Our Impact

Business as a force for good

Steelcase

Contents

For more than a century, our company's core values have shaped our approach to issues, guided decisions and formed the bedrock of our culture. We've long pledged to protect the environment, treat people with dignity and respect and act with integrity — values that continue to serve as steady guideposts and inspire us to take action. In that spirit, Steelcase is pleased to have set third-party verified science-based targets around carbon, strengthened our DEI efforts and published new governance policies to protect the rights of our people. We're committed to doing what's right and coming together around work that brings purpose, unity and hope for a better world.

This last year alone, Steelcase:

- Announced carbon neutrality and set science-based targets to reduce absolute emissions from our owned and controlled facilities by 50% by 2030, in line with a 1.5°C climate scenario
- Set new DEI goals to build more diverse teams, provide equitable development opportunities and build a culture of inclusion by 2025
- Published a new Global Human & Labor Rights Policy to strengthen our culture of inclusion and formalize the people-first approach we've embraced for decades

We've also made tremendous progress helping our customers design safe and productive spaces by sharing guidance around COVID-19 protocols like physical distancing and other workplace best practices. Steelcase researchers have developed insights and solutions for the future of work based on over 52,000 survey responses and interviews across 11 countries. These solutions balance the benefits of being together with the need for safety, flexibility and privacy, giving us the opportunity to invite people back to something better. We believe better is possible, and we're delighted this collective effort is making an impact.

Finally, this fall I'll step down from my role as CEO and, in January, will retire from Steelcase after 25 years with the company. When I reflect on the progress we've made in materials chemistry, clean energy and building an inclusive workplace with distributed decision-making, I'm proud of all we've accomplished. As we look to further this work, I couldn't be more pleased to see Steelcase move into its next chapter under the capable leadership of Sara Armbruster, who has been with the company for 14 years and is deeply committed to our values. Sara and I are confident in the company's future and look forward to Steelcase continuing as a force for good in the world.

Jim Keane

Our Commitment

The global pandemic fundamentally changed how we live, learn and work. People have new needs and expectations, requiring shifts in the way we think about our business, our planet and all our Steelcase stakeholders.

Our knowledge and the research we've conducted positions Steelcase as a leader in delivering the vision, insights, products, services and partnerships needed to create workplaces that are both safe and compelling.

We see a path forward. We know better is possible.

By protecting and preserving the planet, advancing the wellbeing and equality of all people and running our business with integrity, we don't just help people work better, we help the world be better.

Core Values

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

Act with integrity

Tell the truth

Keep commitments

Treat people with dignity + respect

Promote positive relationships

Protect the environment

Excel

Our Shared Future

Steelcase has always aspired to create lasting value for people — our customers, employees, communities and partners.

For over 100 years, leading organizations have trusted us to help them innovate and grow — in business, education and health — by creating dynamic, high-performing places that unlock the promise of their people.

We honor that trust by setting bold goals, keeping our commitments, conducting our business with integrity and helping to build a more sustainable, inclusive and equitable global society.

In 2020, we sunset a decade of ambitious environmental goals. This year, we're pleased to set a new foundation of goals that reflect our approach to our Environmental, Social and Governance (ESG) priorities.

A Holistic ESG Commitment

Environment

Healthy Planet: Create Products and Operations That Are Good for the World

The Steelcase products people know and love are designed around a commitment to reduce climate change and reinforced by sustainable practices across our value chain.

Harm to one part of the planet harms us all. That's not right — and that's why we're taking actions to build a healthy planet.

Social

Healthy People: Cultivate Opportunities for People and Communities To Thrive

Steelcase believes personal and community empowerment is the genesis for social impact.

On an individual level, we believe it's critical for people to bring their whole selves to work. This creates a sense of belonging that builds trust, connects people more deeply to their purpose and creates a culture of inclusion.

By engaging purpose-driven employees in community partnerships, leadership training and learning programs, we make an immediate impact, allowing us to unlock human promise in new, systemic ways.

Governance

Healthy Culture: Curate a Culture of Trust and Integrity

We believe decisions are best made by employees closest to the issues who understand and embrace our belief that business is a force for good.

Empowered, distributed decision-making helps all employees find their voice and feel trusted. We encourage our people to understand deeply our mission and values. The result is a company committed to integrity, authentic in its commitments and trusted by its partners.

Good governance ensures that a company is well-run and ethical. We believe that starts with culture: one that shapes how every employee makes decisions on behalf of the company and our stakeholders.

A Coordinated, Global Response to COVID-19

When COVID-19 spread from a localized outbreak to a worldwide pandemic, Steelcase deployed its scale and resources to provide a strong, coordinated global response.

Supporting Workers

Throughout the pandemic, Steelcase leaders have worked closely with state and federal governments to inform return-to-office policies, leveraging our expertise and research on worker needs to help people feel safe and cared for.

The Steelcase Foundation set up matching gift funds for COVID-19 crisis relief for our employees.

See additional employee-specific support efforts on page 9 of this report.

Supporting Healthcare Professionals

Steelcase industrial designers, product engineers, manufacturing operations and innovation specialists worked with healthcare professionals to co-create designs for personal protective equipment (PPE) and other protections, which were deployed to local healthcare workers within days.

Within two weeks of the U.S. stay-at-home orders being issued, face mask and face shield designs were shared publicly for any manufacturer to use.

Supporting Our Communities

The pandemic precipitated an immediate shift in funding priorities for all Steelcase community partnerships. This thoughtful, coordinated response helped our partners by providing general operating support, financial flexibility and access to professional development and coaching in areas such as HR, IT and Strategy.

Steelcase continues to research and share information with our Global Social Innovation partners (UN Global Compact, The Conference Board, The Aspen Institute, Ashoka, Business for Social Responsibility (BSR), Boston Consulting Group and Chief Executives for Corporate Purpose).

A volunteer hub matched employees with opportunities to support their communities.

Community Financial Supports

- Steelcase provided unrestricted funding to nonprofit partners during the first half of 2020.

- All canceled, rescheduled and postponed event sponsorships were redirected to general operating support.

- Project-based funding was shifted to general operations funding for all in-progress partnerships.

90,000+
Face Masks
Production-ready prototypes within two weeks

63,432
Social Screens
Steelcase designers and local healthcare workers designed working prototypes in three days.

$250,000
Grant to the Heart of West Michigan United Way's COVID-19 relief fund by the Steelcase Foundation

167
Wellbeing Classes
On-demand collection of wellbeing classes, videos, reflections and resources to inspire our employees to participate in self care

Helping Employees Navigate the Pandemic

Steelcase believes in meeting people at their point of need. The pandemic provided a unique opportunity to demonstrate our commitment to employees and increase access to services. We pivoted efforts to support employees through the disruption with:

- Daily live and recorded mindfulness sessions
- Live and recorded virtual group exercise classes
- Free 24-hour virtual life coaching
- Weekly topical workshop series focused on performance and mental health topics
- A virtual global learning series dedicated to wellbeing topics
- Monthly financial education webinars for employees who encountered disruptions to their income
- Monthly education series on the impact of the COVID-19 pandemic on mental health
- Launch of a focus group, resource guide and other tools supporting the unique needs of caregivers

Wellness Channel Most Viewed Assets

1. Why Do I Feel the Way I Feel: the Neuroscience of Threat Response
2. Leading in Turbulent Times
3. Daily Mindfulness Activity

These three assets generated views from over 2,500 viewers.

Leadership Wellbeing Series

Developed a virtual program to support leaders in navigating the unique challenges of managing employees during a pandemic.

Caring for Caregivers

We also created a resource guide for caregivers, and made it easier for caregivers to have a flexible schedule.

ESG Disclosure Practices

Introduction

Steelcase is committed to reporting annually on our sustainability vision, goals and progress. We use an approach of transparency and authenticity, and continue to refine our reporting practices to help stakeholders understand our goals, standards and objectives. We do this while remaining consistent with external guidelines and expectations.

Much of the content of this report covers our progress from fiscal year 2021 (FY21), representing March 2020–February 2021, and is limited to operations owned and/or operated by Steelcase. If data appears outside of the stated reporting range or our owned operations, it is noted in this report. Our previous report covered fiscal year 2020 (FY20) and was published in August 2020.

Assurance

Steelcase is responsible for the preparation and integrity of the information in this report.

Scientific Certification Systems, an independent third party, has reviewed our FY21 Greenhouse Gas (GHG) inventory and energy consumption and provided a limited assurance of its accuracy and completeness.

The scope of that review, included in this report, includes global Scope 1 and Scope 2 GHG emissions and the following categories of Scope 3 emissions: Purchased Goods and Services, Capital Goods, Upstream Transportation and Distribution, Waste From Operations and Business Travel.

