutions.

Finally, our key materials risk assessment using SSPs highlighted the greatest material input risks for Steelcase. The results of this piece of the analysis continue to inform our supplier engagement program, indicating a clear need to support suppliers in tracking their emissions and setting science-based targets.

Overall, we have incorporated the results of these analyses into our risk management processes, provided visibility to senior leadership and the Board, and are pursuing key responses, such as advancing our circular economy offerings and installing onsite renewable energy generation. We plan to improve upon this analysis by undertaking a more comprehensive analysis that is company-wide, covers several key time horizons, and includes additional hazards such as sea level rise, ocean acidification, and decreased availability of fresh water. We will provide updated results to leadership and make subsequent recommendations for integration into corporate strategy and financial planning.

C3.3

(C3.3) Describe where and how climate-related risks and opportunities have influenced your strategy.

	Have climate-related risks and opportunities influenced your strategy in this area?	Description of influence
Products and services	Yes	Complementary to our corporate climate change mitigation strategy is an aligned product-level strategy. The growing demand from customers for transparency and low embodied carbon and carbon neutral products (identified through direct customer engagements as well as in our

		analysis of climate-related risks and opportunities) have influenced our strategy in product and service offerings. For example, third-party critically reviewed embodied carbon and embodied energy data is publicly available for products for which an active Life Cycle Assessment (LCA) and Environmental Product Declaration (EPD) has been completed. We have recently invested in expanding the number of EPDs available, now covering a third of product sales globally. EPDs enable us to apply the full cradle-to-grave life cycle approach to our product management and to analyze climate-risks associated with materials, production processes, packaging, and end-of-life management. Steelcase also discloses embodied carbon and embodied energy for products listed on the Origin.Build platform. While these represent cradle-to-gate calculations (as defined by LCA boundaries in accordance with ISO 14040 series of standards), and not the full life cycle of the product, the cradle-to-gate calculations are performed using the same third-party methodology and coefficients as standardized for the full, independently-verified LCAs of Steelcase products. These figures are now available for 312 products in the Americas (98% of FY23 sales), and for 60 products in Europe, the Middle East and Africa markets (just over 60% of FY23 sales). Moreover, to meet customer demand for carbon neutral products, we launched our first product with a CarbonNeutral® product certification in 2022 and in mid-2023, we extended the CarbonNeutral® offering to encompass all seven of our top task-seating products. Simultaneously, we have stood up a cross-functional team to identify and implement opportunities to directly reduce the embodied carbon of these products. We have also developed a Sustainable Design Framework and achieved a goal to incorporate the Framework into all new Steelcase brand products by 2023. Now, we are developing a new set of internal and external goals to achieve greater impact. We began this comprehensive strategy in 2020 and anticipate continuing the effort at least through 2030.
Supply chain and/or value chain	Yes	As part our climate change mitigation strategy, we set a science-based target to engage 80% of our suppliers by emissions from upstream purchased goods and services and transportation and distribution activities to set their own science-based targets by 2025. The preliminary results of our climate scenario analysis have strengthened our dedication to this initiative by highlighting the physical and transition risks within our supply chain and our suppliers' sometimes limited perceptions of and responses to those risks. As part of our supplier engagement program, we have developed tools and opportunities that allow us to gather data from our suppliers and to educate, engage, and empower our suppliers to set their own science-based targets. The official target period is from 2020 to 2025, but we anticipate continuing supplier engagement beyond this period.

Investment in R&D	Yes		Climate-related risks and opportunities have been considered among other factors in our R&D decisions. For example, as customer demand for low-emission products increases, we are exploring innovative ways to reduce embodied carbon in our products through new designs and innovative materials. We recently achieved and retired a goal to incorporate our Sustainable Design Framework into all new Steelcase brand products by 2023, and we are now developing a new set of internal and external goals to achieve greater impact. We began this comprehensive strategy in 2020 and anticipate continuing the effort at least through 2030. Additionally, to better protect us against production disruptions in manufacturing (e.g., physical damage to properties due to severe weather events), we have invested in an innovative production system that allows us to easily move a production line from one location to another. Improving operational resiliency is an ongoing strategic priority through 2030 and beyond.
Operations	Yes		We have evaluated the climate-related risk of increased operational costs for our company. One example identified by our climate-related scenario analysis is examining what it will mean to our business if a carbon fee is implemented. For example, a carbon price of $60/ton would translate to an incremental operational cost in the millions per year for direct Steelcase operations. This helped drive the strategic decision to commit to reducing our absolute scope 1 and 2 emissions by 50% by 2030 through the setting of science-based targets and becoming operationally carbon neutral in 2020. As part of this commitment, we have established a Carbon Oversight Committee comprised of senior leadership from across the organization and a cross-functional Carbon Core Team that works to implement the targets. We've also expanded return on investment (ROI) expectations to better fit anticipated energy efficiency project schedules and longer-term investment profiles and are exploring investments in onsite renewable energy projects for top-emitting facilities. The time horizon for this strategy is from 2020 to 2030.

C3.4

(C3.4) Describe where and how climate-related risks and opportunities have influenced your financial planning.

	Financial planning elements that have been influenced	**Description of influence**
Row 1	Revenues Direct costs Indirect costs Capital expenditures Acquisitions and divestments Access to capital	Climate-related risks and opportunities have influenced our financial planning across the short-, medium-, and long-term time horizons in several ways. First, with growing customer awareness and demand around climate change and ESG, we believe that our efforts in managing climate-related risks and opportunities give us a competitive advantage that will increase our revenue streams. More specifically, customer demands have influenced our strategy to set science-based targets to reduce scope 1 and 2 emissions by 50% by 2030, and therefore influenced our financial planning

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| Assets | processes to reach this target. For example, we have dedicated capital resources to discover emissions reduction opportunities in our highest emitting facilities through energy audits and planned for increased capital expenditure on these projects as well as onsite renewable energy opportunities, which reduce our spend on energy, a key indirect cost in our business. Simultaneously, as we work to reduce the embodied carbon of our products partially in response to this same customer demand, our direct material costs may be impacted. Our financial planning associated with mergers and acquisitions also incorporates climate risks and opportunities through the thorough evaluation of properties, processes, and associated emissions to evaluate their potential impact on our carbon goals. Additionally, our ERM Team considers a range of climate risks to inform how we budget for large capital investments needed to mitigate physical risks such as tornadoes, flooding, and storms. With respect to access to capital, investors are increasingly looking to ESG performance, which is one element that informs our ESG strategy. We also consider the climate and carbon impacts of our assets; for example, we announced the disposition of our customer aviation department in the reporting year, a decision which significantly reduces our scope 1 emissions.

Case study: One major climate-related opportunity for our company is energy efficiency and other low-carbon investments in pursuit of our science-based targets, which simultaneously reduces our use of and spend on market-based offsetting instruments. As we began exploring these projects more, we found that the paybacks for many of the projects were extending beyond our typical two-year payback expectation. In response, the Carbon Core Team proposed a rule that all carbon reduction projects could instead be subject to a four-year simple payback, which dramatically helped expedite the approval of related capital expenditures. The Carbon Oversight Committee subsequently approved the proposal. Still, we found that in Michigan – where our operations account for just over 50% of our footprint and thus where energy efficiency is most needed – the paybacks were often still exceeding the payback limit because we have contracted for particularly competitive energy prices in Michigan. In response, we began applying an internal shadow price on carbon (a key climate-related risk that we have identified) when evaluating capital expenditures on carbon reduction projects for our Michigan operations, which has enabled the increased implementation of energy efficiency projects where emissions reductions are most important for us. Because of the success of this shadow price in expediting the approval of energy efficiency projects, we are also evaluating the implementation of a regionally specific shadow price in all regions where we operate, with annual updates based on related external factors. |
|---|---|

C3.5

(C3.5) In your organization's financial accounting, do you identify spending/revenue that is aligned with your organization's climate transition?

	Identification of spending/revenue that is aligned with your organization's climate transition
Row 1	No, but we plan to in the next two years

C4. Targets and performance

C4.1

(C4.1) Did you have an emissions target that was active in the reporting year?
Absolute target

C4.1a

(C4.1a) Provide details of your absolute emissions target(s) and progress made against those targets.

Target reference number
Abs 1

Is this a science-based target?
Yes, and this target has been approved by the Science Based Targets initiative

Target ambition
1.5°C aligned

Year target was set
2020

Target coverage
Company-wide

Scope(s)
Scope 1
Scope 2

Scope 2 accounting method
Location-based

Scope 3 category(ies)

Base year
2019

Base year Scope 1 emissions covered by target (metric tons CO2e)
47,048

Base year Scope 2 emissions covered by target (metric tons CO2e)
76,515

Base year Scope 3, Category 1: Purchased goods and services emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 2: Capital goods emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 4: Upstream transportation and distribution emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 5: Waste generated in operations emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 6: Business travel emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 7: Employee commuting emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 8: Upstream leased assets emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 9: Downstream transportation and distribution emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 10: Processing of sold products emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 11: Use of sold products emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 12: End-of-life treatment of sold products emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 13: Downstream leased assets emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 14: Franchises emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 15: Investments emissions covered by target (metric tons CO2e)

Base year Scope 3, Other (upstream) emissions covered by target (metric tons CO2e)

Base year Scope 3, Other (downstream) emissions covered by target (metric tons CO2e)

Base year total Scope 3 emissions covered by target (metric tons CO2e)

Total base year emissions covered by target in all selected Scopes (metric tons CO2e)
123,563

Base year Scope 1 emissions covered by target as % of total base year emissions in Scope 1
100

Base year Scope 2 emissions covered by target as % of total base year emissions in Scope 2
100

Base year Scope 3, Category 1: Purchased goods and services emissions covered by target as % of total base year emissions in Scope 3, Category 1: Purchased goods and services (metric tons CO2e)

Base year Scope 3, Category 2: Capital goods emissions covered by target as % of total base year emissions in Scope 3, Category 2: Capital goods (metric tons CO2e)

Base year Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions covered by target as % of total base year emissions in Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) (metric tons CO2e)

Base year Scope 3, Category 4: Upstream transportation and distribution covered by target as % of total base year emissions in Scope 3, Category 4: Upstream transportation and distribution (metric tons CO2e)

Base year Scope 3, Category 5: Waste generated in operations emissions covered by target as % of total base year emissions in Scope 3, Category 5: Waste generated in operations (metric tons CO2e)

Base year Scope 3, Category 6: Business travel emissions covered by target as % of total base year emissions in Scope 3, Category 6: Business travel (metric tons CO2e)

Base year Scope 3, Category 7: Employee commuting covered by target as % of total base year emissions in Scope 3, Category 7: Employee commuting (metric tons CO2e)

Base year Scope 3, Category 8: Upstream leased assets emissions covered by target as % of total base year emissions in Scope 3, Category 8: Upstream leased assets (metric tons CO2e)

Base year Scope 3, Category 9: Downstream transportation and distribution emissions covered by target as % of total base year emissions in Scope 3, Category 9: Downstream transportation and distribution (metric tons CO2e)

Base year Scope 3, Category 10: Processing of sold products emissions covered by target as % of total base year emissions in Scope 3, Category 10: Processing of sold products (metric tons CO2e)

Base year Scope 3, Category 11: Use of sold products emissions covered by target as % of total base year emissions in Scope 3, Category 11: Use of sold products (metric tons CO2e)

Base year Scope 3, Category 12: End-of-life treatment of sold products emissions covered by target as % of total base year emissions in Scope 3, Category 12: End-of-life treatment of sold products (metric tons CO2e)

Base year Scope 3, Category 13: Downstream leased assets emissions covered by target as % of total base year emissions in Scope 3, Category 13: Downstream leased assets (metric tons CO2e)

Base year Scope 3, Category 14: Franchises emissions covered by target as % of total base year emissions in Scope 3, Category 14: Franchises (metric tons CO2e)

Base year Scope 3, Category 15: Investments emissions covered by target as % of total base year emissions in Scope 3, Category 15: Investments (metric tons CO2e)

Base year Scope 3, Other (upstream) emissions covered by target as % of total base year emissions in Scope 3, Other (upstream) (metric tons CO2e)

Base year Scope 3, Other (downstream) emissions covered by target as % of total base year emissions in Scope 3, Other (downstream) (metric tons CO2e)

Base year total Scope 3 emissions covered by target as % of total base year emissions in Scope 3 (in all Scope 3 categories)

Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes
100

Target year
2030

Targeted reduction from base year (%)
50

Total emissions in target year covered by target in all selected Scopes (metric tons CO2e) [auto-calculated]
61,781.5

Scope 1 emissions in reporting year covered by target (metric tons CO2e)
36,134

Scope 2 emissions in reporting year covered by target (metric tons CO2e)
57,314

Scope 3, Category 1: Purchased goods and services emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 2: Capital goods emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 4: Upstream transportation and distribution emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 5: Waste generated in operations emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 6: Business travel emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 7: Employee commuting emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 8: Upstream leased assets emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 9: Downstream transportation and distribution emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 10: Processing of sold products emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 11: Use of sold products emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 12: End-of-life treatment of sold products emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 13: Downstream leased assets emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 14: Franchises emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 15: Investments emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Other (upstream) emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Other (downstream) emissions in reporting year covered by target (metric tons CO2e)

Total Scope 3 emissions in reporting year covered by target (metric tons CO2e)

Total emissions in reporting year covered by target in all selected scopes (metric tons CO2e)
93,448

Does this target cover any land-related emissions?

No, it does not cover any land-related emissions (e.g. non-FLAG SBT)

% of target achieved relative to base year [auto-calculated]

48.7443652226

Target status in reporting year

Underway

Please explain target coverage and identify any exclusions

This target was approved as science-based under the 1.5˚C trajectory by the Science Based Targets initiative in August of 2020. The target base year is fiscal year 2020 (FY20), which covers March 2019 through February 2020. Target year is fiscal year 2031 (FY31), which covers March 2030 through February 2031.

Plan for achieving target, and progress made to the end of the reporting year

We continue to see significant decreases in our generated scope 1 and 2 emissions when compared to base year levels. As the global demand for furniture increases and production continues to rise, we remain committed to pursuing a variety of energy efficiency projects at our plants and in our office buildings to help us keep our emissions low. We are also considering additional on-site renewable energy options for our top emitting facilities. While progress against this target has historically been logarithmic, we plan to implement the most cost-effective projects to improve energy efficiency and we anticipate a variable rate of progress going forward.

Over the past fiscal year, we completed the installation of 76 solar panels and a combined heat and power (CHP) system at our Rosenheim facility, to deliver approximately 50% of the power requirements. At our Kentwood Plant, four lasers and three other pieces of equipment were replaced by three new, much more efficient lasers. Not only are we expecting to save over 700,000 kWh annually in energy and over 350 mtCO2e, but Steelcase was also awarded $60k in energy efficiency rebates from Consumers Energy for the equipment upgrades we made.

List the emissions reduction initiatives which contributed most to achieving this target

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Target reference number

Abs 2

Is this a science-based target?

