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Steelcase Impact Report

Steelcase®

————— Better Is Possible™

Working for the World We Share

We care deeply about positively impacting our shared world, so for over a century, our business has been a force for good.

Mindful of the needs of people and the planet, we design with intention. Committed to equity, inclusion and opportunity for all, we build community. Steadfast to ethics and core values, we partner with integrity.

There is always more to do, but we believe better is possible as we promise to help the world work better.

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A Note From Sara Armbruster

We are proud to continue our longstanding commitment to protect the planet, treat people with dignity and respect and do the right thing. Although the world faces continued challenges, we've seen people in our company and around the world come together to innovate, achieve greater diversity and inclusion and take significant steps to combat climate change. This gives me hope and strengthens my commitment to the work we're doing to create lasting change.

We believe business has an essential role to play in shaping our collective future, and this report shares the many ways Steelcase positively impacts our communities.



Protecting the Planet

We're delivering on our environmental commitments by:

- Expanding our sustainable product design commitment to include a greater focus on circular design and reducing life cycle embodied carbon
- Continuing our commitment to use safer materials and reduce waste by taking the industry lead in the number of BIFMA LEVEL® certified products
- Reducing absolute greenhouse gas (GHG) emissions from Steelcase-owned facilities through greater energy efficiency and on-site renewable energy planning
- Engaging our supply chain partners in GHG emissions reduction efforts by educating, assisting and requesting they set their own GHG emissions reduction targets

Helping People Thrive

We're extending our diversity, equity and inclusion (DEI) focus throughout our value chain by:

- Expanding and tracking our efforts to increase business with diverse suppliers
- Developing and sharing DEI resources to improve diversity, equity and inclusion within our dealer community
- Partnering with local organizations to foster equity and inclusion in the communities where we live and work, around the world

And internally we are:

- Increasing diversity representation by building new hiring pipelines and practices
- Growing development opportunities for people to advance their careers
- Actively nurturing a culture of inclusion

Sustaining a Culture of Trust + Integrity

We're driving ethical business outcomes and helping people make the right decisions by:

- Ensuring our employees are trained in Steelcase's Global Business Standards to foster a culture of integrity
- Offering leadership training and ongoing coaching to ensure leaders empower their teams and individual contributors so they can do their best work
- Setting expectations with suppliers and holding them accountable for treating their employees equitably and justly

We believe a better world starts with each of us listening, learning and committing to doing better. We're proud of the progress we're making and the recognition we're earning as a result. We know there are still many opportunities to push boundaries, pursue bold goals and drive more value for more people in more places. And we're ready to strive for better.

Thank you,

Sara Armbruster
President and CEO

Better Is Possible

For more than 100 years, leading organizations have trusted us to help them innovate and grow by creating dynamic, high-performing places that help their people work better. Our core values have guided the way we do business – setting bold goals, keeping our commitments, conducting our business with integrity and helping to build a more sustainable, inclusive and equitable society.



Our Core Values

Our core values guide our commitments and fuel our action that protects the environment, fosters thriving people and sustains a culture of trust and integrity.

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



The world faces many tough challenges today — from the climate crisis to racial inequities and beyond. Employees, customers, investors and other stakeholders have greater expectations that organizations will lead efforts to address these issues globally. These heightened expectations place greater urgency on our company to operate in new ways, establish a more rigorous and disciplined approach to evaluating ESG performance and reestablish what it means to live our values in 2022 and beyond.

Through our commitments to people, the planet and our culture, we're advancing new thinking, setting ambitious goals and fueling action to make the world better.

Making Progress on Our Journey

In this year's report we share metrics and stories around significant investments, pilot programs and new initiatives. We're on a journey as we use our business to positively impact people and the planet. Here are some highlights:



Caring for Our Planet

- Installed solar panels at our manufacturing site in Rosenheim, Germany and Pune, India. In Pune, the solar panels contribute 50% of the energy needed for daily activities.
- Maintained carbon neutrality for our own operations and made continued progress towards our goal of reducing absolute emissions by 50% by 2030
- Engaged suppliers through webinars, Q+As and one-on-one coaching to help them set their own emission reduction targets
- Piloted Circular by Steelcase in French-speaking markets to help customers recondition furniture to keep it in use longer
- Led the industry with 281 BIFMA LEVEL certified products
- Maintained a leadership position in product certifications by ensuring Steelcase brand products making up 90% of sales in the Americas will be BIFMA LEVEL 3 certified