CDP

Steelcase first engaged with CDP in 2011 when we reported our carbon emissions, reduction goals and carbon strategy through the CDP Climate Change Program. We have reported Scope 1, 2 and ten categories of Scope 3 emissions through this program every year since 2015, increasing our score in climate change performance to a B in 2020. These scoring improvements have been driven by the creation and evolution of our carbon strategy, climate-related risk management programs and science-based emissions reduction targets. In 2021, we refined our carbon strategy, reported 11 categories of Scope 3 emissions and had our emissions verified by a third party.

In addition to the climate change program, Steelcase has participated in the CDP Supply Chain program in each of the previous 3 years, receiving an A in supply chain performance in 2020. Engaging with our supply chain allows us to enhance the calculation and reduction of our indirect emissions, as well as to extend the benefits of GHG emissions reduction strategies and science-based targets beyond the borders of our own organization. In fact, one of our goals is to help 80% of our suppliers (by emissions) set their own Science-Based Targets by 2025. Steelcase's engagement with CDP has helped strengthen our carbon strategy over the years, and we will continue to participate and improve our performance even more going forward.

Sustainability Accounting Standards Board

This report includes accounting metrics recommended in the Sustainability Accounting Standards Board's (SASB) Building Products and Furnishings Sustainability Accounting Standard. The ESG data tables in the GRI Index include a column that identifies them.

Global Reporting Initiative

The GRI Index offers additional information about our sustainability strategy and progress. This report has been prepared according to GRI Standards: Core Option.

Task Force on Climate-Related Financial Disclosures

The Task Force on Climate-Related Financial Disclosures (TCFD) recommendations were considered in the preparation of this report. A table mapping each recommended disclosure to our CDP Climate Change response is being developed and will be available on our website in the near future.

United Nations Global Compact

Steelcase is a signatory to this voluntary initiative that is based on CEO commitments and aims to implement universal sustainability principles for businesses.

United Nations Sustainable Development Goals

The United Nations Sustainable Development Goals are a call for action by all countries to promote prosperity while protecting the planet.

They recognize that ending poverty must go hand-in-hand with strategies that build economic growth and address a range of social needs including education, health, social protection and job opportunities, while tackling climate change and environmental protection.

Steelcase selected United Nations Sustainable Development Goals that match our purpose to unlock human promise by transforming work, workers and workplaces.

The following nine Sustainable Development Goals are most material to Steelcase.

United Nations Sustainable Development Goals

ESG Materiality Overview

ESG Materiality Assessment

Steelcase believes all environmental, social and governance (ESG) topics are important. We use a materiality assessment to help us prioritize these topics based on their importance to business value and our stakeholders, which includes potential impacts on the environment, economy and people.

We also believe it is imperative that we engage with and listen to all our stakeholders. The stakeholder groups that provide input to our materiality assessments are selected based on their importance to our business success, as well as those on which we may have a significant impact. These groups include employees, customers (global businesses and organizations), investors, the architectural and design community, dealers, suppliers, governmental agencies and community partners.

We perform a comprehensive formal ESG materiality assessment every few years. Our latest was completed in late 2020 in partnership with BSR. The results are validated and updated as needed in the years between formal assessments.

Process

Identification
The ESG materiality assessment starts with identifying our most important stakeholder groups and developing a comprehensive list of potentially material ESG topics. The definition and boundary of these topics are informed by a confluence of factors including relevant reporting standards, industry-specific issues and stakeholder interests. Steelcase leadership validates this list, considering the business and ESG strategy.

Prioritization
Each potentially material topic is assessed based on primary and secondary research including surveys, interviews and workshops. The results are plotted on a matrix to help identify which topics are material and illustrate the connectivity of ESG for our business.

Validation
A broad set of senior leadership, representing all business functions, reviews and validates the assessment results.

Review
Every year, the ESG materiality assessment results and supporting research are reviewed. Adjustments to our ESG strategy priorities and reporting practices are made as needed.

Steelcase Material Topics

Intentionally managing environmental, social and governance issues is important to good business and to making the world a better place. Each of the topics represented here is monitored and managed as needed, and Steelcase regularly devotes resources to ensure their health and fidelity. Their relevance is depicted in the matrix.

The following ESG topics are material to Steelcase and the focus of our reporting:

Climate Change

Consumer Health + Wellbeing

Diversity, Equity & Inclusion

Employee Wellbeing

Product End of Use + Circular Economy

Sustainable Product Design

Employee Learning & Development + Digitization and the Future of Work

Responsible Procurement Practices

Topic Categories

Products + Services

Environment

Supply Chain

People

Ethics + Governance

Consumer Health & Wellbeing

Circular Economy

Climate Change

Diversity, Equity & Inclusion

Sustainable Product Design

Product End of Use

Employee Wellbeing

Digitization & the Future of Work

Waste Management

Materials Sourcing

Transparency, Accountability & Reporting

Transportation & Logistics

Business Ethics

Training, Development & Talent Retention

Public Policy & Advocacy

Community Relations

Data Protection, Privacy & Analytics

Responsible Procurement Practices

Water Stewardship

Fair Labor Practices & Labor Relations

Compliance

Pay Equity

Biodiversity

Internal Controls

Human Rights

Importance to Stakeholders

Importance to Business Success

Healthy Planet

At Steelcase, we create products that are good for people and good for the world. Our products and operations are designed around a commitment to reduce climate change, reinforced by sustainable practices across our value chain.

Climate Change

Approach

Steelcase is committed to lowering greenhouse gases emitted in the creation of our products.

We set 1.5 degree C-aligned targets, approved by the Science-Based Targets initiative.

We've established an internal carbon core team, including an executive oversight committee, to drive and monitor progress toward the goals associated with our climate commitment.

We engage key suppliers to set their own science-based targets.

Goals

Achieve Absolute Reductions by 2030
Reduce absolute emissions from our own operations by 50%.[1,2]

Reduce emissions from waste generated in our operations by 14%[3], equating to a 20% total tonnage reduction in waste globally.

Reduce emissions from business travel by 14%.[3]

Maintain Carbon Neutrality
Continue purchasing renewable energy equivalent to 100% of our own global electricity consumption.[2]

Invest in carbon offset projects, including reforestation to maintain carbon neutrality for our direct operations.[1]

Motivate Suppliers to Reduce Greenhouse Gas Emissions
Partner with 80% of suppliers (by emissions) to set their own science-based targets[3] by 2025.

Handle Water as a Precious Commodity
Through 2030, conduct water balance analyses for process water and assess water recycling options for plants located in water-stressed areas.

Through 2030, improve water use efficiency to reduce global water consumption in operations and continue to improve the quality of discharged wastewater.

[1] Scope 1 Emissions. Scope 1 emissions are direct emissions that result from owned and controlled activities, and where the emissions are generated at the location where consumption takes place. Examples: natural gas used to heat Steelcase manufacturing buildings and large offices, diesel fuel for generators, jet fuel for corporate jets, etc.

[2] Scope 2 Emissions. Scope 2 emissions are indirect emissions that come from the production of the electricity used for owned and controlled activities, but where the emissions occur at the site of generation. Examples: electric power generated by power plants to support manufacturing equipment, lighting and other needs of Steelcase owned and operated assets.

[3] Scope 3 Emissions. Scope 3 emissions include all other indirect emissions that come from supporting activities of the company, but occur from sources not owned or controlled by Steelcase. Examples: purchased goods and services, business travel and employee commuting, transportation of product to customers, manufacturing waste, etc.

Accomplishments

Direct Operations (Scope 1 and 2)

Unlocking Absolute Emissions Reductions Across Global Operations
Reprogrammed the Grand Rapids, MI-based Wood Plant air handler burner controls to save 959mt CO_2e from natural gas usage.

Installed LED lights in our Pune, India plant to reduce electric power consumption.

Invested in energy management software in Sarrebourg, France, Stribro, Czech Republic and Rosenheim, Germany plants to better understand and control our energy use.

To build on these early accomplishments, we have established a network of small, localized teams in each facility to share carbon reduction project ideas and lessons learned.

Elevating Scrap Reduction Efforts for Reduced Waste Emissions
By focusing on our highest-value commodities, including wood and steel, Steelcase is improving technology and adding visibility to our scrap process to better utilize our resources and reduce the carbon impacts from sourcing and waste production.

Water Risk Analysis
Steelcase uses a World Wildlife Fund Water Risk Filter to identify water risks in our global operations, including risks of water scarcity, quality, ecosystem effect, regulatory and reputational impact. We are addressing these risks through a stewardship approach.

Water Usage
The global water usage in FY21 was 88,050,823 gallons. This number represents a 14% reduction compared to the previous fiscal year.[1] 0.3% of the total number came from estimations.

Indirect (Scope 3)

Supplier Engagement
To support Steelcase suppliers in setting their own science-based targets, we launched a six-part educational series on greenhouse gas accounting and reporting, science-based target setting and emissions reduction initiatives.