Yes, and this target has been approved by the Science Based Targets initiative

Target ambition

2°C aligned

Year target was set

2020

Target coverage

Company-wide

Scope(s)

Scope 3

Scope 2 accounting method

Scope 3 category(ies)
Category 5: Waste generated in operations

Base year
2019

Base year Scope 1 emissions covered by target (metric tons CO2e)

Base year Scope 2 emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 1: Purchased goods and services emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 2: Capital goods emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 4: Upstream transportation and distribution emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 5: Waste generated in operations emissions covered by target (metric tons CO2e)
8,355

Base year Scope 3, Category 6: Business travel emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 7: Employee commuting emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 8: Upstream leased assets emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 9: Downstream transportation and distribution emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 10: Processing of sold products emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 11: Use of sold products emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 12: End-of-life treatment of sold products emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 13: Downstream leased assets emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 14: Franchises emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 15: Investments emissions covered by target (metric tons CO2e)

Base year Scope 3, Other (upstream) emissions covered by target (metric tons CO2e)

Base year Scope 3, Other (downstream) emissions covered by target (metric tons CO2e)

Base year total Scope 3 emissions covered by target (metric tons CO2e)
8,355

Total base year emissions covered by target in all selected Scopes (metric tons CO2e)
8,355

Base year Scope 1 emissions covered by target as % of total base year emissions in Scope 1

Base year Scope 2 emissions covered by target as % of total base year emissions in Scope 2

Base year Scope 3, Category 1: Purchased goods and services emissions covered by target as % of total base year emissions in Scope 3, Category 1: Purchased goods and services (metric tons CO2e)

Base year Scope 3, Category 2: Capital goods emissions covered by target as % of total base year emissions in Scope 3, Category 2: Capital goods (metric tons CO2e)

Base year Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions covered by target as % of total base year emissions in Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) (metric tons CO2e)

Base year Scope 3, Category 4: Upstream transportation and distribution covered by target as % of total base year emissions in Scope 3, Category 4: Upstream transportation and distribution (metric tons CO2e)

Base year Scope 3, Category 5: Waste generated in operations emissions covered by target as % of total base year emissions in Scope 3, Category 5: Waste generated in operations (metric tons CO2e)

100

Base year Scope 3, Category 6: Business travel emissions covered by target as % of total base year emissions in Scope 3, Category 6: Business travel (metric tons CO2e)

Base year Scope 3, Category 7: Employee commuting covered by target as % of total base year emissions in Scope 3, Category 7: Employee commuting (metric tons CO2e)

Base year Scope 3, Category 8: Upstream leased assets emissions covered by target as % of total base year emissions in Scope 3, Category 8: Upstream leased assets (metric tons CO2e)

Base year Scope 3, Category 9: Downstream transportation and distribution emissions covered by target as % of total base year emissions in Scope 3, Category 9: Downstream transportation and distribution (metric tons CO2e)

Base year Scope 3, Category 10: Processing of sold products emissions covered by target as % of total base year emissions in Scope 3, Category 10: Processing of sold products (metric tons CO2e)

Base year Scope 3, Category 11: Use of sold products emissions covered by target as % of total base year emissions in Scope 3, Category 11: Use of sold products (metric tons CO2e)

Base year Scope 3, Category 12: End-of-life treatment of sold products emissions covered by target as % of total base year emissions in Scope 3, Category 12: End-of-life treatment of sold products (metric tons CO2e)

Base year Scope 3, Category 13: Downstream leased assets emissions covered by target as % of total base year emissions in Scope 3, Category 13: Downstream leased assets (metric tons CO2e)

Base year Scope 3, Category 14: Franchises emissions covered by target as % of total base year emissions in Scope 3, Category 14: Franchises (metric tons CO2e)

Base year Scope 3, Category 15: Investments emissions covered by target as % of total base year emissions in Scope 3, Category 15: Investments (metric tons CO2e)

Base year Scope 3, Other (upstream) emissions covered by target as % of total base year emissions in Scope 3, Other (upstream) (metric tons CO2e)

Base year Scope 3, Other (downstream) emissions covered by target as % of total base year emissions in Scope 3, Other (downstream) (metric tons CO2e)

Base year total Scope 3 emissions covered by target as % of total base year emissions in Scope 3 (in all Scope 3 categories)
1

Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes
1

Target year
2030

Targeted reduction from base year (%)
14

Total emissions in target year covered by target in all selected Scopes (metric tons CO2e) [auto-calculated]
7,185.3

Scope 1 emissions in reporting year covered by target (metric tons CO2e)

Scope 2 emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 1: Purchased goods and services emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 2: Capital goods emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 4: Upstream transportation and distribution emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 5: Waste generated in operations emissions in reporting year covered by target (metric tons CO2e)
6,422

Scope 3, Category 6: Business travel emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 7: Employee commuting emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 8: Upstream leased assets emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 9: Downstream transportation and distribution emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 10: Processing of sold products emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 11: Use of sold products emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 12: End-of-life treatment of sold products emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 13: Downstream leased assets emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 14: Franchises emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 15: Investments emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Other (upstream) emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Other (downstream) emissions in reporting year covered by target (metric tons CO2e)

Total Scope 3 emissions in reporting year covered by target (metric tons CO2e)

6,422

Total emissions in reporting year covered by target in all selected scopes (metric tons CO2e)

6,422

Does this target cover any land-related emissions?

No, it does not cover any land-related emissions (e.g. non-FLAG SBT)

% of target achieved relative to base year [auto-calculated]

165.2560485595

Target status in reporting year

Underway

Please explain target coverage and identify any exclusions

This target was approved as science-based under the 2˚C trajectory by the Science Based Targets initiative in August of 2020. The base year is fiscal year 2020 (FY20), which covers March 2019 through February 2020. The target year is fiscal year 2031 (FY31), which covers March 2030 through February 2031.

Plan for achieving target, and progress made to the end of the reporting year

At Steelcase, the volume of waste generated in operations is directly correlated to production volumes, acquisitions, and insourcing activities, therefore we anticipate future progress against this target to be variable. Understanding this variability, we are focused on best practices to reduce total scrap for our highest value and carbon intensive commodities, such as wood and steel. Through improving technology and adding visibility to the processes, including optimizing processes and systems to track and reduce scrap globally, we are making continuous improvements to the manufacturing process to better utilize our resources and reduce carbon impacts, even amid business variability. For example, by focusing on scrap reduction best practices, within the past year, the Kentwood Manufacturing Plant has reduced scrap steel by 4% with similar production volumes. We are working to scale scrap tracking and reduction best practices at our U.S. and Mexico facilities over the next fiscal year and will expand the program to our EMEA and APAC sites in FY25.

The increase in emissions from our previous reporting year may be due to insourcing activities and process improvements to reduce complexities within our manufacturing processes. Steelcase has identified and implemented insourcing strategies to reduce costs and improve sourcing efficiencies within our supply chain. While these efforts are expected to reduce overall waste by gaining better

process efficiencies, initially they have led to temporary increases in waste at almost every plant when compared to previous years. We also have a strategic corporate initiative underway to reduce complexities and improve efficiencies within our manufacturing processes, which has driven large inventory reductions. While these efforts will eventually result in leaner manufacturing and waste reduction, it has temporarily increased our waste output.

List the emissions reduction initiatives which contributed most to achieving this target

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Target reference number

Abs 3

Is this a science-based target?

Yes, and this target has been approved by the Science Based Targets initiative

Target ambition

2°C aligned

Year target was set

2020

Target coverage

Company-wide

Scope(s)

Scope 3

Scope 2 accounting method

Scope 3 category(ies)

Category 6: Business travel

Base year

2019

Base year Scope 1 emissions covered by target (metric tons CO2e)

Base year Scope 2 emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 1: Purchased goods and services emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 2: Capital goods emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 4: Upstream transportation and distribution emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 5: Waste generated in operations emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 6: Business travel emissions covered by target (metric tons CO2e)
16,146

Base year Scope 3, Category 7: Employee commuting emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 8: Upstream leased assets emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 9: Downstream transportation and distribution emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 10: Processing of sold products emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 11: Use of sold products emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 12: End-of-life treatment of sold products emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 13: Downstream leased assets emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 14: Franchises emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 15: Investments emissions covered by target (metric tons CO2e)

Base year Scope 3, Other (upstream) emissions covered by target (metric tons CO2e)

Base year Scope 3, Other (downstream) emissions covered by target (metric tons CO2e)

Base year total Scope 3 emissions covered by target (metric tons CO2e)
16,146

Total base year emissions covered by target in all selected Scopes (metric tons CO2e)
16,146

Base year Scope 1 emissions covered by target as % of total base year emissions in Scope 1

Base year Scope 2 emissions covered by target as % of total base year emissions in Scope 2

Base year Scope 3, Category 1: Purchased goods and services emissions covered by target as % of total base year emissions in Scope 3, Category 1: Purchased goods and services (metric tons CO2e)

Base year Scope 3, Category 2: Capital goods emissions covered by target as % of total base year emissions in Scope 3, Category 2: Capital goods (metric tons CO2e)

Base year Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions covered by target as % of total base year emissions in Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) (metric tons CO2e)

Base year Scope 3, Category 4: Upstream transportation and distribution covered by target as % of total base year emissions in Scope 3, Category 4: Upstream transportation and distribution (metric tons CO2e)

Base year Scope 3, Category 5: Waste generated in operations emissions covered by target as % of total base year emissions in Scope 3, Category 5: Waste generated in operations (metric tons CO2e)

Base year Scope 3, Category 6: Business travel emissions covered by target as % of total base year emissions in Scope 3, Category 6: Business travel (metric tons CO2e)
100

Base year Scope 3, Category 7: Employee commuting covered by target as % of total base year emissions in Scope 3, Category 7: Employee commuting (metric tons CO2e)

Base year Scope 3, Category 8: Upstream leased assets emissions covered by target as % of total base year emissions in Scope 3, Category 8: Upstream leased assets (metric tons CO2e)

Base year Scope 3, Category 9: Downstream transportation and distribution emissions covered by target as % of total base year emissions in Scope 3, Category 9: Downstream transportation and distribution (metric tons CO2e)

Base year Scope 3, Category 10: Processing of sold products emissions covered by target as % of total base year emissions in Scope 3, Category 10: Processing of sold products (metric tons CO2e)

Base year Scope 3, Category 11: Use of sold products emissions covered by target as % of total base year emissions in Scope 3, Category 11: Use of sold products (metric tons CO2e)

Base year Scope 3, Category 12: End-of-life treatment of sold products emissions covered by target as % of total base year emissions in Scope 3, Category 12: End-of-life treatment of sold products (metric tons CO2e)

Base year Scope 3, Category 13: Downstream leased assets emissions covered by target as % of total base year emissions in Scope 3, Category 13: Downstream leased assets (metric tons CO2e)

Base year Scope 3, Category 14: Franchises emissions covered by target as % of total base year emissions in Scope 3, Category 14: Franchises (metric tons CO2e)

Base year Scope 3, Category 15: Investments emissions covered by target as % of total base year emissions in Scope 3, Category 15: Investments (metric tons CO2e)

Base year Scope 3, Other (upstream) emissions covered by target as % of total base year emissions in Scope 3, Other (upstream) (metric tons CO2e)

Base year Scope 3, Other (downstream) emissions covered by target as % of total base year emissions in Scope 3, Other (downstream) (metric tons CO2e)

Base year total Scope 3 emissions covered by target as % of total base year emissions in Scope 3 (in all Scope 3 categories)

2

Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes

2

Target year

2030

Targeted reduction from base year (%)

14

Total emissions in target year covered by target in all selected Scopes (metric tons CO2e) [auto-calculated]

13,885.56

Scope 1 emissions in reporting year covered by target (metric tons CO2e)

Scope 2 emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 1: Purchased goods and services emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 2: Capital goods emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 4: Upstream transportation and distribution emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 5: Waste generated in operations emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 6: Business travel emissions in reporting year covered by target (metric tons CO2e)

4,503

Scope 3, Category 7: Employee commuting emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 8: Upstream leased assets emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 9: Downstream transportation and distribution emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 10: Processing of sold products emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 11: Use of sold products emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 12: End-of-life treatment of sold products emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 13: Downstream leased assets emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 14: Franchises emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 15: Investments emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Other (upstream) emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Other (downstream) emissions in reporting year covered by target (metric tons CO2e)

Total Scope 3 emissions in reporting year covered by target (metric tons CO2e)
    4,503

Total emissions in reporting year covered by target in all selected scopes (metric tons CO2e)
    4,503

Does this target cover any land-related emissions?
    No, it does not cover any land-related emissions (e.g. non-FLAG SBT)

% of target achieved relative to base year [auto-calculated]
    515.0767107289

Target status in reporting year

Underway

Please explain target coverage and identify any exclusions

This target was approved as science-based under the 2°C trajectory by the Science Based Targets initiative in August of 2020. The base year is fiscal year 2020 (FY20), which covers March 2019 through February 2020. The target year is fiscal year 2031 (FY31), which covers March 2030 through February 2031.

Plan for achieving target, and progress made to the end of the reporting year

Although business travel has begun to increase again in the last two reporting years after an initial significant decline due to the COVID-19 pandemic, we do not foresee it returning fully to our pre-pandemic baseline levels. This has resulted in logarithmic progress, where our fastest reduction was early in the target timeframe. To continue to ensure sustained emissions reductions, we are engaging the organization to consider sustainability and emissions alongside other travel considerations like cost and safety.

In the reporting year, the Sustainability Team worked with the Global Travel and Expense Team to incorporate expanded sustainability language and guidance in our Travel + Expense Policy, Travel + Expense Best Practices, and traveler training presentation. The collective guidance aims to ensure all travelers are informed of our target to reduce emissions associated with business travel and provide education and tips on considering the emissions impact of business travel. We have also planned a series of related topics to be covered on our internal blog to further educate and empower our travelers. Topics covered will include understanding booking choices that impact flight emissions, assessing the sustainability of our travel partners, and preparing for an electric vehicle rental car for business travel, to name a few. Moreover, this reporting year, we began partnering with a new travel management company which allows for real-time carbon data visibility and displays comparative emissions for flight options when travelers are in the booking process. We also participated in the beta testing for a new feature that prompts travelers searching for flights to consider comparable train routes that may significantly reduce cost and emissions while increasing comfort. Altogether, this data empowers our employees to make more informed business travel decisions regarding sustainability and impacts on our target. Finally, at a broader level, the pandemic caused a greater demand for and shift towards remote and hybrid working practices, and in response, Steelcase has positioned itself as a leader in providing hybrid work solutions. We expect that our expertise in this area will enable not only our own business travel emissions reductions in the years ahead, but those of our customers as well.

List the emissions reduction initiatives which contributed most to achieving this target

C4.2

(C4.2) Did you have any other climate-related targets that were active in the reporting year?

Target(s) to increase low-carbon energy consumption or production

Other climate-related target(s)

C4.2a

(C4.2a) Provide details of your target(s) to increase low-carbon energy consumption or production.

Target reference number

Low 1

Year target was set

2014

Target coverage

Company-wide

Target type: energy carrier

Electricity

Target type: activity

Consumption

Target type: energy source

Renewable energy source(s) only

Base year

2023

Consumption or production of selected energy carrier in base year (MWh)

121,908

% share of low-carbon or renewable energy in base year

0

Target year

2023

% share of low-carbon or renewable energy in target year

100

% share of low-carbon or renewable energy in reporting year

100

% of target achieved relative to base year [auto-calculated]

100

Target status in reporting year

Achieved

Is this target part of an emissions target?

No, our RE100 target is not formally associated with our science-based emissions targets.

Is this target part of an overarching initiative?

RE100

Please explain target coverage and identify any exclusions

Through our RE100 target, we commit to annually procuring renewable energy equivalent to 100% of our global electricity consumption according to the organizational boundary and financial control

approach that we use for both greenhouse gas calculations and financial reporting. This target is on a fiscal year basis. Steelcase FY23 ran from March 1, 2022 through February 28, 2023. Because we joined RE100 in 2014, our target applies to purchased electricity only. We have met this target consistently since 2014, and in the reporting year, we consider it achieved.

Plan for achieving target, and progress made to the end of the reporting year

List the actions which contributed most to achieving this target

Since 2014 when we joined RE100, Steelcase has invested in energy attribute certificates (EACs) equivalent to 100% of our global electricity consumption, which means that we purchase EACs in every region in which we operate. In 2016, we embarked on a 12-year power purchase agreement (PPA) with Apex Clean Energy for a 25 megawatt wind power project in the United States, where the majority of our energy consumption and associated emissions are concentrated. This investment makes up nearly half of Steelcase's renewable energy purchases, directly supported the construction of a new clean energy facility, and further diversified the company's renewable energy portfolio.

C4.2b

(C4.2b) Provide details of any other climate-related targets, including methane reduction targets.

Target reference number
Oth 1

Year target was set
2020

Target coverage
Company-wide

Target type: absolute or intensity
Absolute

Target type: category & Metric (target numerator if reporting an intensity target)
Engagement with suppliers
Percentage of suppliers (by emissions) with a science-based target

Target denominator (intensity targets only)

Base year
2019

Figure or percentage in base year
0

Target year
2025

Figure or percentage in target year

80

Figure or percentage in reporting year

5

% of target achieved relative to base year [auto-calculated]

6.25

Target status in reporting year

Underway

Is this target part of an emissions target?

No

Is this target part of an overarching initiative?

Science Based Targets initiative – approved supplier engagement target

Please explain target coverage and identify any exclusions

We are engaging 80% of our suppliers by emissions from upstream purchased goods and services and transportation and distribution to set science-based targets by 2025. Our services suppliers were excluded from our engagement because we believe our direct material suppliers have a higher emissions impact than our service suppliers and their proportion of spend was negligible compared to our direct material purchases.

This target was approved as science-based under the 1.5°C trajectory by the Science Based Targets initiative in August of 2020. The base year is fiscal year 2020 (FY20), which covers March 2019 through February 2020. The target year is fiscal year 2031 (FY31), which covers March 2030 through February 2031.

Plan for achieving target, and progress made to the end of the reporting year

To support Steelcase suppliers in setting their own science-based targets, we continue to offer an engagement series comprised of webinars to discuss key target setting topics, workshops to dive deep into the principles of greenhouse gas accounting, and Question & Answer sessions to help suppliers overcome obstacles and share ideas among peers. We distribute a quarterly newsletter to invite suppliers to our events, highlight suppliers who have set targets, and deliver important announcements and resources.

To date, 5% of suppliers by emissions have set science-based targets. While this progress may seem minimal, we feel that we are on track as we anticipated slow adoption of this request in the initial years as suppliers become accustomed to measuring their own emissions. We believe that our training content, willingness to meet one-on-one with suppliers, and our tailored guidance has contributed most toward the progress we've seen thus far.

In the coming year, we will have a strong emphasis on encouraging larger suppliers (as defined by SBTi) to formally commit to SBTi. We are also working to identify additional incentives to encourage supplier participation in this initiative, such as providing marketing opportunities for suppliers who set targets.

List the actions which contributed most to achieving this target

C4.3

(C4.3) Did you have emissions reduction initiatives that were active within the reporting year? Note that this can include those in the planning and/or implementation phases.

Yes

C4.3a

(C4.3a) Identify the total number of initiatives at each stage of development, and for those in the implementation stages, the estimated CO2e savings.

	Number of initiatives	Total estimated annual CO2e savings in metric tonnes CO2e (only for rows marked *)
Under investigation	2	41
To be implemented*	0	0
Implementation commenced*	6	350
Implemented*	72	3,333
Not to be implemented	7	54

C4.3b

(C4.3b) Provide details on the initiatives implemented in the reporting year in the table below.