Caring for People

- \$7.2M in charitable giving, 94% of which is aligned with UN Sustainable Development Goals
- Worked with more than 150 local community partner organizations on 280 projects in 32 locations
- Inaugural Steelcase Social Innovation Global Learning Community brought together 95 participants from 57 organizations to exchange ideas and learn from each other
- New hiring practices and enhanced job postings resulted in a cohort of new hires in the US that are 55% women (up 2% year over year) and 30% racial or ethnic minorities
- 1:1 gender pay equity, meaning equal pay for equal work between men and women

Caring for Our Culture

- Embedded our leadership pillars in, and across, the organization through training
- Employed Humu, a needs assessment and analysis survey, to help leaders understand the needs of their teams and lead more effectively
- Updated compliance policies and continued to improve compliance training programs
- Added a new Global Human Rights and Labor Policy drafted and approved by senior leaders and the board of directors

Every day we're working towards our commitments and goals, striving to make better possible. We're proud to be recognized for our progress.

Regional EPA WasteWise Award

Recognized for outstanding leadership in reducing the amount of waste going to landfills and incinerators for disposal

CDP Supplier Engagement Leader

Listed among top 8% of companies for our work with suppliers in cascading measurement and environmental action across our entire supply chain

Recognized Partner in the US Department of Energy's Better Climate Challenge

Identified as one of 50 partners for committing to reduce greenhouse gas emissions across the company

Shaw sustain[HUMAN]ability® Leadership Award

One of nine recipients recognized for effort and progress to support the wellbeing of people and the planet amid the unprecedented challenges of 2020

Best Place to Work for LGBTQ Equality by the Human Rights Campaign

Earned our eighth perfect score of 100 points on the Corporate Equality Index due to the company's continued commitment to diversity, equity and inclusion

Bicycle Friendly Business Silver Award

Honored as one of 15 silver-level bicycle-friendly businesses for its work in transforming communities by creating more bicycle-friendly destinations and workplaces

Fortune World's Most Admired Companies

For the 16th consecutive year, Steelcase was named among the world's leading brands based on nine criteria, including investment value, quality of management, products, social responsibly and ability to attract talent

Better Practice Award from the US Department of Energy's Better Plants Program

One of four recipients recognized for innovative and industry-leading accomplishments in implementing and promoting practices, principles and procedures of energy and management in manufacturing

Civic 50 Award

Recognized as one of the 50 most civic-minded companies in the United States

EcoVadis Gold

Placed in top 4% of companies, awarded based on the themes of environment, labor and human rights, ethics and sustainable procurement



Caring for Our Planet

We design our products and operations around a commitment to help reduce climate change, reinforced by sustainable practices across our company.

Our Commitments



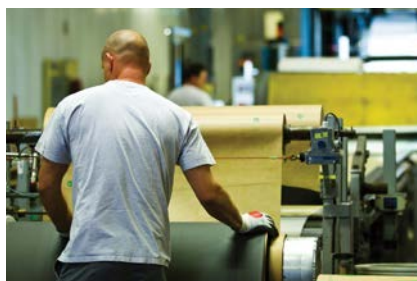
Climate Change

We work to reduce our impact on climate change, supported by sustainable manufacturing practices.



Circular Economy

We build ecosystems to support and prepare for a circular economy that maintains the value of materials for as long as possible.



Product Packaging

We use recycled materials and focus on eliminating single-use plastics to deliver products safely with minimal packaging.



Consumer Health + Wellbeing

We protect consumer health and wellbeing by selecting best-in-class materials and transparently conveying the composition of our products.



Sustainable Product Design

We design out waste by using healthy materials, reducing embodied carbon and designing for circularity.

Climate Change

Reducing greenhouse gas emissions generated while creating our products is one way we address climate change. That's why we set ambitious 1.5 degree C-aligned targets, with a goal of reducing our absolute emissions by 50% by 2030 (FY31), relative to the base year of 2019 (FY20). These targets have been approved by the Science Based Targets Initiative.