Building on this foundation, Steelcase is creating an approachable emissions reporting template and will provide stepwise integration of the initiative into our Global Supplier Scorecard.

Re-Imagine Business Travel
We laid the groundwork for engaging employees in our future travel policy education programs centered on emissions reduction while developing new criteria for selecting preferred business travel partners that will include overall sustainability and emissions considerations.

Waste Generated
30,053.29 tons of total waste generated, a 33% reduction from FY20.[1] More information on our waste generation and diversion can be found in our GRI Index.

[1] Some reductions are related to COVID-19 closures

Maintained Carbon Neutrality

Continued purchasing renewable energy equivalent to 100% of our own global electricity consumption

Bicycle Friendly Business

Steelcase was recognized by The League of American Bicyclists for their efforts to encourage a more welcoming atmosphere for bicycling employees, customers and the community.

959mt CO2e Emissions Saved

By reprogramming the burner controls on the air handlers in our Grand Rapids, MI Wood Plant, Steelcase saved 959 metric tons of carbon dioxide emissions.

3/5 Water Risk Filter Score

Average Steelcase Water Risk Filter score for global manufacturing locations using the WWF Water Risk Filter

Circular Economy + Product End of Use

Approach

Steelcase is committed to improving product sustainability, transparency and optimization from design and material selection through end of use to promote circularity and reduce waste.

Steelcase offers one of the strongest extended warranties in the industry and designs, manufactures and sells products that are built to last.

Steelcase is building a collaborative ecosystem of partners and dealers to support sustainable asset interception through reuse, donations and recycling to extend the useful life of these assets, with landfill as the last option. Our partners utilize a vast network of nonprofit partners to repurpose the office furniture and give it new life, reducing the demand on natural resources and landfills. We know office furniture can still have value long after its useful life for our clients, and this solution is available for not only our own products but our competitors' products as well.

Through a renewed focus on responsible materials management, we are minimizing total waste through scrap reduction and prevention in our own operations. We are focusing on reducing single-use plastics and increasing recycled content in all packaging.

Goals

Help Customers Engage in the Circular Economy
Provide interested customers with access to a network of end-of-use service providers to repurpose decommissioned office furniture, beginning in 2023.

Provide regionally-relevant take-back and recycling customer support for electronics.

Phase Out Single-use Plastics
Steelcase is working cross-functionally to implement more environmentally-friendly materials in order to phase out single-use plastics in substantially all packaging by 2030.

Our company is also committed to using 100% recycled content in substantially all single-use packaging in the same timeframe.

U.S. Department of Energy 2021 Better Practice Award

Steelcase was recognized for its "Hack the Pack" initiative to minimize packaging and increase recyclability of all packaging materials. The award recognizes partners for innovative energy management practices.

32%   **68%**   **83%**

Eco'Services Asset Recapture

Since 2008, Steelcase Eco'Services[1] asset recapture and redeployment service has redeployed 84,000 workstations, with an average of 32% of reuse, 68% of recycling (recycling with 83% of raw material reuse).

● Recycling
● Reuse
● Raw material reuse

[1] Offered in French-speaking European markets.
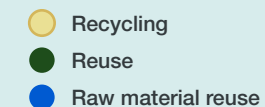
Sustainable Product Design

Approach

The Steelcase Sustainable Design framework ensures our products are designed with consideration of life cycle thinking and cradle-to-cradle principles:

- Source materials responsibly
- Minimize global warming and other life cycle impacts
- Ensure material health
- Enable end-of-use strategies

State-of-the art tools and protocols, including Life Cycle Assessment (LCA) and hazard/exposure-based chemical assessment methodologies, are used to evaluate the full impacts of our products in the context of a circular economy. All product materials are reviewed to identify, reduce and eliminate chemicals of concern.[1] Steelcase was an early adopter of LCAs and Environmental Product Declarations (EPDs) to quantify and communicate the environmental impacts of our products over their entire life cycle.

Steelcase requires all emitting products to be tested and third-party certified in accordance with best-in-class indoor air quality standards, like the SCS IAQ Certification.

Design and engineering teams work to ensure products comply with environmental compliance requirements and conform to the criteria of 3rd party sustainability certifications.

Our ISO:14001-certified Environmental Management System (EMS) governs facility, manufacturing and other business processes for Steelcase plants globally.

Goals

Design for a Circular Economy
By 2023, new Steelcase brand products will incorporate Steelcase Sustainable Design framework criteria.

[1] As defined by regulatory compliance, product sustainability certification, customer expectations and emerging science

Accomplishments

Help Customers Meet Sustainability and Circular Economy Goals

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

Our Product Environmental Profiles and Environmental Product Declarations detail product sustainability attributes and provide independent reviews of potential environmental impacts, respectively.

Core to our Steelcase Sustainable Design framework strategy is a commitment to design products for ease of disassembly and to maximize the potential for material reutilization and repurposing of products to extend their useful life.

LEED Certification

Materials and resources
Indoor environmental quality

WELL Building Standard

Air
Nourishment
Light
Movement
Thermal Comfort
Sound
Materials
Mind
Community

BREEAM

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

140 Products

Listed in the Mindful Materials Library, helping customers make conscientious, informed product choices

New Intersection Fabric, From Ocean to Office

Developed a new and compelling screen and panel fabric made from recycled PET and upcycled ocean plastic.

ISO:14006 Guidelines

Integrated ISO:14006 Guidelines for Incorporating Eco Design into Steelcase European operations.

75+

Lifecycle Assessments and Environmental Product Declarations completed since 2004. Currently, over two dozen LCAs and EPDs are available for our products.

90%

On average, 90% of the wood in EMEA Steelcase brand products is PEFC- or FSC-certified. More than 90% of the wood used by the Steelcase Dongguan facility for product fabrication is procured from FSC-certified suppliers.

Product Certification Contributions

472

Products listed on SCS Indoor Advantage™ certificates

182

BIFMA level® Certified products

398

Global Recycled Content Sheets

25

Blue Angel product certifications

40+

NF Environment product certifications

175

Healthier Hospitals compliant products

16

Green Tick Sustainable™ Certified products

Consumer Health + Wellbeing

Approach

Steelcase strives to lead our industry in consumer health and safety performance. We build trust through transparency in material health and chemistry, and by certifying products to demonstrate our commitment to sustainability.

Steelcase products are designed and tested with safety in mind, ensuring compliance with applicable codes and industry standards as well as internal performance requirements. Products are tested internally, by consultants and by independent third-party evaluators.

Steelcase maintains a robust system for customer questions and complaints, including online and telephone options. A global Alert Management System (AMS) is used to communicate product safety and quality issues and non-compliance concerns.

For ongoing product development, Design Failure Mode Effect Analysis (DFMEA) and Process Failure Mode Effect Analysis (PFMEA) risk assessments and mitigation plans are used to reduce design issues that might affect consumer safety.

Goals

Demonstrate our Commitment to Material Health
Continuously improve transparency in material health and chemistry of our products.

Establish a leadership position in product certifications by 2023.

89%
Steelcase facilities are ISO 14001 certified

27%
ISO45001/OHSAS 18001 certified Steelcase sites

No Health + Safety Material Issues
In 2020, Steelcase had no material issues related to non-compliance with regulations or voluntary codes concerning the health and safety impacts of products or services.

Healthy People

At Steelcase, we cultivate opportunities for people and communities to thrive. We start with our employees, because individuals committed to growth and connected to their purpose will transform their communities.

Social Innovation

Approach

Steelcase aims to unlock human promise in all that we do. Our vision for the future is one where communities are more equitable, quality education is more accessible and the environment is healthier.

This vision requires the creativity to imagine bold ideas, a willingness to learn alongside partners and a focus on positive, sustainable impact.

We are pushing for global, systemic change. That's why we've aligned our strategy and target impact areas with the United Nations Sustainable Development Goals, which are designed to be a "blueprint to achieve a better and more sustainable future for all."

Steelcase is committed to making a lasting difference in the communities where we live and work by leveraging our scale and resources around the globe.

Goals

Create Systemic Change
Align Steelcase Social Innovation investments with UN Sustainable Development Goals.

Invest in community partners to provide quality education to those who otherwise wouldn't have access — building the skills needed to thrive and potentially work at Steelcase in the future.

Connect People to Purpose
Scale our Change Corp model.

Provide platforms for employees to volunteer.

Launch an employee grants program for causes in which our employees engage.

Build Cultures of Innovation
Design learning opportunities into our community partnerships.

Launch Equity in Education Open Innovation Challenge.

97,000+
Employee volunteer hours from FY17-21

20
Steelcase Employee Change Corp locations

116
Global Partner Organizations

360+
Open Innovation Participants from around the globe taking part in the Equity in Education workshops

$4.5 Million in Charitable Giving
Steelcase Foundation donations, social innovation partnership funding and United Way employee giving, including Steelcase match.