Initiative category & Initiative type

Energy efficiency in buildings

Lighting

Estimated annual CO2e savings (metric tonnes CO2e)

378

Scope(s) or Scope 3 category(ies) where emissions savings occur

Scope 2 (location-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

128,576

Investment required (unit currency – as specified in C0.4)

102,134

Payback period

1-3 years

Estimated lifetime of the initiative

6-10 years

49

Comment

Initiative category & Initiative type
> Non-energy industrial process emissions reductions
> Other, please specify
>> Shift consolidation

Estimated annual CO2e savings (metric tonnes CO2e)
> 1,507

Scope(s) or Scope 3 category(ies) where emissions savings occur
> Scope 1
> Scope 2 (location-based)

Voluntary/Mandatory
> Voluntary

Annual monetary savings (unit currency – as specified in C0.4)
> 227,448

Investment required (unit currency – as specified in C0.4)
> 0

Payback period
> <1 year

Estimated lifetime of the initiative
> Ongoing

Comment

Initiative category & Initiative type
> Energy efficiency in production processes
> Machine/equipment replacement

Estimated annual CO2e savings (metric tonnes CO2e)
> 535

Scope(s) or Scope 3 category(ies) where emissions savings occur
> Scope 2 (location-based)

Voluntary/Mandatory
> Voluntary

Annual monetary savings (unit currency – as specified in C0.4)
> 742,768

Investment required (unit currency – as specified in C0.4)

6,735,957

Payback period

1-3 years

Estimated lifetime of the initiative

6-10 years

Comment

Initiative category & Initiative type

Company policy or behavioral change
Resource efficiency

Estimated annual CO2e savings (metric tonnes CO2e)

563

Scope(s) or Scope 3 category(ies) where emissions savings occur

Scope 2 (location-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

106,249

Investment required (unit currency – as specified in C0.4)

0

Payback period

No payback

Estimated lifetime of the initiative

Ongoing

Comment

Initiative category & Initiative type

Energy efficiency in buildings
Other, please specify
Capacitor bank

Estimated annual CO2e savings (metric tonnes CO2e)

188

Scope(s) or Scope 3 category(ies) where emissions savings occur

Scope 2 (location-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

50,548

Investment required (unit currency – as specified in C0.4)

6,379

Payback period

4-10 years

Estimated lifetime of the initiative

21-30 years

Comment

C4.3c

(C4.3c) What methods do you use to drive investment in emissions reduction activities?

Method	Comment
Compliance with regulatory requirements/standards	Our company follows the ISO 14001 standard and complies with the ANSI/BIFMA e3 Furniture Sustainability Standard for furniture manufacturers. BIFMA's Standard directs the company to follow the Greenhouse Gas Protocol for reporting emissions.
Employee engagement	At the end of each fiscal year, we review the carbon reduction projects at all our plants and score each project based on its innovation, challenge, uniqueness, and impact. The highest scoring project is presented with the Carbon Award presented by global leadership, and often accompanied by a gift for all employees in the facility.
Dedicated budget for energy efficiency	We have a margin improvements team that has dedicated budget for investing in energy efficiency opportunities for our global manufacturing sites. Additionally, we have dedicated budget for conducting energy audits at our top emitting facilities to identify energy efficiency opportunities.
Internal price on carbon	We have an internal shadow price on carbon for Michigan-based locations to incentivize capital investments in emissions reduction projects.
Internal incentives/recognition programs	We have an internal recognition program to award best carbon reduction projects of the year and encourage employee participation.
Lower return on investment (ROI) specification	We have extended our ROI expectations for emissions reduction projects from two to four years to incentivize projects such as energy efficiency and renewable energy.

C4.5

(C4.5) Do you classify any of your existing goods and/or services as low-carbon products?

Yes

C4.5a

(C4.5a) Provide details of your products and/or services that you classify as low-carbon products.

Level of aggregation
Product or service

Taxonomy used to classify product(s) or service(s) as low-carbon
No taxonomy used to classify product(s) or service(s) as low carbon

Type of product(s) or service(s)
Buildings construction and renovation
Other, please specify
Task seating

Description of product(s) or service(s)
Orangebox® manufactures and sells a decarbonized Do better-HBA chair that consists of 58% recycled content. This products can be classified as low-carbon products because Orangebox® manufactures these chairs using recycled material to significantly reduce the carbon footprint when compared to the Original Do-High Back with Arms ("HBA").

Have you estimated the avoided emissions of this low-carbon product(s) or service(s)
Yes

Methodology used to calculate avoided emissions
Other, please specify
Sustainability of construction works. Assessment of environmental performance of buildings. BS EN 15978:2011

Life cycle stage(s) covered for the low-carbon product(s) or services(s)
Cradle-to-gate

Functional unit used
Do better-HBA

Reference product/service or baseline scenario used
Original Do-HBA

Life cycle stage(s) covered for the reference product/service or baseline scenario
Cradle-to-gate

Estimated avoided emissions (metric tons CO2e per functional unit) compared to reference product/service or baseline scenario
0.0274

Explain your calculation of avoided emissions, including any assumptions
We followed an attributional approach to our LCA and measured the difference in total cradle-to-gate emissions between our re-designed product (Do better-HBA) and the originally designed product (original Do-HBA). The original Do-HBA's embodied carbon was measured at 68kgCO2e, while Do better-HBA's embodied carbon is measured at 40.6kgCO2e.

53

The footprint value for Do better was derived from aggregating impacts across the following three life-cycle stages:

A1 – Raw material production (and in the majority of cases supplier specific GWP data for the specific materials was used in the calculations rather than relying on generic data sets).

A2 – Transportation (two stages of upstream transportation; from the raw material supplier to our first-tier supplier, and from our first-tier supplier to Orangebox)

A3 – Manufacturing (two elements of manufacturing impact; process energy impacts from our first-tier suppliers and energy impacts from Orangebox operations).

The estimation of avoided emissions is based on the differences that arise from switching virgin polymers to polymers with high recycled content. For example, Orangebox increased the usage of black and white grades of recycled nylon with lower carbon footprints (0.8kgCO2e/kg and 2.4kgCO2e/kg of material respectively), which offer huge improvement over the footprint of virgin glass-filled nylon (6kgCO2e/kg). GWP's for recycled materials were taken from EPD's where available, and then sourced directly from supplier's cradle-to-gate in-house calculations. If suppliers were unable to provide GWP's for materials, they were estimated based on recycled content using factors for prime material and 100% recycled materials (from Clean CO2).

Where it was possible to do so, the energy used to manufacture many of the main components was measured (by using energy data loggers connected to the injection molding machines used) alongside process energy data that had already been used in the production of EPD's (i.e. from OB's supplier in Italy). The energy data attributed for Orangebox operations was based on aggregating several impacts and assigning a pro-rata allocation by weight (of the component when compared to our estimate of the total weight of goods sold in the previous financial year). The categories of energy impacts from Orangebox operations being aggregated for each component comprised of the following: scope 1 and scope 2 operational energy impacts + internal waste impacts + employee commute impacts.

Revenue generated from low-carbon product(s) or service(s) as % of total revenue in the reporting year

12

C5. Emissions methodology

C5.1

(C5.1) Is this your first year of reporting emissions data to CDP?

No

C5.1a

(C5.1a) Has your organization undergone any structural changes in the reporting year, or are any previous structural changes being accounted for in this disclosure of emissions data?

Row 1

Has there been a structural change?

Yes, an acquisition

Name of organization(s) acquired, divested from, or merged with

Halcon

Details of structural change(s), including completion dates

We completed the acquisition of Halcon in the second quarter of fiscal year 2023. Based on our organizational boundary, the facilities and related activities of Halcon are captured within our scope 1 and 2 accounting. For scope 3, we include Halcon's emissions from waste generated in operations and upstream leased assets, and are evaluating the feasibility of collecting data for the other scope 3 categories.

C5.1b

(C5.1b) Has your emissions accounting methodology, boundary, and/or reporting year definition changed in the reporting year?

	Change(s) in methodology, boundary, and/or reporting year definition?	Details of methodology, boundary, and/or reporting year definition change(s)
Row 1	Yes, a change in boundary No, but we have discovered significant errors in our previous response(s)	We incorporated four new owned facilities in our scope 1 and 2 inventory in FY23, after acquiring Halcon. Those facilities included Halcon Main Office, Halcon Plant, Halcon Showroom, and Halcon Warehouse, and all are located in Stewartsville, MN. This year is also the first year we've calculated and disclosed our Scope 3, Category 11: Use of Sold Product emissions. We've also recalculated our base year Scope 3, Category 6: Business Travel calculation to include a travel data set that was overlooked as part of the original base year calculation.

C5.1c

(C5.1c) Have your organization's base year emissions and past years' emissions been recalculated as a result of any changes or errors reported in C5.1a and/or C5.1b?

	Base year recalculation	Scope(s) recalculated	Base year emissions recalculation policy, including significance threshold	Past years' recalculation
Row 1	Yes	Scope 3	In accordance with the GHG Protocol's Corporate Standard and to make meaningful comparisons of emissions data overtime, Steelcase's uses a "fixed base year" approach, with current base year of fiscal year 2020 (March 2019 – February 2020). As recommended by SBTi, Steelcase utilizes a significance threshold of 5% for any structural changes to determine if a base year recalculation is necessary. We apply this policy in a consistent manner and we commit to recalculating for both GHG emissions increases and decreases. In the reporting year, Steelcase measured and disclosed two scope 3 categories that were not calculated in the base year	No

			due to lack of accurate data: Category 11: Use of Sold Products and Category 12: End-of-life Treatment of Sold Product. When recalculated based on FY20 sales volume, the two categories were found to make up 8% of scope 3 emissions, surpassing the significance threshold of 5%. Additionally, we became aware of additional business travel data, and when incorporated into our base year emissions, it exceeded the 5% significance threshold. Our Category 6: Business Travel calculation has therefore been recalculated to reflect these changes in methodology.	

C5.2

(C5.2) Provide your base year and base year emissions.

Scope 1

Base year start

March 1, 2019

Base year end

February 29, 2020

Base year emissions (metric tons CO2e)

47,048

Comment

Scope 2 (location-based)

Base year start

March 1, 2019

Base year end

February 29, 2020

Base year emissions (metric tons CO2e)

76,515

Comment

Scope 2 (market-based)

Base year start

March 1, 2019

Base year end

February 29, 2020

Base year emissions (metric tons CO2e)

0

Comment

Scope 3 category 1: Purchased goods and services

Base year start

March 1, 2019

Base year end

February 29, 2020

Base year emissions (metric tons CO2e)

539,569

Comment

Scope 3 category 2: Capital goods

Base year start

March 1, 2019

Base year end

February 29, 2020

Base year emissions (metric tons CO2e)

44,355

Comment

Scope 3 category 3: Fuel-and-energy-related activities (not included in Scope 1 or 2)

Base year start

March 1, 2019

Base year end

February 29, 2020

Base year emissions (metric tons CO2e)

28,442

Comment

Scope 3 category 4: Upstream transportation and distribution

Base year start

March 1, 2019

Base year end

February 29, 2020

Base year emissions (metric tons CO2e)
61,557

Comment

Scope 3 category 5: Waste generated in operations

Base year start
March 1, 2019

Base year end
February 29, 2020

Base year emissions (metric tons CO2e)
8,355

Comment

Scope 3 category 6: Business travel

Base year start
March 1, 2019

Base year end
February 29, 2020

Base year emissions (metric tons CO2e)
16,146

Comment

Scope 3 category 7: Employee commuting

Base year start
March 1, 2019

Base year end
February 29, 2020

Base year emissions (metric tons CO2e)
20,805

Comment

Scope 3 category 8: Upstream leased assets

Base year start
March 1, 2019

Base year end

February 29, 2020

Base year emissions (metric tons CO2e)

17,769

Comment

Scope 3 category 9: Downstream transportation and distribution

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 10: Processing of sold products

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 11: Use of sold products

Base year start

March 1, 2019

Base year end

February 28, 2020

Base year emissions (metric tons CO2e)

13,528

Comment

Scope 3 category 12: End of life treatment of sold products

Base year start

March 1, 2019

Base year end
February 28, 2020

Base year emissions (metric tons CO2e)
46,957

Comment

Scope 3 category 13: Downstream leased assets

Base year start
March 1, 2019

Base year end
February 29, 2020

Base year emissions (metric tons CO2e)
192

Comment

Scope 3 category 14: Franchises

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 15: Investments

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3: Other (upstream)

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3: Other (downstream)

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

C5.3

(C5.3) Select the name of the standard, protocol, or methodology you have used to collect activity data and calculate emissions.

The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)

The Greenhouse Gas Protocol: Scope 2 Guidance

The Greenhouse Gas Protocol: Corporate Value Chain (Scope 3) Standard

C6. Emissions data

C6.1

(C6.1) What were your organization's gross global Scope 1 emissions in metric tons CO2e?

Reporting year

Gross global Scope 1 emissions (metric tons CO2e)

36,134

Comment

Scope 1 includes direct GHG emissions from the combustion of fuels (e.g. natural gas, gasoline, propane, diesel, etc.) for steam production, heating, manufacturing applications and transportation of vehicles either owned or controlled by Steelcase.

C6.2

(C6.2) Describe your organization's approach to reporting Scope 2 emissions.

Row 1

Scope 2, location-based
We are reporting a Scope 2, location-based figure

Scope 2, market-based
We are reporting a Scope 2, market-based figure

Comment

C6.3

(C6.3) What were your organization's gross global Scope 2 emissions in metric tons CO2e?

Reporting year

Scope 2, location-based
57,314

Scope 2, market-based (if applicable)
0

Comment
Scope 2 includes indirect GHG emissions from consumption of purchased electricity, which powers production lines, lighting, and HVAC systems.

C6.4

(C6.4) Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1, Scope 2 or Scope 3 emissions that are within your selected reporting boundary which are not included in your disclosure?

No

C6.5

(C6.5) Account for your organization's gross global Scope 3 emissions, disclosing and explaining any exclusions.

Purchased goods and services

Evaluation status
Relevant, calculated

Emissions in reporting year (metric tons CO2e)
655,714

Emissions calculation methodology

Average data method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

83

Please explain

This category includes emissions from upstream purchasing of goods and services, including direct and indirect goods. We use a combination of the average data and spend-based calculation methodologies. The majority of Steelcase manufactured products fall into four main categories - office seating, desking, systems and storage - and we purchase direct materials to manufacture these products at our own operations. We also sell ancillary, architectural, and tech-integrated products, however, these products are mostly finished goods or partner products, which means we rarely purchase direct materials for the manufacturing of these products.

Emissions from the purchase of direct materials are calculated using the average data approach where Life Cycle Assessments ("LCAs") are available. Utilizing the greenhouse gas impact of material acquisition (cradle-to-inbound gate) and external production (gate-to-gate), we generate a Steelcase-specific emission factors for the four product categories listed above. The emissions impact factors are then applied to the total sales volume of products sold in FY23 to generate the total emissions associated with the purchase of direct materials. The emissions from the purchase of direct materials make up 83% of our total category 1 emissions.

All other spend is mapped to corresponding industry sectors and then multiplied by cradle-to-gate emissions factors from the Eora National (US) Input-Output Tables (2015, converted to reporting year dollars with inflation factor). Industry sectors already included in Scope 1 and Scope 2 (such as energy purchases) and other Scope 3 categories (such as logistics spend and capital goods) were removed to prevent double counting.

Capital goods

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

59,127

Emissions calculation methodology

Spend-based method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Please explain

Corporate-wide capital expense data for all company divisions was obtained from the finance department. The identified sector of purchase is then matched to the associated spend-based emissions factor from the 2009 World Input-Output Database (WIOD) (use in WRI's Scope 3 Evaluator Tool), converted to reporting year dollars using an inflation factor.

Fuel-and-energy-related activities (not included in Scope 1 or 2)

Evaluation status
Relevant, calculated

Emissions in reporting year (metric tons CO2e)
24,986

Emissions calculation methodology
Average data method

Percentage of emissions calculated using data obtained from suppliers or value chain partners
0

Please explain
For Steelcase, FERA emissions are primarily comprised of upstream or well-to-tank (WTT) emissions for fuel use, WTT emissions for electricity use, and lifecycle emissions (both WTT + generation) from electricity transmission and distribution losses. Fuel and electricity consumption data by country is gathered and emissions factors for the three components described above are applied to derive total FERA emissions.

Upstream transportation and distribution

Evaluation status
Relevant, calculated

Emissions in reporting year (metric tons CO2e)
80,761

Emissions calculation methodology
Spend-based method
Distance-based method

Percentage of emissions calculated using data obtained from suppliers or value chain partners
1

Please explain
This category includes emissions from upstream transportation of goods, including all transportation of goods that Steelcase finances. Distance-based calculations were applied where accurate distance data was available, and the US EPA's GHG Emission Factors Hub (2022) - Table 8 factors were applied. For some regions, spend data is the only proxy we have for logistics tracking. In this case, spend was mapped to corresponding industry sectors and then multiplied by cradle-to-gate emissions factors by region from the Eora National Input-Output Tables (2015, converted to reporting year dollars with inflation factor).