Today, we are taking responsibility for the emissions from our owned and operated facilities globally by continuing to invest annually in renewable energy equivalent to 100% of our global electricity usage. We also invest in carbon offset projects equivalent to 100% of our direct emissions. We are proudly carbon neutral now.

This fiscal year, our business made significant progress towards our ambitious emission reduction goals. It should be noted that some of the progress was due to shifting business conditions and thus a reduction in manufacturing caused by the COVID-19 pandemic. Business conditions can never be predicted, but our strategic actions and planning keep us on track to meet our bold climate change reduction goals.





Our Goal

Reduce Absolute Emissions From Our Own Operations by 50% by 2030 (FY31)

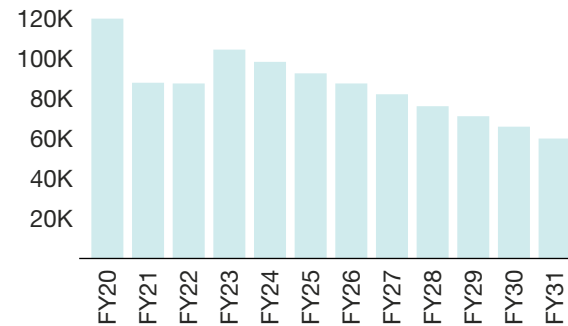
Our Progress

This fiscal year we made progress by installing solar panels at our manufacturing sites in Pune, India and Rosenheim, Germany as part of a combined heat and power (CHP) project to increase energy efficiency and reduce greenhouse gas (GHG) emissions. The CHP project became operational shortly before publication of this report and is expected to deliver approximately 50% of the electrical power needed for the sites, while also reducing GHG emissions.

We continue to identify and implement energy efficiency opportunities like re-lighting and equipment replacement projects throughout our global operations. Our network of local teams at each manufacturing location shares carbon reduction project ideas and lessons learned.

Steelcase Target Progress (mtCO2e)

We are well on our way to meeting our bold goals of decarbonization. The COVID-19 pandemic caused shifts in our business and thus our emissions. Despite business fluctuations we are on track for our 2030 (FY31) decarbonization commitment.



↓ 26%

Our efforts combined with COVID-19 business impacts led to a 26% decrease in emissions in FY22 since FY20, the base year*

*Decrease in metric tons of carbon dioxide equivalence (i.e. emissions of GHGs). Some reductions are related to COVID-19 closures or disruptions.



Our Goal

Maintain Carbon Neutrality for Our Own Operations by Continuing to Invest in Renewable Energy Equivalent to 100% of Our Global Electricity Consumption and Investing in Carbon Offset Projects

Our Progress

We continue to invest in renewable energy and carbon offset projects that cover our Scope 1 and Scope 2 emissions, ensuring carbon neutrality annually.^{1,2}

Our Scope 2 emissions are balanced by purchasing verified unbundled Energy Attribute Certificates (EACs) from wind and hydropower projects in the countries where we operate. Additionally, we benefited from renewable energy credits (RECs) from our US-based Virtual Power Purchase Agreement (VPPA), which directly supported the construction of new, clean energy in the form of wind power on the grid. Today, the VPPA makes up nearly two-thirds of our current renewable energy investment and we are six years into a 12-year agreement.

To offset our Scope 1 emissions, we invest in the following carbon offset projects which individually support certain United Nations Sustainable Development Goals and collectively balance our total Scope 1 emissions for FY22:

Albany Water Improved Forest Management, US

This improved forest management project permanently protects the watershed of the Alcove Reservoir, Basic Creek Reservoir and Troutner Lake in Albany County, New York. This watershed is critical to the state of New York and its people. The project provides an important buffer for the water supply, naturally regulating run-off and filtering groundwater that flows into the reservoirs and their tributaries. Local biodiversity also benefits from protected habitats that include wetlands, forests and lakes.

Canales Wind, Guatemala

This project brings wind power to an area in Guatemala where no other electricity generation was taking place and where no local suppliers of wind turbines were available. Clean wind energy displaces power generation from carbon-intensive technologies on the grid; therefore, it contributes to the mitigation of climate change. Local workers hired during the construction and the operational phases also acquire important skills, supporting sustainable development in Guatemala.