225+
Global Social Innovation Projects across SDG areas of Quality Education, Reduced Inequalities and Sustainable Cities and Communities

Diversity, Equity + Inclusion

Approach

At Steelcase, we're proud to be a company that believes in doing the right thing and doing things right. For over a century, we've used our core values to guide corporate decision making and shape our culture — and that starts by treating people with dignity and respect.

We believe every individual brings unique value to the office and that unlocking the contributions of our people amplifies their impact and empowers them to reach their full potential.

Our approach to diversity, equity and inclusion is both part of a comprehensive strategy and a natural extension of who we are. We are committed to advancing Diversity, Equity and Inclusion (DEI) and have defined desired aspirations for 2025.

In addition, for more than 25 years, the Steelcase supplier diversity program has supported the growth and development of minority-owned, women-owned, veteran-owned, service-disabled veteran-owned and HUBzone businesses in the U.S.

Goals

Build Diverse Teams that Reflect Our Communities
Redesign hiring and talent systems for more robust diversity outcomes.

Ensure Equitable Development Opportunities
Advance minority talent and use inclusive leadership hiring and advancement strategies. Steelcase uses an evidence-based selection process to cultivate a more diverse talent pipeline.

Create a Culture of Inclusion
Improve perception of inclusion and design DEI learning experiences for all employees.

Ensure the Utilization of a Diversified Supply Chain
Invest 10% of addressable spend with diverse suppliers in the Americas.

Align Dealers in a Common DEI Purpose
Lead cross-functional teams to create tools, resources and actionable plans that inspire and support dealer efforts.

Develop dealer and Steelcase platforms, and leverage in-person events for ongoing engagement.

100 Points

Steelcase earned a perfect score of 100 points on the Corporate Equality Index, issued by the Human Rights Campaign Foundation, designating Steelcase as one of the "Best Places to Work for LGBTQ Equality" in the U.S. The company has received this top score in seven of the past eight years.

$40,000

Invested in our Critical Conversations speaker series to amplify diverse voices.

$110+ million

Spent with diverse-certified suppliers, consistently exceeding our annual goal.

76% Diverse Interns

U.S. 2021 interns are Asian, Black, Latino, International or Women in STEM

33%

Women in top executive positions

54.5%

Women on the Steelcase board of directors

Learning + the Future of Work

Approach

At Steelcase, we believe learning is a life-long process and that our employees have the capacity to evolve their skills and mindsets to meet current and future needs.

We strive to be a continuous learning organization, strengthening and amplifying the talents of our organization, teams and individuals so we can reach our full potential, create the biggest impact and unlock human promise.

Goals

Cultivate a Culture of Continuous Learning
Create programming that connects people with purpose. Increase access to learning opportunities by 20%.

Create Communities of Belonging
Within our learning initiatives and programs, create communities of belonging to improve the practice of learning in the flow of work. Activate a goal setting framework in 100% of our action learning programs.

Inspire Growth via our programs, providing the support systems and tools to design around unique learning needs while providing accessible, scalable learning opportunities. Increase impact coaching engagement by 20% this year.

New Learning Experiences

Launched six new learning experience pilots with the express intention of drawing people closer to their purpose.

54,342 Courses

Completed by Steelcase employees through our learning partners.

Learning Lab: Being Future Fit

3X number of future focused learners engaged – 400+ employee participants across the globe

Wellbeing

Approach

Steelcase promotes the six dimensions of wellbeing through culture, policy and access to resources because we believe people in a state of wellbeing are best equipped to unlock human promise.

WELLBEING DIMENSIONS

Optimism: Fostering creativity and innovation

Mindfulness: Feeling fully engaged

Authenticity: Being your true self

Belonging: Connecting to others

Meaning: Possessing a sense of purpose

Vitality: Enjoying a get-up-and-go mindset

Steelcase offers wellbeing programs at no cost to employees. These resources include virtual health, onsite fitness centers, addiction support, weight loss counseling, nutrition consultations, second opinion service, mental health counseling and health coaching. Insurance carriers offer disease management to help employees manage chronic disease and improve quality of life.

We are cultivating a safe work environment through a cross-functional and participative approach to injury prevention and use OSHA Record Keeping Guidelines to report data globally.

7% Average

Approximate Global Employee Turnover Rate

14.4%

Employee Assistance Program (EAP) Usage (U.S. only)

Steelcase proactively identifies opportunities for improvement and tracks corresponding actions.

3,707

Observations Conducted

2,923

Opportunities For Improvement (OFI) identified

2,300

Corrected OFIs

Safety Goals

Develop and Reinforce a Culture of Wellbeing, Health and Safety

Continue use of the Job Safety Analysis (JSA) program to assess risks and communicate potential work-related hazards. Conduct regular reviews on JSA performance and feed data into a Lean Management System (LMS) to provide comprehensive accountability and identify opportunities for continuous improvement. Track injury and illness incidents annually.

Steelcase team members may report any work-related allegations and complaints through an open-door policy and anonymous global integrity help line. A global incident reporting process captures all safety-related incidents.

Wellbeing Goals

Ensure Equitable Access to Wellbeing Services Globally

Build an inclusive wellbeing program based upon five pillars:

1. Emotional Health
2. Career Fulfillment
3. Social Health
4. Financial Health
5. Physical Health

Provide all regions access to an EAP.

Democratize Access to Knowledge and Services for Holistic Employee Opportunities

Identify and connect wellbeing champions throughout the globe.

Foster a culture of wellbeing for oneself and others.

Continue Mental Health First Aid training.

Develop inclusive leadership behaviors.

15%

Nearly 15% of the Steelcase global workforce is represented in formal joint management-worker health, safety and wellness committees that monitor and advise on occupational health and safety programs.

Work-Related Injury Rates

Total Recordable Work-Related Injury Incident Rate per 100 Employees[1]

2018	2019	2020
1.97	2.19	1.51

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

Healthy Culture

At Steelcase, we build a practice of empowered, distributed decision-making on a culture of integrity and adherence to core values. When people feel valued and trusted, they make good choices on behalf of the company and its stakeholders.

Empowered, Distributed Decision-Making

Approach

Our legacy is rooted in a deep, collective commitment to our core values. These values elevate people, guide the way we do business and empower distributed decision-making.

We believe decisions are best made by employees closest to the issues who understand and embrace our belief that business is a force for good. Trusting our people and empowering distributed decision-making allows our employees to thrive and their deep understanding of, and adherence to, our purpose and values furthers our commitment to integrity, authenticity in our commitments and trust placed in us by our partners.

By placing ownership and accountability for decisions with employees most knowledgeable of relevant data, and empowering people though continual skill development, free-flowing access to corporate information and trust, we know through practice that decisions will be relevant and timely.
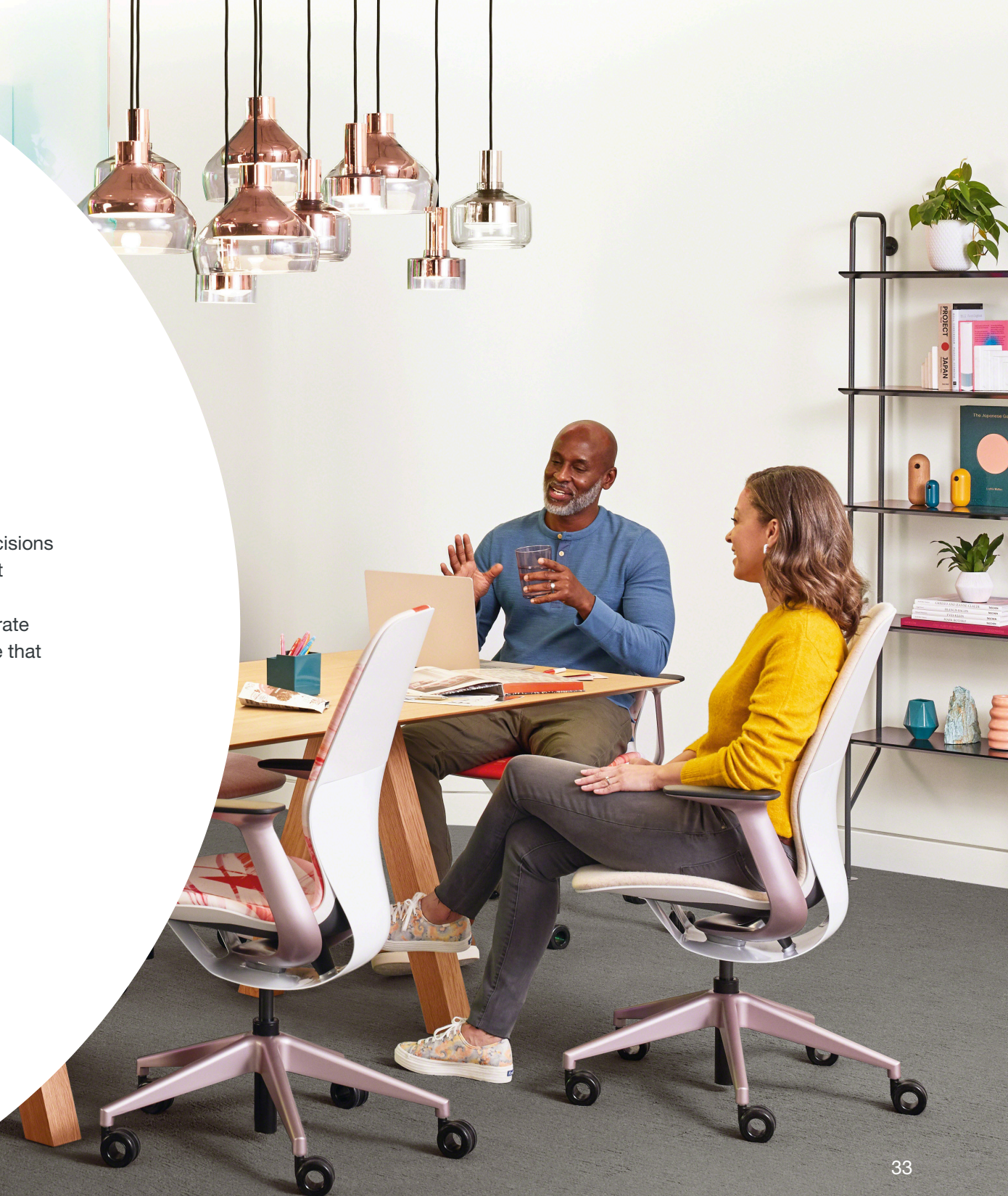
Goals