Waste generated in operations

Evaluation status
Relevant, calculated

Emissions in reporting year (metric tons CO2e)

6,422

Emissions calculation methodology

Waste-type-specific method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

100

Please explain

Waste data was collected automatically via invoices or by manual upload by site contacts. For sites where data was not yet readily available, as for the sites Steelcase acquired in the reporting year, estimations were perform for each waste disposal type. Factors were sourced from the US EPA's GHG Emission Factors Hub (2022) - Table 9 and were applied to all waste tonnage based on waste type and disposal method.

Business travel

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

4,503

Emissions calculation methodology

Spend-based method

Fuel-based method

Distance-based method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Please explain

Data for business travel was collected from an internal database with assistance provided by business travel representatives. Distance- and fuel-based calculations are applied whenever distance or fuel data is available, and we supplement with a spend-based calculation when that data is unavailable. For distance- and fuel-based calculations, emissions factors were taken from the EPA's GHG Emission Factor Hub or from the UK DEFRA Conversion Factors based on mode of travel. For spend-based calculations, emission factors based on the Eora National (US) Input-Output Tables are used (2015, converted to reporting year dollars with inflation factor).

In FY23, our air travel emissions were estimated at 2,087 mtCO2e, representing 46% of the overall business travel emissions reported here. It is increasingly recommended to include the non-CO2 climate impacts of air travel caused by water vapor, contrails, and NOx - which are estimated to warm the atmosphere twice as much as its CO2 effects only - and this can be done by applying a multiplier to the CO2 component of direct emissions. While the multiplier approach is an estimate and not yet standardized, the UK's DEFRA recommends a multiplier of 1.9. The emissions we calculated, verified, and disclosed here applied factors from the US EPA's GHG Emission Factors Hub, which does not

specify whether these non-CO2 effects are included and thus suggests they are not. Applying the multiplier to the 90% of our air travel emissions that are calculated with a distance-based method (while the remaining 10% uses a spend-based method for which we currently only have an aggregated CO2e factor), the full impact of that 90% of air travel is estimated at 3,558 mtCO2e rather than 1,881 mtCO2e. With this approach, the air travel emissions are closer to 60% of the overall business travel emissions. Going forward, we can consider these non-CO2 effects prior to verification for this category and consider a baseline recalculation as needed.

Employee commuting

Evaluation status
Relevant, calculated

Emissions in reporting year (metric tons CO2e)
18,285

Emissions calculation methodology
Average data method

Percentage of emissions calculated using data obtained from suppliers or value chain partners
0

Please explain
We use WRI's Scope 3 Evaluator Tool to calculate emissions based on total number of employees globally at the end of the reporting year.

Upstream leased assets

Evaluation status
Relevant, calculated

Emissions in reporting year (metric tons CO2e)
30,467

Emissions calculation methodology
Average data method
Asset-specific method

Percentage of emissions calculated using data obtained from suppliers or value chain partners
0

Please explain
Data for monthly consumption of electric power and natural gas at each scope 3 site is tracked through invoices received by site managers. Where direct invoice data is not available, monthly consumption is estimated based on the square footage of the facility and EIA CBECS data for average building consumption. These consumption quantities are converted to GHG emissions using emission factors from US EPA eGRID and IEA for electric power, and US EPA MRR for natural gas.

Downstream transportation and distribution

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

752

Emissions calculation methodology

Distance-based method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

100

Please explain

Distance-based calculations were applied from Table 8 of the US EPA's GHG Emission Factors Hub (2022).

Processing of sold products

Evaluation status

Not relevant, explanation provided

Please explain

We only sell finished products; therefore, this activity is not relevant.

Use of sold products

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

34,715

Emissions calculation methodology

Average data method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Please explain

Most of our products do not produce emissions through normal use, however, our main products containing integrated technology include height-adjustable desks ("HAD") and task lighting. For desking products, no impacts associated with its use are included in our LCAs. Instead, energy usage requirements in kWh for 1 hour of usage are reported. Assuming the lifespan of our HADs is 10 years (the required warranty date per LCA category rules) and the desk is adjusted once a day during normal business days, we calculate the total kWh consumption over the products lifespan. The energy usage is then converted into metric tons CO2e by applying US EPA eGRID factors (2022). We apply total metric tons CO2e per product lifespan to the total volume of HADs sold in the reporting year.

Our task lighting products are mostly LED and have an average lamp life of 50,000 hours. We calculate kWh usage over the products lifespan and apply US EPA eGRID (2022) factors to convert energy usage

67

to metric tons CO2e. We apply total metric tons CO2e per product lifespan to the total volume of task lights sold in the reporting year.

End of life treatment of sold products

Evaluation status
Relevant, calculated

Emissions in reporting year (metric tons CO2e)
34,527

Emissions calculation methodology
Average data method

Percentage of emissions calculated using data obtained from suppliers or value chain partners
100

Please explain
This category includes end-of-life emissions for our sold products in our highest volume product categories: seating, desking, systems, and storage. We calculate Steelcase-specific emission factors for each relevant product categories informed by our product LCAs. The factors are then applied to the total volume of product sold in the reporting year for each product category to calculate total end-of-life emissions in metric tons CO2e.

Downstream leased assets

Evaluation status
Relevant, calculated

Emissions in reporting year (metric tons CO2e)
245

Emissions calculation methodology
Average data method
Asset-specific method

Percentage of emissions calculated using data obtained from suppliers or value chain partners
0

Please explain
Data for monthly consumption of electric power and natural gas at each scope 3 site is tracked through invoices received by site managers. Where direct invoice data is not available, monthly consumption is estimated based on the square footage of the facility and EIA CBECS data for average building consumption. These consumption quantities are converted to GHG emissions using emission factors from US EPA eGRID and IEA for electric power, and US EPA MRR for natural gas.

Franchises

Evaluation status
Not relevant, explanation provided

Please explain

We do not franchise; therefore, this activity is not relevant.

Investments

Evaluation status

Not relevant, explanation provided

Please explain

We are neither a private nor public financial institution; therefore, this activity is not relevant.

Other (upstream)

Evaluation status

Not relevant, explanation provided

Please explain

We do not have other upstream categories.

Other (downstream)

Evaluation status

Not relevant, explanation provided

Please explain

We do not have other downstream categories.

C6.7

(C6.7) Are carbon dioxide emissions from biogenic carbon relevant to your organization?

Yes

C6.7a

(C6.7a) Provide the emissions from biogenic carbon relevant to your organization in metric tons CO_2.

	CO2 emissions from biogenic carbon (metric tons CO2)	Comment
Row 1	119	At the beginning of the reporting year, we burned wood chips from our wood waste to generate heat at our plant in Rosenheim, Germany. We installed a combined heat and power (CHP) system in July of 2022, replacing the need to incinerate wood chips on site. The wood chips are now included in our scope 3 waste category for off-site incineration.

C6.10

(C6.10) Describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tons CO2e per unit currency total revenue and provide any additional intensity metrics that are appropriate to your business operations.

Intensity figure

0.0000292

Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)

94,128

Metric denominator

unit total revenue

Metric denominator: Unit total

3,232,600,000

Scope 2 figure used

Location-based

% change from previous year

11.8

Direction of change

Decreased

Reason(s) for change

Change in renewable energy consumption
Other emissions reduction activities
Acquisitions
Change in output
Change in revenue

Please explain

With increasing return-to-office trends following the pandemic, we have experienced increased demand for our products (that is, production output has increased), leading to a nearly 17% increase in revenue in FY23 from FY22. Also, we completed our acquisition of Halcon in the reporting year, which, combined with other inorganic changes, has not yet met the significance threshold for recalculation. Meanwhile, our scope 1 and 2 emissions stayed nearly steady between FY22 and FY23, increasing by just under 3%, such that our emissions intensity overall decreased. Our efforts in energy efficiency and renewable energy discussed elsewhere in this disclosure contributed to the decrease in emissions intensity shown here. For example, converting around 2,000 lightbulbs to LEDs at our Grand Rapids facilities, replacing outdated machinery with more efficient equipment, and consolidating shifts at our Kentwood Plant helped to reduce emissions as production rose. We also installed small solar arrays at our Pune and Rosenheim facilities in the reporting year, increasing our renewable energy generation and consumption.

C7. Emissions breakdowns

C7.1

(C7.1) Does your organization break down its Scope 1 emissions by greenhouse gas type?
Yes

C7.1a

(C7.1a) Break down your total gross global Scope 1 emissions by greenhouse gas type and provide the source of each used greenhouse warming potential (GWP).

Greenhouse gas	Scope 1 emissions (metric tons of CO2e)	GWP Reference
CO2	35,986	IPCC Fourth Assessment Report (AR4 - 100 year)
CH4	1	IPCC Fourth Assessment Report (AR4 - 100 year)
N2O	0	IPCC Fourth Assessment Report (AR4 - 100 year)

C7.2

(C7.2) Break down your total gross global Scope 1 emissions by country/area/region.

Country/area/region	Scope 1 emissions (metric tons CO2e)
China	292
Czechia	342
France	644
Germany	1,223
India	2
Malaysia	246
Mexico	1,586
Spain	1,415
United States of America	30,158
United Kingdom of Great Britain and Northern Ireland	226

C7.3

(C7.3) Indicate which gross global Scope 1 emissions breakdowns you are able to provide.
By facility

C7.3b

(C7.3b) Break down your total gross global Scope 1 emissions by business facility.

Facility	Scope 1 emissions (metric tons CO2e)	Latitude	Longitude
Athens Plant	4,891	34.76	-86.97

Barcelona Showroom	7	41.4	2.18
Caledonia Wood Plant	4,082	42.84	-85.56
Dong Guan Plant	292	23	114
Grand Rapids GBC and LINC	2,105	42.88	-85.64
Hangar- GRR Aviation	3,820	42.88	-85.53
Kentwood Energy Center	8,639	42.86	-85.55
Kentwood Fleet Operations	1,823	42.86	-85.55
Kentwood Plant	3,600	42.86	-85.55
Madrid Plant	1,409	40.38	-3.69
Meyer May House	19	42.95	-85.65
Puchong Plant	246	3	101.61
Pune Plant	2	18.75	73.78
Reynosa Plant	1,136	26.01	-98.21
Rosenheim Plant	1,223	47.84	12.08
Sarrebourg Plant	644	48.74	7.07
Stribro Plant	342	49.7	13.03
Tijuana (AMEX) Plant	450	32.53	-116.91
Wallen House	13	42.95	-85.65
Nantgarw Plant (Orangebox)	76	51.57	-3.28
Carrollton Smith System Plant (Building B)	130	32.95	-96.92
Hengoed Plant (Orangebox)	150	51.6465	3.2313
Halcon Main Office	0	43.867	-92.491
Halcon Plant	960	43.869	-92.489
Halcon Showroom	22	43.867	-92.491
Halcon Warehouse	32	43.867	-92.496
Portland Designtex	24	43.703	-70.319
Kentwood RDC	0	42.868	-85.556

C7.5

(C7.5) Break down your total gross global Scope 2 emissions by country/area/region.

Country/area/region	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
China	2,420	0
Czechia	1,865	0
France	167	0
Germany	952	0

India	251	0
Malaysia	1,128	0
Mexico	6,275	0
Spain	659	0
United States of America	43,365	0
United Kingdom of Great Britain and Northern Ireland	233	0

C7.6

(C7.6) Indicate which gross global Scope 2 emissions breakdowns you are able to provide.
By facility

C7.6b

(C7.6b) Break down your total gross global Scope 2 emissions by business facility.

Facility	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
Athens Plant	7,847	0
Barcelona Showroom	16	0
Caledonia Wood Plant	13,365	0
Dong Guan Plant	2,420	0
Grand Rapids GBC and LINC	6,662	0
Carrollton Smith System Plant (Building B)	584	0
Kentwood Energy Center	1,507	0
Kentwood Fleet Operations	348	0
Kentwood Plant	7,970	0
Kentwood RDC	3,329	0
Madrid Plant	643	0
Meyer May House	50	0
Puchong Plant	1,128	0
Pune Plant	251	0
Reynosa Plant	3,420	0
Rosenheim Plant	952	0
Sarrebourg Plant	167	0
Stribro Plant	1,865	0
Tijuana (AMEX) Plant	2,855	0
Wallen House	10	0

Nantgarw Plant (Orangebox)	165	0
Hengoed Plant (Orangebox)	68	0
Halcon Main Office	17	0
Halcon Plant	1,447	0
Halcon Showroom	10	0
Halcon Warehouse	137	0
Portland Designtex	81	0

C7.7

(C7.7) Is your organization able to break down your emissions data for any of the subsidiaries included in your CDP response?

Yes

C7.7a

(C7.7a) Break down your gross Scope 1 and Scope 2 emissions by subsidiary.

Subsidiary name

HALCON™

Primary activity

Furniture

Select the unique identifier(s) you are able to provide for this subsidiary

ISIN code – bond

ISIN code – equity

CUSIP number

Ticker symbol

SEDOL code

LEI number

Other unique identifier

Scope 1 emissions (metric tons CO2e)
1,013

Scope 2, location-based emissions (metric tons CO2e)
1,612

Scope 2, market-based emissions (metric tons CO2e)
0

Comment

Subsidiary name
Designtex®

Primary activity
Textiles

Select the unique identifier(s) you are able to provide for this subsidiary

ISIN code – bond

ISIN code – equity

CUSIP number

Ticker symbol

SEDOL code

LEI number

Other unique identifier

Scope 1 emissions (metric tons CO2e)
24

Scope 2, location-based emissions (metric tons CO2e)
81

Scope 2, market-based emissions (metric tons CO2e)
0

Comment

Subsidiary name
Smith System®

Primary activity
Furniture

Select the unique identifier(s) you are able to provide for this subsidiary

ISIN code – bond

ISIN code – equity

CUSIP number

Ticker symbol

SEDOL code

LEI number

Other unique identifier

Scope 1 emissions (metric tons CO2e)
130

Scope 2, location-based emissions (metric tons CO2e)
584

Scope 2, market-based emissions (metric tons CO2e)
0

Comment

Subsidiary name
Orangebox®

Primary activity
Furniture

Select the unique identifier(s) you are able to provide for this subsidiary

ISIN code – bond

ISIN code – equity

CUSIP number

Ticker symbol

SEDOL code

LEI number

Other unique identifier

Scope 1 emissions (metric tons CO2e)
226

Scope 2, location-based emissions (metric tons CO2e)
233

Scope 2, market-based emissions (metric tons CO2e)
0

Comment

C7.9

(C7.9) How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to those of the previous reporting year?
Increased

C7.9a

(C7.9a) Identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined), and for each of them specify how your emissions compare to the previous year.

Change in emissions (metric tons CO2e)	Direction of change in emissions	Emissions value (percentage)	Please explain calculation

Change in renewable energy consumption	102	Decreased	0.11	We installed small solar arrays at our plants in Pune, India and Rosenheim, Germany. We estimated our emissions decreased by 102 mtonCO2e due to reduced grid-sourced energy given the onsite renewable energy source. The gross global scope 1 and 2 emissions for our previous reporting year (FY22) was 91,189 mtonCO2e and therefore, this represented (102/91,189) x 100 = 0.11% of change.
Other emissions reduction activities	3,231	Decreased	4	We have implemented emissions reduction activities globally (70+ projects and process changes) that collectively resulted in a emissions reduction of 3,231 metric tons CO2e (also noted in section C4 - emissions reduction activities). The gross global scope 1 and 2 emissions for our previous reporting year (FY22) was 91,189 mtonCO2e and therefore, this represented (3,231/91,189) x 100 = 4% of change.
Divestment	0	No change	0	No divestments during the reporting year that have affected our emissions, therefore the change was 0.
Acquisitions	2,624	Increased	3	Steelcase's acquisition of Halcon took place in Q2 of FY23. We calculated our emissions increased by 2624 from Halcon's acquired operations. The gross global scope 1 and 2 emissions for our previous reporting year (FY22) was 91,189 mtonCO2e and therefore, this represented (2,624/91,189) x 100 = 3% of change.
Mergers	0	No change	0	There were no mergers during the reporting year that have affected our emissions, therefore the change was 0.
Change in output	2,968	Increased	3	We have seen an improvement in the demand for our products over the last reporting year, which has led to an increase in production. We estimated our emissions increased by 2,968 mtonCO2e due to change in output. The gross global scope 1 and 2 emissions for our previous reporting year (FY22) was 91,189 mtonCO2e and therefore, this represented (2,968/91,189) x 100 = 3% of change.

Change in methodology	0	No change	0	There has not been a change in methodology during the reporting year that have affected our emissions, therefore the change was 0.
Change in boundary	0	No change	0	There has not been a change in boundary during the reporting year that have affected our emissions, therefore the change was 0.
Change in physical operating conditions	0	No change	0	There have not been changes in physical operating conditions during the reporting year that have affected our emissions, therefore the change was 0.
Unidentified	0	No change	0	There have not been unidentified changes in the reporting year.
Other	0	No change	0	There have not been other changes in the reporting year.

C7.9b

(C7.9b) Are your emissions performance calculations in C7.9 and C7.9a based on a location-based Scope 2 emissions figure or a market-based Scope 2 emissions figure?

Location-based

C8. Energy

C8.1

(C8.1) What percentage of your total operational spend in the reporting year was on energy?

More than 0% but less than or equal to 5%

C8.2

(C8.2) Select which energy-related activities your organization has undertaken.