Solar Water Heating, India

This project brings clean and reliable energy to Indian homes and companies, enabling solar energy to scale and avoiding further investment in fossil fuels. Solar water heaters are powered by the sun's radiation, rather than India's carbon-intensive energy grid, which reduces carbon emissions. Our offsets lower the cost of adoption for both households and small to medium sized enterprises in India.

Renewable Energy Portfolio, Global

Our support provides essential funds to encourage the development of global renewable projects. Energy generation is one of the biggest emitters of greenhouse gases, and renewable energy investment is a fast and effective solution to reduce these emissions.

This portfolio of projects directly increases the global share of renewables in the global energy mix while reducing emissions by displacing fossil fuels.

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.

Our Goal

Partner with 80% of Suppliers by Emissions to Set Their Own Science-Based Targets by 2025 (FY26)

Our supply chain partners play a critical role in helping us achieve our climate change mitigation targets. When they reduce their emissions, it helps us all. Our work engages suppliers to set and achieve goals that reduce their own emissions.

Our Progress

Setting science-based targets is often a long and difficult process and for many of our suppliers this is a significant step in their own emissions reduction journey. We're proud to share that, to date, six suppliers have set targets verified by the Science-Based Targets Initiative (representing 1% of Steelcase supplier emissions). Thirteen suppliers have stated their intention to set targets in the next two years (16.37% by Steelcase supplier emissions).

We're helping our suppliers through every step in the process, so this year we completed a six-part educational webinar series on greenhouse gas accounting and reporting, science-based target setting and emissions reduction initiatives.

We hosted Q+A sessions for suppliers to ask questions pertaining to greenhouse gas accounting, disclosure and setting science-based targets. We created an emissions reporting template which was used to collect supplier emissions data. We developed a stepwise integration of the initiative into our global supplier scorecard.

Our Goal

Reduce Emissions From Waste Generated in Our Operations by 14% by 2030 (FY31)

We aim to use less and be good stewards of our resources. That's why we're working to reduce our waste and lower our Scope 3 emissions.³

Our Progress

We measure our progress on reducing emissions from waste based on a goal set in FY20. For FY22 we generated 32,870 tons of total waste from operations, equating to 6,108 metric tons of CO₂e, a 26% reduction in emissions from FY20 and far exceeding our 14% goal.*

We are prioritizing total scrap reduction for our highest value and carbon-intensive commodities such as wood and steel. Through improving technology and adding visibility to the manufacturing processes, we are continuously refining our processes to better utilize resources and reduce carbon impacts. We share best practices globally to scale our impacts.

One example of where we're making progress: The Kentwood Manufacturing Plant reduced scrap steel by 288,000 pounds in FY22.

In FY22 we saw a 26% reduction in emissions generated from waste in our operations based on the FY20 baseline.*



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.

*Decrease in mtCO₂e. Some reductions are related to COVID-19 closures or disruptions.