Empower Decision-Making at the Appropriate Level
Trust and explicitly encourage employees to make ethical, values-aligned decisions.

Explore opportunities to enhance delegation and empowerment, using Denison data.

Celebrate Positive Impact Publicly
Recognize and celebrate individuals for their ethical, values-aligned decisions.

Strategy Jam

To support empowered, distributed decision making, Steelcase held a 36-hour virtual, all-company meeting to ensure people had access to, and familiarity with, Steelcase strategy. Leaders were available to answer questions and share information.

63%

Empowerment score on the Denison Culture Assessment Survey for areas related to mission, adaptability, involvement and consistency. The results, while better than 74% of the 1,000 comparator companies, still provide opportunities for improvement.

Steelcase completed 30 follow-up interviews with respondents in FY21 to explore their responses.

Leaders + Teams

Approach

Steelcase leaders play a critical role in curating our culture, and our leadership pillars promote empathic leaders and actions aligned with our core values.

We believe employees are one of our greatest assets and invest in them by providing competitive pay and benefits, sharing profits through annual bonus opportunities, promoting career development and professional training programs, providing inspiring and supportive spaces to work, offering a range of services to support their physical, emotional, cognitive and financial wellbeing and celebrating their successes.

Goals

Empower Leaders to Cultivate Community through Shared Purpose
Create programming to strengthen leaders in the creation of community and common purpose.

Pilot and launch Leading the Way Program to help leaders embed the Leadership Pillars in the flow of their work.

Build a Culture of Collaboration and Interdependence
Run small peer-to-peer coaching pilot with leaders (embedded in Leadership Lab).

Steelcase Leadership Pillars

Build Strong Teams
Unite In Purpose
Create Clarity
Cultivate Resilience
Deliver Results

38% Global Leaders

Participated in Cultivate Resilience Leadership Lab workshops

Community of Leaders

We launched a social space and blog series for leaders to share and support each other.

Culture of Trust + Integrity

Approach

Steelcase strives to maintain the highest ethical standards in our operations around the world. We want to do not only what is right but what is best. And we want everyone we engage with — customers, dealers, even competitors — to know this is how we do business.

Business Ethics Goals

Expand Tracking of Integrity Helpline and Other Reports

Capture Averted Ethical Violations ("Near-Miss")

Improve Employee Perceptions of Accountability to Core Values

Compliance + Anti-Corruption Goals

Continue to Improve Compliance Training Programs

Establish Governance System for ESG Data + Company Policies

Risk Management Goals

Evolve Enterprise Risk Management Process

Improve Vetting of Third-Party Partners

Board Structure + Corporate Governance Goals

Continue to adhere to Best Practices for Publicly-Traded Companies

Continue to adhere to Best Practices for ESG

External Assessment + Benchmarking Goals

Continually Improve ESG and Compliance Programs

Evaluate the Health of Our Culture

Accomplishments

We continue to engage with and leverage the increasing number of external ESG assessments and ratings. While the coverage and methodologies continue to vary, we have made great progress in improving our performance and disclosures over the past year which were reflected in the results of these assessments.

Rating received December 2020

Steelcase ranked in the top 1% of all companies globally.[2]

Rating received May 2021

Steelcase was in the 95th percentile globally.

Rating received July 2020

Steelcase was rated highest in its industry and in the top three companies globally across all industries.

Produced by MSCI ESG Research as of September 2020

Steelcase was rated in the top 25% of companies in its industry.[1]

Steelcase received the highest ISS QualityScore possible in both social and environment.

93% Leaders Complete Global Harassment Prevention Training

Since its November 2020 launch. 93% of individual contributors have completed training since launching to all employees in March 2021.

Published new policies to protect the rights of all people.

Global Human & Labor Rights Policy
Anti-Slavery policy
Anti-Bribery policy
Anti-Phishing policy

66% Completion

New global training on data security

82% Completion

Targeted conflicts of interest survey

[1] Disclaimer Statement: The use by Steelcase of any MSCI ESG Research LLC or its affiliates ("MSCI") data, and the use of MSCI logos, trademarks, service marks or index names herein, do not constitute a sponsorship, endorsement, recommendation, or promotion of Steelcase by MSCI. MSCI services and data are the property of MSCI or its information providers, and are provided 'as-is' and without warranty. MSCI names and logos are trademarks or service marks of MSCI.

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Responsible Procurement Practices

Approach

Steelcase builds strong supplier relationships based on integrity and trust. We work closely with our partners to meet evolving customer needs through a frictionless and responsive supply chain.

We expect our partners to adhere to the highest standards for safety, quality and sustainability. We communicate global standards for organizational governance, human rights, labor practices, environmental stewardship and community involvement and development through our Supplier Code of Conduct. Suppliers are evaluated through questionnaires and select site visits.

Goals

Maintain Collaboration Opportunities that Enable Collective Growth

Engage supplier council members regarding ESG to ensure progress is emphasized within their business and make ESG a standing topic for supplier council meetings.

Leverage Supplier Forums for information sharing and complete 3-4 supplier forum events per year.

Ensure Operating Practices in our Supply Chain Align with Steelcase Core Values

Maintain 95% compliance, including agreement to follow the Code of Conduct, for direct and finished goods suppliers in the Americas.

93.8%

Direct supplier spend in compliance with Supplier Code of Conduct

86.5%

Indirect supplier spend in compliance with Supplier Code of Conduct

98.5%

Targeted suppliers have a CSR assessment

Global Reporting Initiative Index

General Disclosures

Organizational Profile

102-1	**Name of the organization**	Steelcase Inc.
102-2	**Activities, brands, products, and services**	2021 Annual Report pp. 1-4
102-3	**Location of headquarters**	Grand Rapids, Michigan, United States of America
102-4	**Location of operations**	2021 Annual Report, Manufacturing and Logistics p. 4
102-5	**Ownership and legal form**	Steelcase Inc. (SCS) is a publicly traded company listed on the New York Stock Exchange
102-6	**Markets served**	2021 Annual Report pp. 1-4
102-7	**Scale of the organization**	2021 Annual Report, Item 1, pp.1-7
102-8	**Information on employees and other workers**	2021 Annual Report, Employees p. 6

General Disclosures

Organizational Profile Cont.

102-9	**Supply chain**	2021 Annual Report, Item 1, pp.1-7
102-10	**Values, principles, standards, and norms of behavior**	2021 Annual Report, "To our shareholders" letter
102-11	**Precautionary Principle or approach**	Steelcase takes a precautionary approach toward environmental management. We follow insights gained from decades of research, leverage partnerships with leading companies and organizations, and our experiences and feedback from customers, giving us valuable guidance and perspective. It is for these and many other reasons we have taken a leading role in finding creative and responsible ways to operate and design products and applications.

General Disclosures

Organizational Profile Cont.