	Indicate whether your organization undertook this energy-related activity in the reporting year
Consumption of fuel (excluding feedstocks)	Yes
Consumption of purchased or acquired electricity	Yes
Consumption of purchased or acquired heat	No
Consumption of purchased or acquired steam	No
Consumption of purchased or acquired cooling	No

Generation of electricity, heat, steam, or cooling	Yes

C8.2a

(C8.2a) Report your organization's energy consumption totals (excluding feedstocks) in MWh.

	Heating value	MWh from renewable sources	MWh from non-renewable sources	Total (renewable and non-renewable) MWh
Consumption of fuel (excluding feedstock)	Unable to confirm heating value	0	204,690	204,690
Consumption of purchased or acquired electricity		121,908	0	121,908
Consumption of self-generated non-fuel renewable energy		156		156
Total energy consumption		122,064	204,690	326,754

C8.2b

(C8.2b) Select the applications of your organization's consumption of fuel.

	Indicate whether your organization undertakes this fuel application
Consumption of fuel for the generation of electricity	No
Consumption of fuel for the generation of heat	Yes
Consumption of fuel for the generation of steam	Yes
Consumption of fuel for the generation of cooling	No
Consumption of fuel for co-generation or tri-generation	Yes

C8.2c

(C8.2c) State how much fuel in MWh your organization has consumed (excluding feedstocks) by fuel type.

Sustainable biomass

Heating value
Unable to confirm heating value

Total fuel MWh consumed by the organization
0

MWh fuel consumed for self-generation of heat

0

MWh fuel consumed for self-generation of steam

0

MWh fuel consumed for self- cogeneration or self-trigeneration

0

Comment

Other biomass

Heating value

Unable to confirm heating value

Total fuel MWh consumed by the organization

13,942

MWh fuel consumed for self-generation of heat

13,942

MWh fuel consumed for self-generation of steam

0

MWh fuel consumed for self- cogeneration or self-trigeneration

0

Comment

The CHP system that was installed at our Rosenheim facility in the reporting year eliminated the need for the preexisting system of burning biomass for heat. In future reporting years, we will likely not have any biomass consumption to report.

Other renewable fuels (e.g. renewable hydrogen)

Heating value

Unable to confirm heating value

Total fuel MWh consumed by the organization

0

MWh fuel consumed for self-generation of heat

0

MWh fuel consumed for self-generation of steam

0

MWh fuel consumed for self- cogeneration or self-trigeneration

0

Comment

Coal

Heating value

Unable to confirm heating value

Total fuel MWh consumed by the organization

0

MWh fuel consumed for self-generation of heat

0

MWh fuel consumed for self-generation of steam

0

MWh fuel consumed for self- cogeneration or self-trigeneration

0

Comment

Oil

Heating value

Unable to confirm heating value

Total fuel MWh consumed by the organization

23,675

MWh fuel consumed for self-generation of heat

23,675

MWh fuel consumed for self-generation of steam

0

MWh fuel consumed for self- cogeneration or self-trigeneration

0

Comment

Gas

Heating value

Unable to confirm heating value

Total fuel MWh consumed by the organization

167,073

MWh fuel consumed for self-generation of heat

114,635

MWh fuel consumed for self-generation of steam

47,665

MWh fuel consumed for self- cogeneration or self-trigeneration

4,772

Comment

Other non-renewable fuels (e.g. non-renewable hydrogen)

Heating value
Unable to confirm heating value

Total fuel MWh consumed by the organization
0

MWh fuel consumed for self-generation of heat
0

MWh fuel consumed for self-generation of steam
0

MWh fuel consumed for self- cogeneration or self-trigeneration
0

Comment

Total fuel

Heating value
Unable to confirm heating value

Total fuel MWh consumed by the organization
204,690

MWh fuel consumed for self-generation of heat
152,252

MWh fuel consumed for self-generation of steam
47,665

MWh fuel consumed for self- cogeneration or self-trigeneration
4,772

Comment

C8.2d

(C8.2d) Provide details on the electricity, heat, steam, and cooling your organization has generated and consumed in the reporting year.

	Total Gross generation (MWh)	Generation that is consumed by the organization (MWh)	Gross generation from renewable sources (MWh)	Generation from renewable sources that is consumed by the organization (MWh)
Electricity	2,084	1,674	156	156

Heat	2,384	2,384	0	0
Steam	45,756	45,756	0	0
Cooling	0	0	0	0

C8.2g

(C8.2g) Provide a breakdown by country/area of your non-fuel energy consumption in the reporting year.

Country/area
China

Consumption of purchased electricity (MWh)
3,920

Consumption of self-generated electricity (MWh)
0

Is this electricity consumption excluded from your RE100 commitment?
No

Consumption of purchased heat, steam, and cooling (MWh)
0

Consumption of self-generated heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]

3,920

Country/area
Czechia

Consumption of purchased electricity (MWh)
4,535

Consumption of self-generated electricity (MWh)
0

Is this electricity consumption excluded from your RE100 commitment?
No

Consumption of purchased heat, steam, and cooling (MWh)
0

Consumption of self-generated heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]

4,535

Country/area
France

Consumption of purchased electricity (MWh)
3,245

Consumption of self-generated electricity (MWh)
0

Is this electricity consumption excluded from your RE100 commitment?
No

Consumption of purchased heat, steam, and cooling (MWh)
0

Consumption of self-generated heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]

3,245

Country/area
Germany

Consumption of purchased electricity (MWh)
3,044

Consumption of self-generated electricity (MWh)
1,534

Is this electricity consumption excluded from your RE100 commitment?
No

Consumption of purchased heat, steam, and cooling (MWh)
0

Consumption of self-generated heat, steam, and cooling (MWh)
2,384

Total non-fuel energy consumption (MWh) [Auto-calculated]

6,962

Country/area

India

Consumption of purchased electricity (MWh)

362

Consumption of self-generated electricity (MWh)

140

Is this electricity consumption excluded from your RE100 commitment?

No

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

502

Country/area

Malaysia

Consumption of purchased electricity (MWh)

1,725

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

No

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

1,725

Country/area

Mexico

Consumption of purchased electricity (MWh)

15,701

Consumption of self-generated electricity (MWh)
0

Is this electricity consumption excluded from your RE100 commitment?
No

Consumption of purchased heat, steam, and cooling (MWh)
0

Consumption of self-generated heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]

15,701

Country/area
Spain

Consumption of purchased electricity (MWh)
4,280

Consumption of self-generated electricity (MWh)
0

Is this electricity consumption excluded from your RE100 commitment?
No

Consumption of purchased heat, steam, and cooling (MWh)
0

Consumption of self-generated heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]

4,280

Country/area
United Kingdom of Great Britain and Northern Ireland

Consumption of purchased electricity (MWh)
1,204

Consumption of self-generated electricity (MWh)
0

Is this electricity consumption excluded from your RE100 commitment?
No

Consumption of purchased heat, steam, and cooling (MWh)
0

Consumption of self-generated heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]

1,204

Country/area
United States of America

Consumption of purchased electricity (MWh)
83,891

Consumption of self-generated electricity (MWh)
0

Is this electricity consumption excluded from your RE100 commitment?
No

Consumption of purchased heat, steam, and cooling (MWh)
0

Consumption of self-generated heat, steam, and cooling (MWh)
45,756

Total non-fuel energy consumption (MWh) [Auto-calculated]

129,647

C8.2h

(C8.2h) Provide details of your organization's renewable electricity purchases in the reporting year by country/area.

Country/area of consumption of purchased renewable electricity
China

Sourcing method
Unbundled procurement of Energy Attribute Certificates (EACs)

Renewable electricity technology type
Wind

Renewable electricity consumed via selected sourcing method in the reporting year (MWh)
3,920

Tracking instrument used

I-REC

Country/area of origin (generation) of purchased renewable electricity

China

Are you able to report the commissioning or re-powering year of the energy generation facility?

Yes

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

2018

Vintage of the renewable energy/attribute (i.e. year of generation)

2022

Supply arrangement start year

2022

Additional, voluntary label associated with purchased renewable electricity

No additional, voluntary label

Comment

Country/area of consumption of purchased renewable electricity

Czechia

Sourcing method

Unbundled procurement of Energy Attribute Certificates (EACs)

Renewable electricity technology type

Solar

Renewable electricity consumed via selected sourcing method in the reporting year (MWh)

4,535

Tracking instrument used

GO

Country/area of origin (generation) of purchased renewable electricity

Czechia

Are you able to report the commissioning or re-powering year of the energy generation facility?

No

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Vintage of the renewable energy/attribute (i.e. year of generation)

2022

Supply arrangement start year

2022

Additional, voluntary label associated with purchased renewable electricity

No additional, voluntary label

Comment

Country/area of consumption of purchased renewable electricity

France

Sourcing method

Unbundled procurement of Energy Attribute Certificates (EACs)

Renewable electricity technology type

Solar

Renewable electricity consumed via selected sourcing method in the reporting year (MWh)

3,245

Tracking instrument used

GO

Country/area of origin (generation) of purchased renewable electricity

Czechia

Are you able to report the commissioning or re-powering year of the energy generation facility?

No

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Vintage of the renewable energy/attribute (i.e. year of generation)

2022

Supply arrangement start year

2022

Additional, voluntary label associated with purchased renewable electricity

No additional, voluntary label

Comment

Country/area of consumption of purchased renewable electricity

Germany

Sourcing method

Unbundled procurement of Energy Attribute Certificates (EACs)

Renewable electricity technology type

Solar

Renewable electricity consumed via selected sourcing method in the reporting year (MWh)

3,044

Tracking instrument used

GO

Country/area of origin (generation) of purchased renewable electricity

Czechia

Are you able to report the commissioning or re-powering year of the energy generation facility?

No

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Vintage of the renewable energy/attribute (i.e. year of generation)

2022

Supply arrangement start year

2022

Additional, voluntary label associated with purchased renewable electricity

No additional, voluntary label

Comment

Country/area of consumption of purchased renewable electricity

India

Sourcing method

Unbundled procurement of Energy Attribute Certificates (EACs)

Renewable electricity technology type

Hydropower (capacity unknown)

Renewable electricity consumed via selected sourcing method in the reporting year (MWh)

362

Tracking instrument used

I-REC

Country/area of origin (generation) of purchased renewable electricity
India

Are you able to report the commissioning or re-powering year of the energy generation facility?
Yes

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)
2012

Vintage of the renewable energy/attribute (i.e. year of generation)
2022

Supply arrangement start year
2022

Additional, voluntary label associated with purchased renewable electricity
No additional, voluntary label

Comment

Country/area of consumption of purchased renewable electricity
Malaysia

Sourcing method
Unbundled procurement of Energy Attribute Certificates (EACs)

Renewable electricity technology type
Hydropower (capacity unknown)

Renewable electricity consumed via selected sourcing method in the reporting year (MWh)
1,725

Tracking instrument used
I-REC

Country/area of origin (generation) of purchased renewable electricity
Malaysia

Are you able to report the commissioning or re-powering year of the energy generation facility?
Yes

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)
2014

Vintage of the renewable energy/attribute (i.e. year of generation)

2022

Supply arrangement start year

2022

Additional, voluntary label associated with purchased renewable electricity

No additional, voluntary label

Comment

Country/area of consumption of purchased renewable electricity

Spain

Sourcing method

Unbundled procurement of Energy Attribute Certificates (EACs)

Renewable electricity technology type

Solar

Renewable electricity consumed via selected sourcing method in the reporting year (MWh)

4,280

Tracking instrument used

GO

Country/area of origin (generation) of purchased renewable electricity

Czechia

Are you able to report the commissioning or re-powering year of the energy generation facility?

No

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Vintage of the renewable energy/attribute (i.e. year of generation)

2022

Supply arrangement start year

2022

Additional, voluntary label associated with purchased renewable electricity

No additional, voluntary label

Comment

Country/area of consumption of purchased renewable electricity

United Kingdom of Great Britain and Northern Ireland

Sourcing method

Unbundled procurement of Energy Attribute Certificates (EACs)

Renewable electricity technology type

Wind

Renewable electricity consumed via selected sourcing method in the reporting year (MWh)

1,204

Tracking instrument used

REGO

Country/area of origin (generation) of purchased renewable electricity

United Kingdom of Great Britain and Northern Ireland

Are you able to report the commissioning or re-powering year of the energy generation facility?

No

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Vintage of the renewable energy/attribute (i.e. year of generation)

2021

Supply arrangement start year

2021

Additional, voluntary label associated with purchased renewable electricity

No additional, voluntary label

Comment

Country/area of consumption of purchased renewable electricity

United States of America

Sourcing method

Financial (virtual) power purchase agreement (VPPA)

Renewable electricity technology type

Wind

Renewable electricity consumed via selected sourcing method in the reporting year (MWh)

83,892

Tracking instrument used

US-REC

Country/area of origin (generation) of purchased renewable electricity

United States of America

Are you able to report the commissioning or re-powering year of the energy generation facility?

Yes

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

2016

Vintage of the renewable energy/attribute (i.e. year of generation)

2022

Supply arrangement start year

2016

Additional, voluntary label associated with purchased renewable electricity

Green-e

Comment

Country/area of consumption of purchased renewable electricity

Mexico

Sourcing method

Unbundled procurement of Energy Attribute Certificates (EACs)

Renewable electricity technology type

Solar

Renewable electricity consumed via selected sourcing method in the reporting year (MWh)

494

Tracking instrument used

I-REC

Country/area of origin (generation) of purchased renewable electricity

Mexico

Are you able to report the commissioning or re-powering year of the energy generation facility?

No

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Vintage of the renewable energy/attribute (i.e. year of generation)

2022

Supply arrangement start year

2022

Additional, voluntary label associated with purchased renewable electricity

No additional, voluntary label

Comment

Country/area of consumption of purchased renewable electricity

Mexico

Sourcing method

Unbundled procurement of Energy Attribute Certificates (EACs)

Renewable electricity technology type

Wind

Renewable electricity consumed via selected sourcing method in the reporting year (MWh)

15,126

Tracking instrument used

I-REC

Country/area of origin (generation) of purchased renewable electricity

Mexico

Are you able to report the commissioning or re-powering year of the energy generation facility?

Yes

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

2013

Vintage of the renewable energy/attribute (i.e. year of generation)

2022

Supply arrangement start year

2022

Additional, voluntary label associated with purchased renewable electricity

No additional, voluntary label

Comment

Country/area of consumption of purchased renewable electricity
Mexico

Sourcing method
Unbundled procurement of Energy Attribute Certificates (EACs)

Renewable electricity technology type
Wind

Renewable electricity consumed via selected sourcing method in the reporting year (MWh)
81

Tracking instrument used
I-REC

Country/area of origin (generation) of purchased renewable electricity
Mexico

Are you able to report the commissioning or re-powering year of the energy generation facility?
Yes

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)
2014

Vintage of the renewable energy/attribute (i.e. year of generation)
2021

Supply arrangement start year
2021

Additional, voluntary label associated with purchased renewable electricity
No additional, voluntary label

Comment

C8.2j

(C8.2j) Provide details of your organization's renewable electricity generation by country/area in the reporting year.

Country/area of generation
Germany

Renewable electricity technology type
Solar

Facility capacity (MW)

0.03

Total renewable electricity generated by this facility in the reporting year (MWh)

16

Renewable electricity consumed by your organization from this facility in the reporting year (MWh)

16

Energy attribute certificates issued for this generation

No

Type of energy attribute certificate

Comment

We installed a 30 kW solar panel system at our Rosenheim facility in the summer of 2022. All of the power generated from this project is consumed onsite by Steelcase.

Country/area of generation

India

Renewable electricity technology type

Solar

Facility capacity (MW)

0.16

Total renewable electricity generated by this facility in the reporting year (MWh)

140

Renewable electricity consumed by your organization from this facility in the reporting year (MWh)

140

Energy attribute certificates issued for this generation

No

Type of energy attribute certificate

Comment

This 160 kW solar panel installation at our Pune facility contributes up to 50% of the energy needed for daily activities. All of the power generated from this project is consumed onsite by Steelcase.

C8.2k

(C8.2k) Describe how your organization's renewable electricity sourcing strategy directly or indirectly contributes to bringing new capacity into the grid in the countries/areas in which you operate.

Steelcase's renewable electricity strategy has both direct and indirect positive impacts on the renewable electricity markets where we operate. Since 2014, Steelcase has invested in energy attribute certificates (EACs) equivalent to 100% of its global electricity consumption, which means that we purchase EACs in every region in which we operate. In 2016, we embarked on a 12-year power purchase agreement (PPA) with Apex Clean Energy for a 25 megawatt wind power project in the United States, where the majority of our energy consumption and associated emissions are concentrated. This investment makes up nearly half of Steelcase's renewable energy purchases, directly supported the construction of a new clean energy facility, and further diversified the company's renewable energy portfolio.

C8.2l

(C8.2l) In the reporting year, has your organization faced any challenges to sourcing renewable electricity?

	Challenges to sourcing renewable electricity	Challenges faced by your organization which were not country/area-specific
Row 1	Yes, not specific to a country/area	We are seeing EAC availability decline as there is increasing demand in the market. This is a sign of progress overall, but it's not without its challenges and impacts on price for Steelcase.

C9. Additional metrics

C9.1

(C9.1) Provide any additional climate-related metrics relevant to your business.