102-12	**External initiatives (endorsements or participation)**	AFNOR NF Environment certification program
		Ashoka
		BIFMA level® certification program
		Blue Angel certification program
		Carbon Disclosure Project (CDP)
		CEO Action for Diversity + Inclusion
		Chief Executives for Corporate Purpose
		China Environmental Labeling Product
		Civic 50
		Eco-Management and Audit Scheme (EMAS)
		FEMB level certification program
		Fitwell certification
		Forestry Stewardship Council (FSC) Chain of Custody certification
		Furntech-AFRDI Green Tick
		Global Reporting Initiative (GRI)
		Healthier Hospitals Initiative
		ISO 14001
		LEED® certification program
		Living Products 50
		OEKO-TEX® certification program
		OHSAS 18001
		Programme for the Endorsement of Forest Certification (PEFC)
		SCS Indoor Advantage™ certification program
		Sustainable Research Group
		World 50
		U.S. EPA Green Power Partnership
		United Nations Global Compact
		WELL certification program

General Disclosures

Organizational Profile Cont.

102-13   **Membership of associations**

Business Climate Leaders
Business Europe
Business and Institutional Furniture Manufacturing Association (BIFMA)
Business Leaders For Michigan
The Business Roundtable
Central Association of German Wood Industries
Ellen MacArthur Foundation
Experience Grand Rapids
Grand Rapids Area Chamber of Commerce
Grand Rapids Community College
Grand Rapids Public School Student Advancement Foundation
Green Chemistry & Commerce Council
Inforum West Michigan
Michigan Diversity Counsel (MiDiCo)
Michigan Manufacturing Association
Michigan Chamber of Commerce
Michigan Minority Supplier Development Council
National Gay Lesbian Chamber of Commerce
National Minority Supplier Development Council
National Veteran-Owned Business Association
Nationswell

General Disclosures

Organizational Profile Cont.

102-13	**Membership of associations**	Small Business Administration
		Sustainable Chemistry Alliance
		Talent 2025
		Techo
		The Aspen Institute
		The Conference Board
		The Right Place
		UIMM La Fabrique de l'Avenir (France)
		United Way
		University Prep Academy
		VetBiz Central
		We Are Still In
		West Michigan Center for Arts & Technology (WMCAT)
		West Michigan Environmental Action Council (WMEAC)
		West Michigan Project One
		West Michigan Sustainable Business Forum (WMSBF)
		World Affairs Council

General Disclosures

Strategy

102-14	**Statement from senior decision-maker**	Impact Report 2021, Welcome from Jim Keane, p. 3
102-15	**Key impacts, risks, and opportunities**	2021 Annual Report, pp. 8-14

Ethics + Integrity

102-16	**Values, principles, standards, and norms of behavior**	2021 Annual Report, p. 4 Impact Report 2021, Our Commitment + Core Values, p. 4

General Disclosures

Ethics + Integrity Cont.

102-17   **Mechanisms for advice and concerns about ethics**

Steelcase prides itself on maintaining an open, empathetic leadership organization. The Open Door policy has allowed for any employee to seek redress with more senior management. We have also adopted in our corporate code of conduct, the Global Business Standards (GBS), mechanisms for reporting on issues of concern. The GBS encourages employees to take their concerns to their manager or team leader. If that person is unable to help, or if this is inappropriate based on the concern, employees can use the Open Door policy to go to a more senior person. If they are concerned about going to management, the employee can use the Integrity Helpline. The Helpline is managed by an external vendor so employees can confidentially, and anonymously if they choose, speak out on situations raising legal, safety, environmental or other concerns at work. Every effort is made to keep this service confidential. The consultant employees speak with is not a Steelcase employee, no recording devices are used and, except where local law precludes anonymous reporting, employees are not required to give their name. If an employee chooses to file a report, they will be given a tracking number to check on the status of the report. Legal and Internal Audit follow up on every report.

Corporate Compliance Policies: https://www.steelcase.com/corporate-compliance-policies/

General Disclosures

Governance

102-18	**Governance structure**	Corporate Governance Overview

Stakeholder Engagement

102-40	**List of stakeholder groups**	Impact Report 2021, ESG Materiality Overview, p. 13-14
102-41	**Collective bargaining agreements**	2021 Annual Report, *Employees*, p. 6
102-42	**Identifying and selecting stakeholders**	Impact Report 2021, ESG Materiality Overview, p. 13-14
102-43	**Approach to stakeholder engagement**	Impact Report 2021, ESG Materiality Overview, p. 13-14
102-44	**Key topics and concerns raised**	Impact Report 2021, ESG Materiality Overview, p. 13-14

General Disclosures
Reporting Practice

102-45	**Entities included in the consolidated financial statements**	2021 Annual Report
102-46	**Defining report content and topic boundaries**	Impact Report 2021, ESG Disclosure Practices, p. 10-12
102-47	**List of material topics**	Impact Report 2021, ESG Materiality Overview, p. 13-14
102-48	**Restatements of information**	There are no restatements of information provided in previous reports.
102-49	**Changes in reporting**	No significant changes.
102-50	**Reporting period**	Impact Report 2021, ESG Disclosure Practices, p. 10-12
102-51	**Date of most recent report**	Impact Report 2021, ESG Disclosure Practices, p. 10-12

General Disclosures

Reporting Practice Cont.

102-52	**Reporting cycle**	Impact Report 2021, ESG Disclosure Practices, p. 10-12
102-53	**Contact point for questions regarding the report**	sustainability@steelcase.com
102-54	**Claims of reporting in accordance to the GRI Standards**	Impact Report 2021, ESG Disclosure Practices, p. 10-12
102-55	**GRI content index**	Global Reporting Initiative Index 2021, p. 39-76
102-56	**External assurance**	Impact Report 2021, ESG Disclosure Practices, p. 10-12

General Disclosures

Business Ethics

103-1	**Explanation of the material topic and its boundary**	Impact Report 2021, Healthy Culture
103-2	**The management approach and its components**	Impact Report 2021, Healthy Culture
103-3	**Evaluation of the management approach**	Impact Report 2021, Healthy Culture
205-2	**Communication and training about anti-corruption policies and procedures**	Globally, all salaried and hourly employees are required to complete policy and compliance training regarding our Global Business Standards (GBS). We have updated our GBS course materials and provide online training for GBS, Conflict of Interest and the Integrity Helpline. In addition, Foreign Corrupt Practices Act training is provided annually for sales and other employees where applicable. We have adopted a new Anti-Bribery, Anti-Corruption policy and will be conducting training with relevant employees. Impact Report 2021, Healthy Culture
205-3	**Confirmed incidents of corruption and actions taken**	We have not had any confirmed acts of corruption that were material or raised issues that required contacting government officials. Impact Report 2021, Healthy Culture

Topic-Specific Standards

Sustainable Product Design

SASB

103-1	**Explanation of the material topic and its boundary**	Impact Report 2021, Healthy Planet	CG-BF-250a.1, CG-BF-250a.2 (for reference Management of Chemicals in Products)
103-2	**The management approach and its components**	Impact Report 2021, Healthy Planet	
103-3	**Evaluation of the management approach**	Impact Report 2021, Healthy Planet	
301-1	**Materials used by weight or volume**	Some of the key materials Steelcase uses in products include steel, petroleum-based products, aluminum, other metals, wood, particleboard and other materials and components. Due to the complexity of manufacturing Steelcase products, material weight and volume vary significantly by product type and options selected. Steelcase calculates materials used by products on an individual basis.	
301-2	**Recycled input materials used**	Impact Report 2021, Healthy Planet	

Topic-Specific Standards

Circular Economy + Product End of Use

SASB

103-1	**Explanation of the material topic and its boundary**	Impact Report 2021, Healthy Planet	CG-BF-410a.1, CG-BF-410a.2 (for reference, Product Lifecycle Environmental Impacts)
103-2	**The management approach and its components**	Impact Report 2021, Healthy Planet	
103-3	**Evaluation of the management approach**	Impact Report 2021, Healthy Planet	
301-3	**Reclaimed products and their packaging materials**	Impact Report 2021, Healthy Planet	

Topic-Specific Standards

Climate Change

SASB

Energy Management in
Manufacturing
CG-BF-130a.1

103-1	**Explanation of the material topic and its boundary**	Impact Report 2021, Healthy Planet
103-2	**The management approach and its components**	Impact Report 2021, Healthy Planet
103-3	**Evaluation of the management approach**	Impact Report 2021, Healthy Planet

Topic-Specific Standards

Climate Change Cont.

SASB

Energy Management in
Manufacturing
CG-BF-130a.1

302-1	**Energy consumption within the organization**	Steelcase shares in-depth information related to our energy usage and greenhouse gas emissions in our annual CDP submission. Please see our 2021 CDP response.

Total Energy consumed within the organization	FY21 (MWh)
Diesel	5,799.50
Electric Power	120073.895
Gasoline (Petrol)	236.18
Jet Fuel (Jet A or A-1)	2387.50
Liquefied Petroleum Gas (LPG)	959.23
Natural Gas	166,990.60
Propane	1,158.55
Coal	0.00
Grand Total	297,605.46

Topic-Specific Standards

Climate Change Cont.

SASB

Energy Management in
Manufacturing
CG-BF-130a.1

302-2	**Energy consumption outside the organization**	Steelcase shares in-depth information related to our energy usage and greenhouse gas emissions in our annual CDP submission. Please see our 2021 CDP response.

Total Energy consumed outside the organization (upstream and downstream leased assets only)	FY21 (MWh)
Electric Power	29,248.23
Gasoline (Petrol)	0
Jet Fuel (Jet A or A-1)	0.00
Liquefied Petroleum Gas (LPG)	0.00
Natural Gas	21928.8366
Propane	0.00
Diesel	0.00
Coal	0.00
Grand Total	51,177.07

Topic-Specific Standards

Climate Change Cont.

SASB

Energy Management in
Manufacturing
CG-BF-130a.1

| **305-1** | **Direct (Scope 1) GHG emissions** | Steelcase shares in-depth information related to our energy usage and greenhouse gas emissions in our annual CDP submission. Please see our 2021 CDP response. |

	FY21 (mtCO2e)
Scope 1 Emissions (mtCO2e)	32,764
Scope 2 Emissions (mtCO2e)	57,652
Location based Scope 1+2 Emissions	90,415
Market based Scope 1+2 Emissions	32,764

Topic-Specific Standards

Climate Change Cont.

SASB

Energy Management in
Manufacturing
CG-BF-130a.1

| **305-2** | **Energy indirect (Scope 2) GHG emissions** | Steelcase shares in-depth information related to our energy usage and greenhouse gas emissions in our annual CDP submission. Please see our 2021 CDP response. |

	FY21 (mtCO2e)
Scope 1 Emissions (mtCO2e)	32,764
Scope 2 Emissions (mtCO2e)	57,652
Location based Scope 1+2 Emissions	90,415
Market based Scope 1+2 Emissions	32,764

Topic-Specific Standards

Climate Change Cont.

SASB

305-3 | **Other indirect (Scope 3) GHG emissions** | Steelcase shares in-depth information related to our energy usage and greenhouse gas emissions in our annual CDP submission. Please see our 2021 CDP response.

Energy Management in
Manufacturing
CG-BF-130a.1

	FY21 (mtCO2e)
Purchased goods and services	425,991
Capital goods	4563451%
Fuel and energy related activities	19716.74
Upstream transportation and distribution	52431.09378
Waste generated in operations	5820.3098
Business travel	869.9075586
Employee commuting	12750
Upstream leased assets	13615.043
Downstream transportation and distribution	N/A
Processing of sold products	N/A
Use of sold products	N/A
End of life sold products	30864.7754
Downstream leased assets	57.312

Topic-Specific Standards

Climate Change Cont.

SASB

305-3	**Other indirect (Scope 3) GHG emissions cont.**	Steelcase shares in-depth information related to our energy usage and greenhouse gas emissions in our annual CDP submission. Please see our 2021 CDP response.

Energy Management in
Manufacturing
CG-BF-130a.1

	FY21 (mtCO2e)
Franchises	N/A
Investments	N/A
Total scope 3 Emissions (mtCO2e)	607,751

Topic-Specific Standards

Waste Management

103-1	**Explanation of the material topic and its boundary**	Impact Report 2021, Healthy Planet
103-2	**The management approach and its components**	Impact Report 2021, Healthy Planet
103-3	**Evaluation of the management approach**	Impact Report 2021, Healthy Planet
MA 306-1	**Waste generation and significant waste-related impacts**	Impact Report 2021, Healthy Planet
MA 306-2	**Management of significant waste-related impacts**	Impact Report 2021, Healthy Planet

Topic-Specific Standards

Waste Management Cont.

| 306-3 | **Waste generated** | | The FY21 total waste generated is 30,053.29 tons. |

Waste by Type	Disposal Method	Fiscal Year 2021 (tons)
Trash incineration	Incinerated	388.76
Sawdust incineration	Incinerated	671.73
Wood incineration	Incinerated	7042.63
Steel Recycled	Recycled	7884.02
Non-steel recycled	Recycled	8942.6
Powder Recycled	Recycled	620.78
Composting	Composting	115.86
Trash landfilled	Landfilled	2699.95
Coal Ash	Landfilled	38.75
Hazardous and Oil	Landfilled	46.37
Sawdust landfilled	Landfilled	672.97
Wood landfilled	Landfilled	673.18
Other Non Haz Waste incinerated	Incinerated	163.42
Hazardous waste incinerated	Incinerated	26.07
Other Non Haz Waste Landfilled	Landfilled	66.2

Topic-Specific Standards

Diversity, Equity & Inclusion

103-1	**Explanation of the material topic and its boundary**	Impact Report 2021, Healthy People
103-2	**The management approach and its components**	Impact Report 2021, Healthy People
103-3	**Evaluation of the management approach**	Impact Report 2021, Healthy People
405-1	**Diversity of governance bodies and employees**	Total average age of all employees: • Global: 41.32 • Americas: 42.02 • Asia: 37.01 • EMEA: 41.69 Total gender breakdown globally: • Male: 64% • Female: 36% Estimated U.S. minority breakdown: • Salaried: 13% • Hourly: 43% • All U.S.: 27% Impact Report 2021, Healthy People

Topic-Specific Standards

Diversity, Equity & Inclusion Cont.

405-2	**Ratio of basic salary and remuneration of women to men**	Steelcase routinely assesses discrepancies in compensation with the intent of meeting both legal requirements and corporate values regarding equal pay.
406-1	**Incidents of discrimination and corrective actions taken**	Steelcase takes seriously its commitment to maintaining workplaces compliant with applicable anti-discrimination laws and free from any type of discrimination. All Steelcase employees are expected to follow Steelcase Core Values and Global Business Standards which include commitments to treating all people with dignity and respect and creating a culture of inclusion and non-discrimination. We have a robust investigation process co-owned by our Corporate Compliance Officer, our Director of Internal Audit, our Chief Administrative Officer and General Counsel and our VP, Global Talent and their teams and report any allegations periodically to our Audit Committee of the Board of Directors. In FY21, Steelcase had no material issues occur related to incidents of discrimination or corrective actions taken. However, we take every claim elevated by an employee through both formal and informal channels very seriously. Learn more about our anti-harassment policy and measures to ensure confidentiality is maintained. Corporate Compliance Policies link: https://www.steelcase.com/corporate-compliance-policies/

Topic-Specific Standards

Employee Wellbeing

103-1	**Explanation of the material topic and its boundary**	Impact Report 2021, Healthy People
103-2	**The management approach and its components**	Impact Report 2021, Healthy People
103-3	**Evaluation of the management approach**	Impact Report 2021, Healthy People
403-1	**Occupational health and safety management system**	Steelcase has a global comprehensive occupational health and safety management system. The system has been implemented to achieve legal requirements and standards that are best practices in health and safety. The system and protocols we developed are based on recognized risk management and legal guidelines. We use a Job Safety Analysis (JSA) tool to anticipate, recognize, and prevent hazards.

All associates such as hourly, salary, union/nonunion are required to follow our occupational health and safety management system. At this time, all employees are required to follow health and safety guidelines. We believe our people are one of our greatest assets and, as such, safety is paramount. It's part of our culture for our company to excel. Our safety record, and our commitment to it, supports the development of our brand reputation. And although we've made significant progress over the past few years, we know that safety is a journey that never ends.

Impact Report 2021, Healthy People |

Topic-Specific Standards

Employee Wellbeing Cont.

403-2 | **Hazard identification, risk assessment, and incident investigation**

Steelcase has a comprehensive program to identify work-related hazards and assess risks on a routine and non-routine basis called Job Safety Analysis (JSA). The standard provides clear expectations and methods to anticipate, recognize, and control hazards in the workplace. A global team of occupational health and safety professionals lead the implementation and review of our JSA procedures.

Daily, weekly, monthly, quarterly, and annual reviews are conducted on our JSA performance management system. Any gaps found in the system are quickly identified and documented in our To-Do's accountability system. A specific person and date is set by which the process or JSA must be revised to continuously improve our system. A comprehensive accountability system for continuous improvement has been implemented at Steelcase called the Lean Management System (LMS).

Steelcase has an open-door policy to report any work-related hazard, hazardous situation and all other concerns of any nature. To ensure workers are protected against reprisal we have several tools for leaders and employees. Employees have the right to communicate and remove themselves from any work situation they believe could cause injury or illness. We have a comprehensive Steelcase employee handbook to explain how to report and how they are protected against harassment and retaliation for reporting a concern.

A description of the processes used to investigate work-related incidents, including the processes to identify hazards and assess risks relating to incidents are needed to determine corrective actions using the hierarchy of controls and improvements needed in the occupational health and safety management system.

Topic-Specific Standards

Employee Wellbeing Cont.