Description

Waste

Metric value

34,695

Metric numerator

US tons

Metric denominator (intensity metric only)

% change from previous year

2.5

Direction of change

Increased

Please explain

The increase in waste from our previous reporting year may be due to insourcing activities and process improvements to reduce complexities within our manufacturing processes. Steelcase has identified and implemented insourcing strategies to reduce costs and improve sourcing efficiencies within our supply

chain. While these efforts might reduce overall waste from the process due to improved process efficiencies, they are now performed within Steelcase's control, which has led to an initial increase in waste at almost every plant when compared to previous years. We also have a strategic corporate effort to reduce complexities and improve efficiencies within our manufacturing processes, which has led to inventory reductions. While these efforts will eventually lead to more lean manufacturing principles and waste reduction, it has temporarily increased our waste output.

C10. Verification

C10.1

(C10.1) Indicate the verification/assurance status that applies to your reported emissions.

	Verification/assurance status
Scope 1	Third-party verification or assurance process in place
Scope 2 (location-based or market-based)	Third-party verification or assurance process in place
Scope 3	Third-party verification or assurance process in place

C10.1a

(C10.1a) Provide further details of the verification/assurance undertaken for your Scope 1 emissions, and attach the relevant statements.

Verification or assurance cycle in place
Annual process

Status in the current reporting year
Complete

Type of verification or assurance
Limited assurance

Attach the statement

📎 S1S2S3 Statement_FY2023_7.24.23.pdf

Page/ section reference
pg. 2

Relevant standard
ISO14064-3

Proportion of reported emissions verified (%)
100

C10.1b

(C10.1b) Provide further details of the verification/assurance undertaken for your Scope 2 emissions and attach the relevant statements.

Scope 2 approach
Scope 2 location-based

Verification or assurance cycle in place
Annual process

Status in the current reporting year
Complete

Type of verification or assurance
Limited assurance

Attach the statement

📎 S1S2S3 Statement_FY2023_7.24.23.pdf

Page/ section reference
pg. 2

Relevant standard
ISO14064-3

Proportion of reported emissions verified (%)
100

Scope 2 approach
Scope 2 market-based

Verification or assurance cycle in place
Annual process

Status in the current reporting year
Complete

Type of verification or assurance
Limited assurance

Attach the statement

📎 S1S2S3 Statement_FY2023_7.24.23.pdf

Page/ section reference
pg. 2

Relevant standard
ISO14064-3

Proportion of reported emissions verified (%)
100

C10.1c

(C10.1c) Provide further details of the verification/assurance undertaken for your Scope 3 emissions and attach the relevant statements.

Scope 3 category
Scope 3: Purchased goods and services
Scope 3: Capital goods
Scope 3: Upstream transportation and distribution
Scope 3: Waste generated in operations
Scope 3: Business travel

Verification or assurance cycle in place
Annual process

Status in the current reporting year
Complete

Type of verification or assurance
Limited assurance

Attach the statement

📎 S1S2S3 Statement_FY2023_7.24.23.pdf
📎 Steelcase_FY2023_FVP_VerificationStatement_V2-1_6.22.23.pdf

Page/section reference
pg. 3

Relevant standard
ISO14064-3

Proportion of reported emissions verified (%)
85

C10.2

(C10.2) Do you verify any climate-related information reported in your CDP disclosure other than the emissions figures reported in C6.1, C6.3, and C6.5?
Yes

C10.2a

(C10.2a) Which data points within your CDP disclosure have been verified, and which verification standards were used?

Disclosure module verification relates to	Data verified	Verification standard	Please explain
SC. Supply chain module	Product footprint verification	ISO 14025, ISO 14040, ISO 14044	Declarations and life cycle assessments were independently verified in accordance with ISO 14025: 2006. ISO 14040: 2006, and 14044:2006 and the reference PCR: BIFMA PCR for Seating UNCPC 381 v3 ext 2021-108 2022.

C11. Carbon pricing

C11.1

(C11.1) Are any of your operations or activities regulated by a carbon pricing system (i.e. ETS, Cap & Trade or Carbon Tax)?

No, and we do not anticipate being regulated in the next three years

C11.2

(C11.2) Has your organization canceled any project-based carbon credits within the reporting year?

Yes

C11.2a

(C11.2a) Provide details of the project-based carbon credits canceled by your organization in the reporting year.

Project type

Wind

Type of mitigation activity

Emissions reduction

Project description

Annually the West India Wind Power project generates approximately 375,000 MWh of renewable electricity across the three districts, reducing CO2 emissions by displacing electricity which would have otherwise been drawn primarily from fossil fuel power stations. Renewable energy projects such as this are critical to support the country's growing energy needs while promoting low carbon development. In addition to delivering approximately 350,000 tonnes of emissions reductions annually to help take urgent action to combat climate change (SDG 13), the project delivers benefits along other SDGs, including:

affordable and clean energy; decent work and economic growth; and industry, innovation and infrastructure.

Credits canceled by your organization from this project in the reporting year (metric tons CO2e)

27,000

Purpose of cancellation

Voluntary offsetting

Are you able to report the vintage of the credits at cancellation?

Yes

Vintage of credits at cancellation

2021

Were these credits issued to or purchased by your organization?

Purchased

Credits issued by which carbon-crediting program

VCS (Verified Carbon Standard)

Method(s) the program uses to assess additionality for this project

Investment analysis
Barrier analysis
Market penetration assessment
Other, please specify
Benchmark analysis; Sensitivity analysis

Approach(es) by which the selected program requires this project to address reversal risk

No risk of reversal

Potential sources of leakage the selected program requires this project to have assessed

Other, please specify
No risk of leakage

Provide details of other issues the selected program requires projects to address

The project activity is expected to have positive impacts and no significant adverse environmental impacts are foreseen. Since the project activity is an electricity generation from renewable source (i.e. wind energy) therefore no negative impacts are envisaged. There is no mandatory legal requirement for carrying out an environmental impact assessment. The validation team has verified all the statutory clearances which include commissioning certificates and PPAs for the wind energy generators. The validation team concludes that all the clearances obtained are in accordance with the procedures required by the host party and no significant environmental impacts are expected from the project activity. The Ministry of Environment and Forests has stipulated economic, social, environment and technological well-being as the four indicators of sustainable development. The project contributes to sustainable development using the following ways: economic well-being, social well-being, technological well-being and environmental well-being.

Comment

Project type

Solar

Type of mitigation activity

Emissions reduction

Project description

The Solar Water Heaters project is a micro-renewables project in India that provides households, small and medium sized enterprises and institutions with an in-house hot water supply fueled by renewable energy rather than carbon intensive grid electricity. The project is primarily focused on serving urban areas throughout the country, and manufactures, distributes, installs and maintains solar water heaters for a variety of residential, commercial and community buildings. The project uses a range of channels to distribute the solar water heaters, primarily private entrepreneurs or larger entities that act as solar water heater dealers and franchise sub-dealers. Some units are also sold directly to customers, and in some instances, partnerships with city, state and regional governments are also used for distribution. The project developer conducts awareness programs in schools and general public exhibitions to help increase uptake of its solar products. In addition to delivering approximately 120,000 tonnes of emissions reductions annually to help take urgent action to combat climate change (SDG 13), the project delivers benefits along other SDGs, including: affordable and clean energy; decent work and economic growth; industry, innovation and infrastructure; good health and well-being; quality education; gender equality; and responsible consumption and production.

Credits canceled by your organization from this project in the reporting year (metric tons CO2e)

6,134

Purpose of cancellation

Voluntary offsetting

Are you able to report the vintage of the credits at cancellation?

Yes

Vintage of credits at cancellation

2022

Were these credits issued to or purchased by your organization?

Purchased

Credits issued by which carbon-crediting program

Gold Standard

Method(s) the program uses to assess additionality for this project

Consideration of legal requirements

Investment analysis

Barrier analysis

Market penetration assessment

Approach(es) by which the selected program requires this project to address reversal risk

No risk of reversal

Potential sources of leakage the selected program requires this project to have assessed

Other, please specify

No risk of leakage

Provide details of other issues the selected program requires projects to address

The project has positive economic impacts by way of reducing grid electricity consumption and charges. Solar Water Heaters do not have any moving parts and can last for 25-30 years, providing financial sustainability of the project. Also, Nuetech (the manufacturer and project manager) provides repair and maintenance services irrespective of the project certification period. There are trained employees for repair and maintenance, who are part of the Customer Care department. Hence there will be no negative economic impacts of the project activity. Further, Nuetech offers 5 years warranty to the customers.

Comment

Project type

Afforestation

Type of mitigation activity

Carbon removal

Project description

The Three Rivers Grassland Restoration project in China restores over 160,000 hectares of degraded grassland ecosystem by seeding three species of native grass to increase carbon sequestration, and contributes to local development by introducing sustainable grazing and management of grassland. The project generates GHG emission removals as grasslands grow, mitigates the impact of climate change on the local ecological environment, enhances the capabilities of local communities and residents by providing them with relevant technical skills and training, and increases local biodiversity. This project qualifies for Biodiversity Gold Level status under the CCB standards for exceptional biodiversity benefits in a Key Biodiversity Area (KBA) with endangered species such as the steppe eagle, saker falcon, and alpine musk deer. Additionally, over half of the twelve thousand local herders who were employed as part of the project were women. In addition to delivering approximately 450,000 tonnes of carbon removals per year to tackle climate action (SDG 13), the project delivers benefits along other SDGs, including: no poverty; good health and well-being; gender equality; and life on land.

Credits canceled by your organization from this project in the reporting year (metric tons CO2e)

2,000

Purpose of cancellation

Voluntary offsetting

Are you able to report the vintage of the credits at cancellation?

Yes

Vintage of credits at cancellation

2016

Were these credits issued to or purchased by your organization?

Purchased

Credits issued by which carbon-crediting program

VCS (Verified Carbon Standard)

Method(s) the program uses to assess additionality for this project

Consideration of legal requirements

Investment analysis

Barrier analysis

Market penetration assessment

Positive lists

Approach(es) by which the selected program requires this project to address reversal risk

Monitoring and compensation

Potential sources of leakage the selected program requires this project to have assessed

Activity-shifting

Provide details of other issues the selected program requires projects to address

According to the Project Design Report, grazing was strictly forbidden in the first five years after seeding, and then controlled grazing will be allowed depending on the growth situation of the forage. Instead, the County Forestry and Grassland Bureau measures the grass yield of the surrounding grasslands in the project area, and guides herders to graze in a reasonable area, so the project will not reduce the grazing productivity. In addition, the local government issued subsidies to the herders in the project area who implemented the prohibition of grazing. All these measures can ensure the long-term sustainable development of the project. Therefore, the identified High Conservation Value (HCV) attributes within the project zone will not be negatively impacted. In addition, because the project area is located in Three River (Yangtze River, Yellow River and Lancang River) Source Region, the implementation of the project can maintain water and soil, purify water sources, and play an important role in the water safety of local residents and downstream residents. This will ensure the water safety of local residents and downstream residents. Thus, none of the HCVs related to community well-being will be negatively affected by the project.

Comment

Project type

Forest ecosystem restoration

Type of mitigation activity

Emissions reduction

Project description

Developed through a partnership between The Nature Conservancy (TNC), the Albany Water Board and the City of Albany Water Department, this improved forest management project permanently protects the watershed of the Alcove Reservoir, Basic Creek Reservoir, and Troutner Lake. The Albany Water Forestland provides an important buffer for the water supply, naturally regulating run-off and filtering groundwater that flows into the reservoirs and their tributaries. Additionally, the lands have outstanding

habitat features, including wetlands, large blocks of unfragmented forest habitat, open water, vernal pools, and successional forest. Greenhouse gas reductions are achieved by maintaining forest carbon stocks above the short-rotation clearcutting typical in this locality, with the project implementing significantly lower harvesting levels per acre and annually. In addition to delivering emissions reductions to tackle climate action (SDG 13), the project delivers benefits along other SDGs, including: clean water and sanitation; life on land; and life below water.

Credits canceled by your organization from this project in the reporting year (metric tons CO2e)

1,000

Purpose of cancellation

Voluntary offsetting

Are you able to report the vintage of the credits at cancellation?

Yes

Vintage of credits at cancellation

2020

Were these credits issued to or purchased by your organization?

Purchased

Credits issued by which carbon-crediting program

ACR (American Carbon Registry)

Method(s) the program uses to assess additionality for this project

Consideration of legal requirements
Investment analysis
Barrier analysis
Market penetration assessment

Approach(es) by which the selected program requires this project to address reversal risk

Monitoring and compensation

Potential sources of leakage the selected program requires this project to have assessed

Market leakage

Provide details of other issues the selected program requires projects to address

There are no perceived negative environmental effects of implementing the project activity. However, results from ongoing evaluation of forest management will be used to identify potential unforeseen future negative direct, indirect, and cumulative impacts.

Comment

C11.3

(C11.3) Does your organization use an internal price on carbon?

Yes

C11.3a

(C11.3a) Provide details of how your organization uses an internal price on carbon.

Type of internal carbon price
Shadow price

How the price is determined
Alignment with the price of a carbon tax

Objective(s) for implementing this internal carbon price
Change internal behavior
Drive energy efficiency
Drive low-carbon investment

Scope(s) covered
Scope 1
Scope 2

Pricing approach used – spatial variance
Differentiated

Pricing approach used – temporal variance
Evolutionary

Indicate how you expect the price to change over time
Because we currently use a shadow price that is based on recent carbon pricing proposals in the U.S. Congress, we expect to reevaluate our shadow price to evolve alongside those proposals. If at some point a proposal is passed into U.S. law, then we will no longer require this shadow price for Michigan.

Actual price(s) used – minimum (currency as specified in C0.4 per metric ton CO2e)
60

Actual price(s) used – maximum (currency as specified in C0.4 per metric ton CO2e)
60

Business decision-making processes this internal carbon price is applied to
Capital expenditure
Operations

Mandatory enforcement of this internal carbon price within these business decision-making processes
Yes, for some decision-making processes, please specify
The shadow price is applied for analysis of Michigan-based operational energy efficiency capital expenditures

Explain how this internal carbon price has contributed to the implementation of your organization's climate commitments and/or climate transition plan
One major climate-related opportunity for our company is energy efficiency and other low-carbon investments in pursuit of our science-based targets, which simultaneously reduces our reliance and

spend on market-based offsetting instruments. As we began exploring these projects more, we found that the paybacks for many of the projects were extending beyond our typical two-year payback expectation. In response, the Carbon Core Team proposed a rule that all carbon reduction projects could instead be subject to a four-year simple payback, which dramatically helped expedite the approval of related capital expenditures. The Carbon Oversight Committee subsequently approved the proposal. Still, we found that in Michigan – where our operations account for just over 50% of our footprint and thus where energy efficiency is most needed – the paybacks were often still exceeding the payback limit because we have contracted for particularly competitive energy prices in Michigan. In response, we began applying an internal shadow price on carbon (a key climate-related risk that we have identified) when evaluating capital expenditures on carbon reduction projects for our Michigan operations, which has enabled the increased implementation of energy efficiency projects where emissions reductions are most important for us. Because of the success of this shadow price in expediting the approval of energy efficiency projects, we are also evaluating the implementation of a regionally specific shadow price in all regions where we operate, with annual updates based on related external factors.

C12. Engagement

C12.1

(C12.1) Do you engage with your value chain on climate-related issues?
Yes, our suppliers
Yes, our customers/clients

C12.1a

(C12.1a) Provide details of your climate-related supplier engagement strategy.

Type of engagement
Information collection (understanding supplier behavior)

Details of engagement
Collect GHG emissions data at least annually from suppliers
Collect other climate related information at least annually from suppliers

% of suppliers by number
4

% total procurement spend (direct and indirect)
100

% of supplier-related Scope 3 emissions as reported in C6.5
100

Rationale for the coverage of your engagement
We set science-based targets ("SBTs") in 2020, one of which is to engage 80% of our supplier by emissions to set their own SBTs by 2025. This target covers our emissions from purchased goods and services and upstream transportation and distribution, so 100% of supplier-related scope 3 emissions

are covered in this engagement program. We are engaging 100% of suppliers on the Steelcase Global Supplier Scorecard, which include direct material suppliers, vended finished goods suppliers, and other indirect suppliers such as logistics suppliers. Our service suppliers were excluded from our engagement because their proportion of spend was negligible compared to our direct material suppliers and did not indicate impact or level of influence. We believe that our direct material suppliers have a higher emissions impact than do our service suppliers. We intentionally kept the coverage broad as we knew our supplier target list would change year-to-year and we wanted to give all our suppliers equal opportunity to set SBTs.

New to this fiscal year, we identified a subset of strategic suppliers from high-risk material groups and for which we have high spend year-over-year. The high-risk material groups were identified in our climate-related scenario analysis and include steel and iron, textiles, urethane products, glass products, and plastics. We then allocated 80% of our total upstream emissions to these suppliers based on spend. The remaining upstream emissions were allocated to the remaining scorecard suppliers based on spend.

This engagement initiative was rolled out as a stepwise approach on our supplier scorecard, wherein this first year supplier engagement was evaluated but not scored. At the end of each year leading up to 2025 we are requesting a new deliverable from our suppliers on top of the one completed for the year prior. For FY23, we asked our suppliers to perform an emissions inventory, submit their scope 1 and 2 emissions via our simple emissions reporting form, and publicly disclose their emissions data. Next year, we are requesting that our suppliers submit their scope 1, 2 and 3 emissions, publicly disclose their emissions, and commit to setting science-based targets by signing and submitting the SBTi's Standard Commitment Letter.

Impact of engagement, including measures of success

The engagement effort primarily serves two purposes; first, to collect supplier primary emissions data which will be used to improve our calculation for supplier-specific scope 3 emissions in the future. Second, the engagement effort is also a way for us to baseline our suppliers and evaluate their progress with setting SBTs. To effectively monitor progress, we identified four success indicators and set annual interim targets for each leading up to 2025. The success indicators include: (1) submission of emissions data, (2) public disclosure of emissions data, (3) commitment to the SBTi, and (4) setting SBTi-validated SBTs.

The engagement series was well received by suppliers. At the end of FY23, 5% of suppliers by emissions set SBTs, surpassing our interim target for our priority success indicator (4). While this may appear low, we are optimistic about this progress as we anticipated slow adoption of this request in the initial years of engagement due to the initial learning curve and the significance of the request. We fell short of our interim targets for success indicators 1-3, indicating that 80% of our suppliers are not yet prepared to set science-based targets. Over the next fiscal year, we will continue to help our suppliers establish repeatable GHG calculation methodologies while we focus more attention on how to develop science-based targets and identify emissions reduction opportunities. We are hopeful that we will see quicker progress as we enter the second half of our target timeframe.

Comment

Type of engagement

Engagement & incentivization (changing supplier behavior)

Details of engagement

Run an engagement campaign to educate suppliers about climate change
Climate change performance is featured in supplier awards scheme

% of suppliers by number

4

% total procurement spend (direct and indirect)

100

% of supplier-related Scope 3 emissions as reported in C6.5

100

Rationale for the coverage of your engagement

We set science-based targets ("SBTs") in 2020, one of which is to engage 80% of our supplier by emissions to set their own SBTs by 2025. This target covers our emissions from purchased goods and services and upstream transportation and distribution, so 100% of supplier-related scope 3 emissions are covered in this engagement program. We are engaging all suppliers on the Steelcase Global Supplier Scorecard, which include direct material suppliers, vended finished goods suppliers, and other indirect suppliers such as logistics suppliers. Our service suppliers were excluded from our engagement because their proportion of spend was negligible compared to our direct material suppliers and did not indicate impact or level of influence. We believe that our direct material suppliers have a higher emissions impact that do our service suppliers. We intentionally kept the coverage broad as we knew our supplier target list would change year to year and we wanted to give all our suppliers equal opportunity to set SBTs.

New to this fiscal year, we identified a subset of strategic suppliers from high-risk material groups and for which we have high spend year-over-year. The high-risk material groups were identified from our climate-related scenario analysis and include steel and iron, textiles, urethane products, glass products, and plastics. We then allocated 80% of our total upstream emissions to these suppliers based on spend. The remaining upstream emissions were allocated to the remaining scorecard suppliers based on spend.

This initiative was rolled out as a stepwise approach on our supplier scorecard, wherein this first-year supplier engagement was evaluated but not scored. At the end of each year leading up to 2025 we are requesting a new deliverable from our suppliers on top of the one completed for the year prior. For FY23, we asked our suppliers to perform an emissions inventory, submit their scope 1 and 2 emissions via our simple emissions reporting template, and publicly disclose their emissions data. Next year, we are requesting that our suppliers submit their scope 1, 2 and 3 emissions, publicly disclose their emissions, and commit to setting science-based targets by signing and submitting the SBTi's Standard Commitment Letter.

Impact of engagement, including measures of success

Over the last year, we hosted two webinars outlining Steelcase's sustainability expectations for the year and how to measure and reduce waste generated in operations. Realizing that greenhouse gas accounting was a new concept for many of our suppliers, we developed and hosted two workshops to dive deep into the specifics of greenhouse gas accounting. We also hosted monthly Q&A sessions in all three regions: standing meetings for suppliers to learn, ask questions, and share insights among peers.

We distributed a quarterly sustainability newsletter that includes a list of upcoming events for the quarter, additional resources, supplier highlights, team introductions, and other relevant sustainability announcements. For suppliers who lacked the expertise or resources to measure their emissions, we met one-on-one with their teams to identify their emissions sources, understand their company operations and culture, and align on an action plan to meet Steelcase's request.

To further incentivize supplier engagement, this initiative was included on our Steelcase Global Supplier Scorecard that measures suppliers progress with setting SBTs. Every year, suppliers will be evaluated based on their engagement and completion of our annual deliverables. These criteria are included in the annual premier supplier award evaluation process. Altogether, this engagement effort helped provide key resources and incentive programs to empower our suppliers on their journey to set SBTs and help us achieve our own supplier engagement target.

The engagement series was well received by suppliers. At the end of the reporting year, we collected annual deliverables with emissions data and proof of public disclosure from 77 suppliers, representing 62% of suppliers by emissions. Though we've made significant progress when compared to the previous year (25%), we fell short of our annual interim target for emissions submissions (80%). Over the next fiscal year, we will continue to help our suppliers establish repeatable GHG calculation methodologies while we focus more attention on how to develop science-based targets and identify emissions reduction opportunities. We are hopeful that we will see quicker progress as we enter the second half of our target timeframe.

Comment

C12.1b

(C12.1b) Give details of your climate-related engagement strategy with your customers.

Type of engagement & Details of engagement
Education/information sharing
Run an engagement campaign to education customers about your climate change performance and strategy

% of customers by number
100

% of customer - related Scope 3 emissions as reported in C6.5
100

Please explain the rationale for selecting this group of customers and scope of engagement
During the reporting year, we educated our customers, dealers, and the architecture & design (A&D) community on our carbon strategy in one-on-one conversations and through formal requests for proposals (RFPs) and requests for information (RFIs). We inform them of our science-based targets and carbon neutrality strategy for our operations and products, and share progress. All customers have access to this information through our Impact Report, public website, and other public resources.

To enable effective communication of our climate change mitigation strategy, the Sustainability Team

helps train our sales colleagues and dealer community how to respond to requests for sustainability information. Over the last reporting year, we hosted a "Carbon 101" workshop to connect with our dealers on how to communicate our climate change mitigation strategy to customers. All new sales and dealer hires complete the Edge training, which includes a comprehensive ESG training module. They also watch a video recorded by our former CEO discussing our commitment to absolute emissions reductions and carbon neutrality for our own operations. Once they have gone through the training, they practice presenting the material to other sales colleagues to prepare them for customer conversations. Less formally, our Sales Resource Network holds monthly Sales Question & Answer sessions, which benefit customers by giving the opportunity for discussion on sustainability topics.

Impact of engagement, including measures of success

We measure success by the number of customers purchasing our sustainable products and inquiring about our sustainable product offerings in RFIs and RFPs. Another measure of success is increased attendance at our ESG training events and workshops, and the depth of questions asked, which can be representative of customer interest and demand for products with less impact on climate change. Our goal is to educate 100% of our sales colleagues and dealers (business-to-business customers) on our climate change performance and strategy.

Type of engagement & Details of engagement

Education/information sharing
Run an engagement campaign to educate customers about the climate change impacts of (using) your products, goods, and/or services

% of customers by number

100

% of customer - related Scope 3 emissions as reported in C6.5

100

Please explain the rationale for selecting this group of customers and scope of engagement

In the past reporting year, we launched a portfolio of global products on Origin, a database of product sustainability attributes used by the A&D community. Origin allows our customers to compare sustainability product attributes, including embodied carbon and recycled content estimates, and generates real time Product Environmental Profiles (PEPs) for our sales team to leverage in customer conversations. The Sustainability Team hosts trainings for our Sales and Marketing colleagues to learn how to use Origin and communicate these sustainability attributes to customers. All customers have access to this information through Origin, our Impact Report, our public website, and other public resources.

In the beginning of the reporting year, we launched Steelcase Series 1 (one of our top task seating products) with CarbonNeutral® product certification, such that the cradle-to-grave emissions are offset with verified carbon reduction and removal projects. It was our first product in our carbon neutral portfolio and is offered to our customers to help offset the impacts of their own scope 3 carbon footprint and to support their sustainability goals. In mid-2023, we extended the CarbonNeutral® offering to encompass all seven of our top task-seating products.

We have a formal "New + Notable" campaign which is a quarterly launch broadcast that debuts and highlights new design concepts and products. This engagement strategy reaches all of our global

dealers and sales network, and has included sustainability information on products and details of our corporate climate commitments.

Impact of engagement, including measures of success

We measure success by the number of customers purchasing our sustainable products and inquiring about our sustainable product offerings in RFIs and RFPs. Another measure of success is increased attendance on our quarterly calls, and the depth of questions asked, which can be representative of customer interest and demand for products with less impact on climate change. Our goal is to educate 100% of our sales colleagues and dealers (B2B customers) on the climate impacts of using our products.

Type of engagement & Details of engagement

Education/information sharing
Share information about your products and relevant certification schemes (i.e. Energy STAR)

% of customers by number

100

% of customer - related Scope 3 emissions as reported in C6.5

100

Please explain the rationale for selecting this group of customers and scope of engagement

While we work to reduce embodied carbon in our products, we began offering Steelcase Series 1 with CarbonNeutral® product certification in 2022 as an option for customers seeking to reduce their carbon footprint today. In mid-2023, we extended the CarbonNeutral® offering to encompass all seven of our top task-seating products.

Additionally, in April of 2022, we significantly increased our products with Business and Industrial Furniture Manufacturer's Association (BIFMA) LEVEL® certification. With LEVEL®, material composition, life cycle analysis (LCA), recycled percentage composition, chemicals, and eco and human health impacts are accounted for in our products. We offer LEVEL® certified products to customers seeking third-party verified product certifications or LEED® building certification and other level-green ratings systems.

In the reporting year, we also began the process of certifying our Sarrebourg Plant to ISO 50001, a data-driven standard focused on energy performance improvement.

All customers have access to this information through our Impact Report, public website, and other public resources.

Impact of engagement, including measures of success

We measure success by the number of customers purchasing our sustainable products and inquiring about our sustainable product offerings in RFIs and RFPs.

Type of engagement & Details of engagement

Collaboration & innovation
Run a campaign to encourage innovation to reduce climate change impacts

% of customers by number

100

% of customer - related Scope 3 emissions as reported in C6.5

100

Please explain the rationale for selecting this group of customers and scope of engagement

In the reporting year, we launched key sustainable decommissioning partnerships to provide end-of-use solutions for customers in the United States and several other global regions. We promote this opportunity at conferences and in customer meetings and it is often included in customers' RFPs. We also share this information in our Impact Report, public website, and other public resources, so all customers are made aware of this opportunity.

Additionally, through a partnership with our customer BASF, we introduced the Flex Perch stool. Flex Perch is 100% recyclable and the first furniture product that reduces the use of fossil resources through CCycling™, an innovative process that transforms waste streams from electronics manufacturing into like-new raw material needed for the production of high-quality products – reducing waste and reliance on carbon-intensive resources. Steelcase Flex Perch is 100% recyclable, made for circularity, and ultimately contributes to a system that recycles more effectively and productively for future applications. In December 2022, Steelcase won the German Ecodesign Award for our Flex Perch stool, the highest national award for ecological design in Germany.

Impact of engagement, including measures of success

We measure success by the number of customers purchasing our sustainable products, like Flex Perch stool and many others, and inquiring about our sustainable product offerings in RFIs and RFPs. We can also measure success by tracking the rate of adoption of our end-of-use solutions.

C12.2

(C12.2) Do your suppliers have to meet climate-related requirements as part of your organization's purchasing process?

Yes, suppliers have to meet climate-related requirements, but they are not included in our supplier contracts

C12.2a

(C12.2a) Provide details of the climate-related requirements that suppliers have to meet as part of your organization's purchasing process and the compliance mechanisms in place.

Climate-related requirement

Setting a science-based emissions reduction target

Description of this climate related requirement

We set science-based targets (SBTs) in 2020, one of which is to engage 80% of our supplier by emissions to set their own SBTs by 2025. We are engaging 100% of suppliers on the Global Steelcase Supplier Scorecard. We intentionally kept the coverage broad as we knew our supplier target list would change year to year and we wanted to give all our suppliers equal opportunity to set SBTs.

To incentivize supplier engagement, we introduced this initiative as a stepwise approach on our global

supplier scorecard that measures suppliers' progress with setting SBTs. Every year, suppliers will be scored based on their engagement and completion of a set of key deliverables. We have also included language for our supplier engagement initiative in the START manual, a source of detailed instructions for a supplier of direct materials or finished goods at Steelcase. Steelcase's Supplier Code of Conduct, signed by all scorecard suppliers, states that suppliers will be evaluated based on their science-based commitments.

% suppliers by procurement spend that have to comply with this climate-related requirement

100

% suppliers by procurement spend in compliance with this climate-related requirement

5

Mechanisms for monitoring compliance with this climate-related requirement

Supplier scorecard or rating

Response to supplier non-compliance with this climate-related requirement

Retain and engage

C12.3

(C12.3) Does your organization engage in activities that could either directly or indirectly influence policy, law, or regulation that may impact the climate?

Row 1

External engagement activities that could directly or indirectly influence policy, law, or regulation that may impact the climate

Yes, our membership of/engagement with trade associations could influence policy, law, or regulation that may impact the climate

Yes, we fund organizations or individuals whose activities could influence policy, law, or regulation that may impact the climate

Does your organization have a public commitment or position statement to conduct your engagement activities in line with the goals of the Paris Agreement?

Yes

Attach commitment or position statement(s)

In addition to the attached Business Ambition for 1.5°C Pledge which includes a commitment to conduct our engagement activities in line with the goals of the Paris Agreement, our initial press release announcing our 1.5°C-aligned science-based targets and our carbon neutrality commitment includes an affirmation of the Paris Agreement goals and a commitment to advocate for supportive climate and energy policy. This press release can be found here: https://www.steelcase.com/press-releases/steelcase-announces-carbon-neutrality-goal-carbon-negative-2030/

📎 Steelcase_Business-Ambition-Pledge_V1.4.pdf

Describe the process(es) your organization has in place to ensure that your external engagement activities are consistent with your climate commitments and/or climate transition plan

Our government affairs are primarily managed by the Assistant General Counsel, who manages and coordinates all policy-related engagements, including those related to climate change and sustainability. We leverage a decentralized approach to these engagements whereby the Assistant General Counsel owns government affairs and subject matter experts from across the organization are typically the voice for a given issue both internally and externally. For example, the Manager of Carbon Strategy and EMEA Customer Engagement is directly responsible for identifying and assessing climate-related policy risks and opportunities, with specific focus on those related to energy, emissions, and disclosure. This Manager works closely with the Assistant General Counsel to identify opportunities to engage with trade associations, with other relevant organizations, and directly with policymakers on topics that are deemed important to Steelcase, ensuring that all engagements are consistent with our climate commitments and with a 1.5°C-aligned future more broadly. When appropriate, approval for any public positions or actions related to climate-related policy risks and opportunities is typically sought from the Director of Sustainability, and when necessary, from the SVP, Chief Administrative Officer, General Counsel and Secretary, who has ultimate responsibility for managing ESG and all related policy engagements. The Assistant General Counsel also reviews any proposed public positions or actions to ensure they align with the greater corporate government affairs strategy and do not expose us to unforeseen or undue risks.

C12.3b

(C12.3b) Provide details of the trade associations your organization is a member of, or engages with, which are likely to take a position on any policy, law or regulation that may impact the climate.

Trade association

Business Roundtable

Is your organization's position on climate change policy consistent with theirs?

Mixed

Has your organization attempted to influence their position in the reporting year?

Yes, we attempted to influence them but they did not change their position

Describe how your organization's position is consistent with or differs from the trade association's position, and any actions taken to influence their position

The Business Roundtable is an association of chief executive officers of America's leading companies working to promote a thriving U.S. economy and expanded opportunity for all Americans through sound public policy. Business Roundtable believes corporations should lead by example, support sound public policies and drive the innovation needed to address climate change. To this end, the United States should adopt a more comprehensive, coordinated and market-based approach to reduce emissions. This approach must be pursued in a manner that ensures environmental effectiveness while fostering innovation, maintaining U.S. competitiveness, maximizing compliance flexibility and minimizing costs to business and society. For more information, see https://www.businessroundtable.org/climate. Steelcase is a member of Business Roundtable not because we meet the member qualifications but because they look to us to represent the smaller manufacturer perspective.

Through our membership, Steelcase participated in a working group in 2019 to revise and update the association's climate change policy perspective. Business Roundtable states that to avoid the worst

impacts of climate change, the world must work together to limit global temperature rise this century to well below 2°C above preindustrial levels, consistent with the Paris Agreement. Business Roundtable supports a goal of reducing net U.S. GHG emissions by at least 80 percent from 2005 levels by 2050. Although Business Roundtable acknowledged the updated scientific consensus that limiting warming to only 1.5°C above preindustrial temperatures by reaching net-zero emissions by 2050 is necessary to avoid the worst impacts of climate change, they have not subsequently updated their official position on climate change. In the reporting year, Steelcase responded to a Business Roundtable survey intended to update their understanding of member views on energy and climate policy, in which we made clear our own commitment to 1.5°C-aligned science-based emissions reductions and our support of aligned policies.