403-2 **Hazard identification, risk assessment, and incident investigation**

Steelcase has a global work-related incident reporting process that is outlined in the global accident investigation standard. A global health and safety discomfort report is used to report an incident. Once an incident is reported we use the accountability system called the Lean Management System (LMS) to identify when a hazard will be corrected and by whom, as outlined in the global corrective action procedure. To ensure corrective action is sustained we develop documented safety poke yokes. The leadership team and employees conduct safety walks in operations to validate these standards are being followed. All observations and corrective actions are documented in an electronic H&S auditing tool called Predictive Solutions. The tool is used globally and leverages data analytics to helps us anticipate and prevent injuries before they happen.

403-3 **Occupational health services**

We have a Global Wellbeing Policy and Services that contribute to the identification and elimination of hazards and minimization of risks to employee total worker health. Steelcase has been a long-time leader in Total Worker Health (TWH) to ensure an employee's total wellbeing is considered along with providing a comprehensive list of services. We use leading and lagging indicators of occupational health services to ensure we're providing high quality experiences and resolving employee health concerns.

Topic-Specific Standards

Employee Wellbeing Cont.

| 403-4 | **Worker participation, consultation, and communication on occupational health and safety** | Employee engagement and involvement in an occupational health and safety management system is critical to achieve world-class results. Further, we strive to build a cross-functional team to represent the health and safety team. We use the Lean Management System for addressing issues and holding people accountable to get things done. During our safety committee meetings all leading and lagging indicators of safety are reviewed to ensure we are pro-actively identifying and preventing hazards in the workplace.

Members on a joint health and safety committee are responsible for areas in the plant and are champions for safety within the facility. It is imperative that peers represent and challenge each other to continuously improve safety. They are responsible for promoting safety, reviewing data, listening to concerns, and providing feedback on how to continuously improve our safety culture. These teams meet weekly, biweekly, and at least once a month to review data and conduct safety inspections in the facility. All committee members have the authority to observe and identify opportunities to improve workplace conditions. We do not exclude or prevent workers from participating on a safety committee. Participation is voluntary. |

Topic-Specific Standards

Employee Wellbeing Cont.

403-5	**Worker training on occupational health and safety**	Steelcase is committed to providing legally required safety training and behavioral-based safety training to employees to ensure world-class health and safety results. We train monthly on a diverse array of global health and safety topics such as environmental awareness, PPE, hearing conservation, emergency evacuation planning, fire extinguisher training, and much more.
403-6	**Promotion of worker health**	Steelcase provides several different avenues to help employees connect to wellbeing resources and improve their quality of life. Some examples include onsite nurses, healthcare carriers, vendor call centers, and other government programs that vary globally. In the United States, Steelcase offers numerous well-being programs and services at no cost to employees to help them address specific health risks. Those resources include – virtual health, addiction support, weight loss counseling, nutrition coaching, second opinion service, mental health counselling, and health coaching. Additionally, all carriers offer disease management built into their programs to help employees better manage their chronic disease.

Topic-Specific Standards

Employee Wellbeing Cont.

403-7	**Prevention and mitigation of occupational health and safety impacts directly linked by business relationships**	Steelcase has a comprehensive approach to preventing and mitigating occupational health and safety risk factors. On a daily and weekly basis globally, we conduct health assessments and predictive solutions, electronic safety observations and document opportunities to improve with owners and setting dates. On a monthly basis we review the proactive safety observations conducted and any discomforts, near misses, and/or injury data. Based on the leading and lagging data we develop corrective action plans to change with any emerging trends. On a quarterly basis we review the leading and lagging indicators of health and safety to ensure we have the proper corrective action and resources to resolve any unfavorable safety conditions or behaviors. On an annual basis we review the leading and lagging indicators of health and safety to ensure we continue to provide a world-class health and safety environment for our employees.

Topic-Specific Standards
Employee Wellbeing Cont.

403-9   **Work-related injuries**

No high-consequence work-related injuries to report. The top three leading cause of work-related injuries are lacerations, and sprains/strains. We combine our temporary workforce data with our total data provided, as required by OSHA.

A risk assessment is conducted and reviewed for each job at Steelcase. The hazards are identified and communicated through a Job Safety Analysis (JSA) posted on the machine. All employees must review job requirement and prove competency before performing the job. The Zone Leader observes and validates training with the employee.

Steelcase is continuously reviewing and implementing an engineering, administrative, and personal protective equipment hierarchy of controls to ensure a world-class safety environment for all employees. Rates have been calculated using 200,000 hours worked. Steelcase has not excluded any workers or disclosures of work-related incidents. Steelcase uses the OSHA Record Keeping guidelines to compile and report our data globally.

Topic-Specific Standards

Training & Development and Talent Retention + Digitization and the Future of Work

103-1	**Explanation of the material topic and its boundary**	Impact Report 2021, Healthy People
103-2	**The management approach and its components**	Impact Report 2021, Healthy People
103-3	**Evaluation of the management approach**	Impact Report 2021, Healthy People
401-1	**New employee hires and employee turnover**	Approximate total new hires worldwide: 2972 Approximate turnover rates by region: • Americas: 8% • Asia: 9% • EMEA: 4% Approximate turnover rates by gender: • Male: 7% • Female: 7% Approximate turnover rates by generation: • Boomers: 8% • Gen X: 3% • Gen Y: 8% Impact Report 2021, Healthy People

Topic-Specific Standards
Training & Development and Talent Retention +
Digitization and the Future of Work Cont.

404-1   **Average hours of training per year per employee**

Steelcase U has helps us reach audiences across the globe, promoting content that is valuable for our employees and our dealers.
Our employees completed 54,342 courses on Steelcase U.

Course types delivered:
E-Learning- 51270
ILT - Classroom- 2477
Webinar- 595

Steelcase and Dealer participation
Dealer- 21683
Steelcase- 32659

404-2   **Programs for upgrading employee skills and transition assistance programs**

Learning Labs is a program that provides learning content at the tip of your fingers in a digital platform to support our employees with tools and frameworks that would help them reflect on their strengths and opportunity areas. This approach allowed us to make the most out of digital content for self-directed learning, all while having the support of a community.

The Learning Guild is a 9-month pilot program that brings deep, strategic learning offerings to teams and individuals who are ready to advance and reimagine their careers. The experience leverages edX courses, Learning Group expertise, and a team-based learning community to create a blended-learning experience.

Topic-Specific Standards

Responsible Procurement Practices

103-1	**Explanation of the material topic and its boundary**	Impact Report 2021, Healthy Culture
103-2	**The management approach and its components**	Impact Report 2021, Healthy Culture
103-3	**Evaluation of the management approach**	Impact Report 2021, Healthy Culture
414-1	**New suppliers that were screened using social criteria**	Globally 93.45% are screened using social criteria. We measure this by % spend under contract. We track and report this monthly.

Topic-Specific Standards

Consumer Health + Wellbeing

103-1	**Explanation of the material topic and its boundary**	Impact Report 2021, Healthy Planet
103-2	**The management approach and its components**	Impact Report 2021, Healthy Planet
103-3	**Evaluation of the management approach**	Impact Report 2021, Healthy Planet
416-2	**Incidents of non-compliance concerning the health and safety impacts of products and services**	We cooperate fully with the agencies that regulate our business to ensure that it is compliant with applicable laws and regulations. In the current fiscal year, Steelcase had no material issues occur related to non-compliance with regulations or voluntary codes concerning the health and safety impacts of products or services.

We're setting the bar higher.
Please join us.

Forward-Looking Statements

From time to time, in written and oral statements, the company discusses its expectations regarding future events and its plans and objectives for future operations. These forward-looking statements discuss goals, intentions and expectations as to future trends, plans, events, results of operations or financial condition, or state other information relating to us, based on current beliefs of management as well as assumptions made by, and information currently available to, the company. Forward-looking statements generally are accompanied by words such as "anticipate," "believe," "could," "estimate," "expect," "forecast," "intend," "may," "possible," "potential," "predict," "project," "target," or other similar words, phrases or expressions. Although we believe these forward-looking statements are reasonable, they are based upon a number of assumptions concerning future conditions, any or all of which may ultimately prove to be inaccurate. Forward-looking statements involve a number of risks and uncertainties that could cause actual results to vary from the company's expectations because of factors such as, but not limited to, competitive and general economic conditions domestically and internationally; acts of terrorism, war, governmental action, natural disasters, pandemics and other Force Majeure events; the COVID-19 pandemic and the actions taken by various governments and third parties to combat the pandemic; changes in the legal and regulatory environment; changes in raw material, commodity and other input costs; currency fluctuations; changes in customer demand; and the other risks and contingencies detailed in the company's most recent Annual Report on Form 10-K and its other filings with the Securities and Exchange Commission. Steelcase undertakes no obligation to update, amend or clarify forward-looking statements, whether as a result of new information, future events or otherwise.

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