Funding figure your organization provided to this trade association in the reporting year (currency as selected in C0.4)

Describe the aim of your organization's funding

Have you evaluated whether your organization's engagement with this trade association is aligned with the goals of the Paris Agreement?
Yes, we have evaluated, and it is aligned

Trade association
Other, please specify
Clean Energy Buyers Association ("CEBA")

Is your organization's position on climate change policy consistent with theirs?
Consistent

Has your organization attempted to influence their position in the reporting year?
Yes, we publicly promoted their current position

Describe how your organization's position is consistent with or differs from the trade association's position, and any actions taken to influence their position
The CEBA community is made up of 350+ energy customer companies and their partners, including nearly 100 companies from the Fortune 500 list. They are comprised of three member types – Energy Customers, Energy Providers, and NGOs – that collaborate to navigate the complexities of the energy market. CEBA's aspiration is to achieve a 90% carbon-free U.S. electricity system by 2030 and to cultivate a global community of energy customers driving clean energy. Steelcase has been a long-standing member of CEBA (formerly the Renewable Energy Buyers Alliance). Through our membership, we connect with other like-minded organizations to collectively advocate for accessible, affordable, and customer-driven clean energy for all – a vision which Steelcase supports. Steelcase benefits from clean energy access and wholesale power markets; for example, through our Virtual Power Purchase Agreement which accounts for 100% of our U.S. energy consumption and 50% of our global consumption.

From an energy procurement perspective, our objective is to balance reliability, affordability, and sustainability through retail open access and direct investment in renewable energy. Our participation in

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CEBA helps advance the organization's aligned objectives nationally, ultimately supporting our progress towards our science-based targets. Additionally, as we ask our suppliers to set their own science-based targets, renewable energy access will also be essential in suppliers' decisions to set science-based targets and in their ability to achieve them.

Funding figure your organization provided to this trade association in the reporting year (currency as selected in C0.4)

Describe the aim of your organization's funding

Have you evaluated whether your organization's engagement with this trade association is aligned with the goals of the Paris Agreement?

Yes, we have evaluated, and it is aligned

Trade association

Other, please specify

Grand Rapids Chamber of Commerce

Is your organization's position on climate change policy consistent with theirs?

Consistent

Has your organization attempted to influence their position in the reporting year?

No, we did not attempt to influence their position

Describe how your organization's position is consistent with or differs from the trade association's position, and any actions taken to influence their position

The Grand Rapids Area Chamber of Commerce Infrastructure and Natural Resources Committee focuses on significant environmental issues and works to influence lawmakers to prepare and support cost-efficient, yet effective, regulations. Steelcase is actively involved in promoting a Michigan with cleaner, more affordable, and more reliable energy. We do this by encouraging policymakers to consider increased renewable energy, competition, and new technologies in the state of Michigan. Our focus on Michigan is important because the majority of our greenhouse gas emissions are produced by our operations in Michigan. Currently, the Manager of the Carbon Strategy and EMEA Customer Engagement Team chairs the Grand Rapids Chamber's Infrastructure and Natural Resources Committee and has shared Steelcase's climate change mitigation strategy with other members to help support climate action and influences the Chamber's policy positions. We are highly engaged in their climate-related work given the committee chair position and are generally advancing their positions in a way that is consistent with our own position and approach.

Funding figure your organization provided to this trade association in the reporting year (currency as selected in C0.4)

Describe the aim of your organization's funding

Have you evaluated whether your organization's engagement with this trade association is aligned with the goals of the Paris Agreement?

Yes, we have evaluated, and it is aligned

Trade association

Other, please specify

Business and Institutional Furniture Manufacturers Association ("BIFMA")

Is your organization's position on climate change policy consistent with theirs?

Consistent

Has your organization attempted to influence their position in the reporting year?

Yes, we publicly promoted their current position

Describe how your organization's position is consistent with or differs from the trade association's position, and any actions taken to influence their position

BIFMA is the not-for-profit trade association for business and institutional furniture manufacturers. BIFMA and its members have a rich history of integrating sustainability criteria into their product design, sourcing, and manufacturing. BIFMA supports healthy chemistry, measuring and reducing greenhouse gas emissions at the facility and product level, and promoting socially responsible practices. BIFMA manages the standard and certification program BIFMA LEVEL, which is based on an ANSI accredited standard called ANSI/BIFMA e3 Furniture Sustainability Standard.

Steelcase has been a member of BIFMA since its inception in 1973 and continues to be deeply involved. Our Director of Sustainability chairs BIFMA's Health and Sustainability Committee and our Principal Scientist chairs the Chemical Subcommittee. One Sustainability Manager is driving efforts to develop a shared supply chain data platform. In the reporting year, we have been particularly involved in efforts to update the e3 Furniture Sustainability Standard, engaging with a broad array of stakeholders to ensure it is a consensus-based standard . Additionally, BIFMA provided comments, which Steelcase's participation informed, to the EPA in response to an RFI to "Support New Inflation Reduction Act Programs to Lower Embodied Greenhouse Gas Emissions Associated with Construction Materials and Products."

Funding figure your organization provided to this trade association in the reporting year (currency as selected in C0.4)

Describe the aim of your organization's funding

Have you evaluated whether your organization's engagement with this trade association is aligned with the goals of the Paris Agreement?

Yes, we have evaluated, and it is aligned

Trade association

Other, please specify

Electricity Customer Alliance

Is your organization's position on climate change policy consistent with theirs?

Consistent

Has your organization attempted to influence their position in the reporting year?

Yes, we publicly promoted their current position

Describe how your organization's position is consistent with or differs from the trade association's position, and any actions taken to influence their position

The Electricity Customer Alliance (ECA) advocates for customer-centric wholesale electricity markets. Specifically, ECA aims to enhance reliability and resiliency through markets, expand organized wholesale electricity markets, improve electricity market governance and instituting customer-oriented reforms, and unlock competition. ECA maintains that the expansion of organized wholesale electricity markets can unlock the development of more affordable, cleaner domestic resources and that the efficiency of markets reduces the cost of the energy transition. Steelcase was a founding member of the ECA, our Manager of Carbon Strategy and EMEA Customer Engagement sits on the Board.

Funding figure your organization provided to this trade association in the reporting year (currency as selected in C0.4)

Describe the aim of your organization's funding

Have you evaluated whether your organization's engagement with this trade association is aligned with the goals of the Paris Agreement?

Yes, we have evaluated, and it is aligned

C12.3c

(C12.3c) Provide details of the funding you provided to other organizations or individuals in the reporting year whose activities could influence policy, law, or regulation that may impact the climate.

Type of organization or individual

Non-Governmental Organization (NGO) or charitable organization

State the organization or individual to which you provided funding

Ellen MacArthur Foundation

Funding figure your organization provided to this organization or individual in the reporting year (currency as selected in C0.4)

45,000

Describe the aim of this funding and how it could influence policy, law or regulation that may impact the climate

The Ellen MacArthur Foundation works to accelerate the transition to a circular economy, and works with business, academia, policymakers, and institutions to mobilize systems solutions at scale, globally.

Specific to influence on policy, law, and regulation, the Foundation provides tools, methods, and insights for government and policy. As a contributing member of the Foundation, we help to enable this work that is critical to reaching a 1.5°C world, because circular economy principles and strategies transform the way in which goods and materials are produced and used and offer significant potential for greenhouse gas emissions reductions.

Have you evaluated whether this funding is aligned with the goals of the Paris Agreement?

Yes, we have evaluated, and it is aligned

Type of organization or individual

Non-Governmental Organization (NGO) or charitable organization

State the organization or individual to which you provided funding

West Michigan Environmental Action Council

Funding figure your organization provided to this organization or individual in the reporting year (currency as selected in C0.4)

2,500

Describe the aim of this funding and how it could influence policy, law or regulation that may impact the climate

West Michigan Environmental Action Council (WMEAC) has been West Michigan's preeminent resource for environmental education and advocacy since 1968. Founded by a diverse group of concerned citizens and organizational stakeholders, WMEAC is a non-profit, 501C3 organization uniquely positioned to respond to emerging issues and new threats to West Michigan's natural and human ecologies, strategically focused on building sustainable communities and protecting water resources. WMEAC works at both the grassroots and the legislative level to protect natural resources and make communities more sustainable and resilient. Through our funding, Steelcase may support these policy engagements.

Have you evaluated whether this funding is aligned with the goals of the Paris Agreement?

Yes, we have evaluated, and it is aligned

C12.4

(C12.4) Have you published information about your organization's response to climate change and GHG emissions performance for this reporting year in places other than in your CDP response? If so, please attach the publication(s).

Publication

In mainstream reports

Status

Complete

Attach the document

📎 Steelcase Definitive 14A Proxy Statement May 2023_compressed.pdf
📎 Steelcase-2022-ESG-Impact-Report.pdf

Page/Section reference

The 14A opening CEO letter discusses Steelcase's four strategic pillars, and on page iv discusses Steelcase's target to reduce scope 1 and 2 emissions by 50% by 2030, as well as our carbon neutral commitment and our efforts to drive energy efficiency and other process changes. Then, on page 18, the statement discusses how the Nominating and Corporate Governance Committee of the Board has oversight over our ESG strategy and policies, including progress against our science-based targets.

Content elements

Governance
Strategy
Emission targets

Comment

We have also attached our 2022 Impact Report (the 2023 report is still underway), which goes into further detail on our climate change mitigation strategy.

C12.5

(C12.5) Indicate the collaborative frameworks, initiatives and/or commitments related to environmental issues for which you are a signatory/member.

	Environmental collaborative framework, initiative and/or commitment	Describe your organization's role within each framework, initiative and/or commitment
Row 1	Business Ambition for 1.5C RE100 Race to Zero Campaign UN Global Compact We Are Still In We Mean Business Other, please specify Carbon Call	By signing on to the Business Ambition for 1.5°C campaign, Steelcase committed to align our climate mitigation targets with the most ambitious aim of the Paris Agreement and to what science dictates is necessary to reduce the destructive impacts of climate change on human society and nature: to reach net-zero global emissions by 2050 at the latest to limit global warming to 1.5°C. We also committed to policy advocacy positions consistent with a 1.5°C future. Steelcase joined the Raced to Zero in October 2021 through our pledge to the Business Ambition for 1.5°C campaign. Steelcase joined RE100 in 2014, committing to annually procure 100% renewable energy equivalent to our global electricity consumption. We have achieved this target every year since 2014. Steelcase is a member of the We Mean Business coalition as part of our participation in RE100 and the SBTi, and our aligned ambition, action, advocacy, and accountability are part of a collective message to give governments the confidence to set stronger policies that help businesses achieve their climate goals faster.

Steelcase joined We Are Still In in 2018, and today remains aligned with the coalition's shared commitment to drive transformational climate action through direct action and advocacy. Steelcase's focus on U.S. climate action is important because most of our GHG emissions are produced from our operations in the U.S.

Steelcase joined the UN Global Compact in 2009 and annually publishes a "Communication on Progress" report that outlines our efforts to operate responsibly and support society. By joining the Compact, we pledged to operate responsibly in alignment with universal sustainability principles; to take actions that support the society around us; to commit to the effort from our organization's highest level to embed sustainability deep into our DNA; to report annually on ongoing efforts; and to engage locally where we have a presence.

Steelcase joined the Carbon Call as a signatory in September 2022. Signatories support the enabling conditions needed for a more reliable global system of interoperable carbon accounting reports and commit to reporting GHG emissions and offset information comprehensively, including all scopes and classes of GHG emissions, annually and transparently. Moreover, as a signatory, we have representatives from our Carbon Strategy Team participating in three of the Carbon Call's expert subgroups to help inform and accelerate solutions in making data discoverable, establishing metadata requirements, and developing a digital smart dictionary.

C15. Biodiversity

C15.1

(C15.1) Is there board-level oversight and/or executive management-level responsibility for biodiversity-related issues within your organization?

	Board-level oversight and/or executive management-level responsibility for biodiversity-related issues
Row 1	No, but we plan to have both within the next two years

C15.2

(C15.2) Has your organization made a public commitment and/or endorsed any initiatives related to biodiversity?

	Indicate whether your organization made a public commitment or endorsed any initiatives related to biodiversity
Row 1	No, but we plan to do so within the next 2 years

C15.3

(C15.3) Does your organization assess the impacts and dependencies of its value chain on biodiversity?

Impacts on biodiversity

Indicate whether your organization undertakes this type of assessment
No and we don't plan to within the next two years

Dependencies on biodiversity

Indicate whether your organization undertakes this type of assessment
No and we don't plan to within the next two years

C15.4

(C15.4) Does your organization have activities located in or near to biodiversity- sensitive areas in the reporting year?
Yes

C15.4a

(C15.4a) Provide details of your organization's activities in the reporting year located in or near to biodiversity -sensitive areas.

Classification of biodiversity -sensitive area
Other biodiversity sensitive area, please specify
Nationally protected land

Country/area
Czechia

Name of the biodiversity-sensitive area
Český les Protected Landscape Area

Proximity
Up to 25 km

Briefly describe your organization's activities in the reporting year located in or near to the selected area
The Český les Protected Landscape Area is east of our Stribro manufacturing plant and is a vast protected wooded area covering 2,500 hectares/ 6,200 acres/ 475 sq km / 183 sq miles.

The Ministry of the Environment of the Czech Republic has established 26 Protected Landscape Areas, designated by national legislation. Nationally, Czechia has over 11,000 sq km / 4,300 sq miles of protected areas throughout the country. These figures emphasize the importance that Czechia places on the environment and protected areas, because this equals nearly 14% of the area of the country. In

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working with the Ministry of the Environment, we learned that we would need to meet significant environmental restrictions. At Stribro, Steelcase pioneered the use of a water recycling system using technology developed by a nearby German company.

Indicate whether any of your organization's activities located in or near to the selected area could negatively affect biodiversity

Mitigation measures implemented within the selected area

Explain how your organization's activities located in or near to the selected area could negatively affect biodiversity, how this was assessed, and describe any mitigation measures implemented

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Classification of biodiversity -sensitive area
Other biodiversity sensitive area, please specify
Nationally protected land

Country/area
China

Name of the biodiversity-sensitive area
Yinpingshan Qingxi Forest Mountain Park and Nature Reserve

Proximity
Adjacent

Briefly describe your organization's activities in the reporting year located in or near to the selected area
The back fence of our Dongguan manufacturing plant is adjacent to the Yinpingshan Qingxi Forest Mountain Park and Nature Reserve. The Forest Park is nearly 10 square miles within the City of Dongguan. The Ministry of Ecology and Environment in China looks closely at biological impact from manufacturing and this was reflected in our Environmental Impact Assessment. We employed several state of the art pollution control measures as part of our application. One cutting edge technology in fact set a new standard for the City of Dongguan for recycling process water, resulting in a zero process discharge to the sewer.

Indicate whether any of your organization's activities located in or near to the selected area could negatively affect biodiversity

Mitigation measures implemented within the selected area

Explain how your organization's activities located in or near to the selected area could negatively affect biodiversity, how this was assessed, and describe any mitigation measures implemented

Classification of biodiversity -sensitive area
> Other biodiversity sensitive area, please specify
>> Nationally protected land

Country/area
> India

Name of the biodiversity-sensitive area
> BIO Diversity Park, Baner-Pashan Biodiversity Park

Proximity
> Up to 50 km

Briefly describe your organization's activities in the reporting year located in or near to the selected area
> The Indian Federal Government and the Maharashtra Pollution Control Board monitor biological impacts from manufacturing closely. There are numerous state and federally-protected areas and biodiversity parks throughout India, including the BIO Diversity Park down the street of our Pune plant and the Baner-Pashan Biodiversity Park within 30 km from the plant.

Indicate whether any of your organization's activities located in or near to the selected area could negatively affect biodiversity

Mitigation measures implemented within the selected area

Explain how your organization's activities located in or near to the selected area could negatively affect biodiversity, how this was assessed, and describe any mitigation measures implemented

C15.5

(C15.5) What actions has your organization taken in the reporting year to progress your biodiversity-related commitments?

	Have you taken any actions in the reporting period to progress your biodiversity-related commitments?
Row 1	No, we are not taking any actions to progress our biodiversity-related commitments, but we plan to within the next two years

C15.6

(C15.6) Does your organization use biodiversity indicators to monitor performance across its activities?

	Does your organization use indicators to monitor biodiversity performance?	Indicators used to monitor biodiversity performance
Row 1	No, we do not use indicators, but plan to within the next two years	

C15.7

(C15.7) Have you published information about your organization's response to biodiversity-related issues for this reporting year in places other than in your CDP response? If so, please attach the publication(s).

Report type	Content elements	Attach the document and indicate where in the document the relevant biodiversity information is located

C16. Signoff

C-FI

(C-FI) Use this field to provide any additional information or context that you feel is relevant to your organization's response. Please note that this field is optional and is not scored.

C16.1

(C16.1) Provide details for the person that has signed off (approved) your CDP climate change response.

	Job title	Corresponding job category
Row 1	President and Chief Executive Officer	Chief Executive Officer (CEO)

Submit your response

In which language are you submitting your response?
English

Please confirm how your response should be handled by CDP

	I understand that my response will be shared with all requesting stakeholders	Response permission
Please select your submission options	Yes	Public

Please confirm below
I have read and accept the applicable Terms