Our Goal

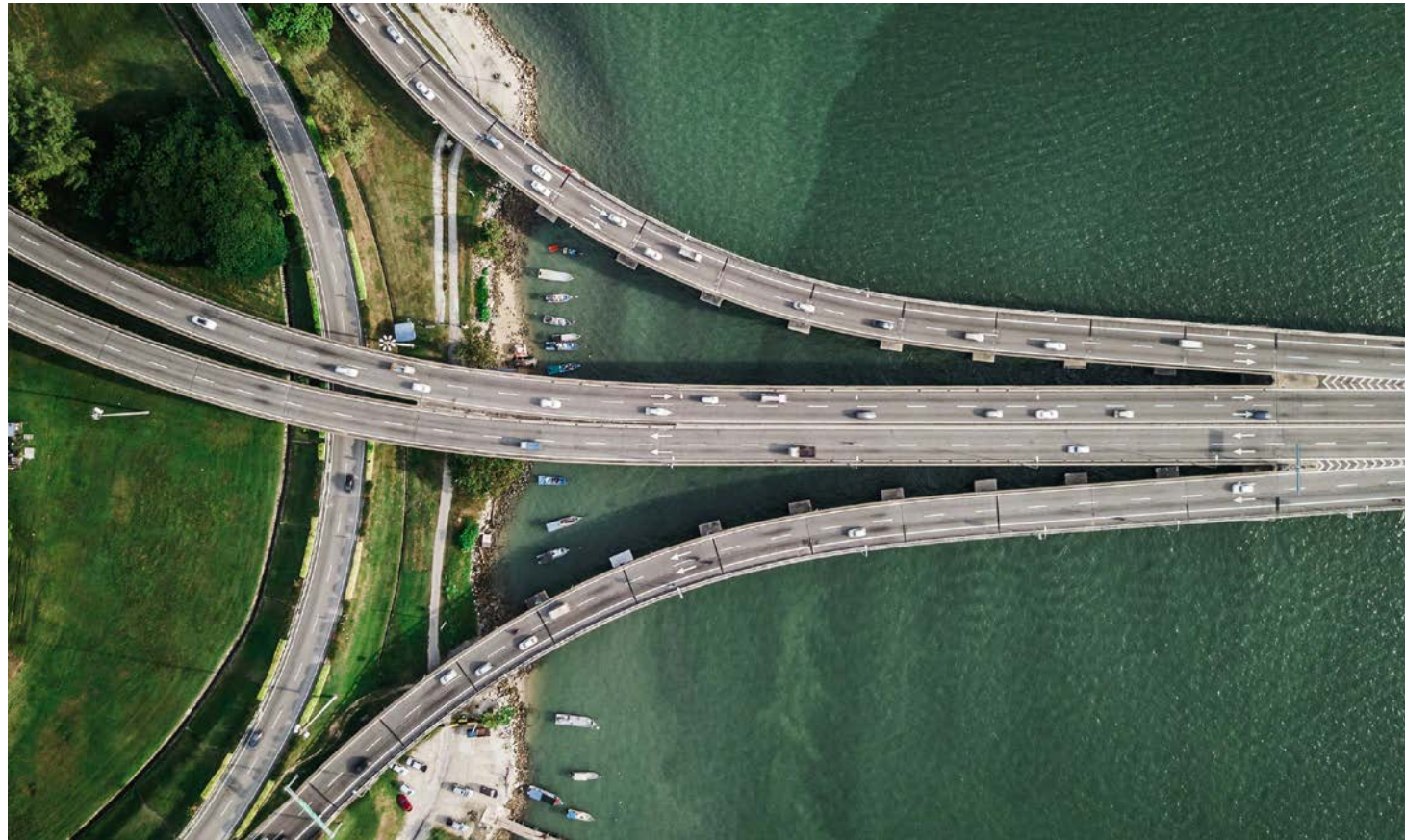
Reduce Emissions From Business Travel by 14% by 2030 (FY31)

Business travel is an important part of how work gets done. In pre-pandemic FY20, we set a goal to reduce our carbon emissions generated from business trips.

Our Progress

The COVID-19 pandemic taught us that virtual meetings could, at times, replace the need for a business trip. This rise in video meetings during the pandemic period means we far exceeded our long-term goal. In FY22 we reduced our business travel by 88% compared to FY20. Yet we know the long-term impacts of the pandemic are still settling so it's too early to claim total achievement. We continue working to help our teams make smart business travel choices as we further our expertise in hybrid collaboration for our teammates and our customers.

One way we've continued this commitment is through a partnership with a new travel software provider which shows real-time carbon data broken down by department and travel mode. Employees can now book trips and review options including lower costs, lower carbon impact routes and alternative modes of transportation. Many of our lower cost options, such as ride sharing, also correlate to lower greenhouse gas emissions impact.



Our Goals

Through 2030 (FY31) Conduct Water Balance Analyses for Process Water and Consider Water Recycling Options for Plants Located in Water-Stressed Areas

Manage Water Use Efficiency To Reduce Global Water Consumption in Operations and Continue To Manage the Quality of Discharged Wastewater Through 2030

Water is a valuable resource, which is why we handle it as a precious commodity.

Our Progress

Our global water usage in FY22 was approximately 97,750,000 gallons, which represents a 3.4% reduction as compared to the FY20 base year.



Steelcase Spotlight

Reusing Waste Water in Manufacturing

This year we relocated our Steelcase manufacturing operations in Dongguan, China from Changping Township to Qingxi Township. In doing so, we implemented a closed-loop water recycling and reuse system which diverts waste water generated during the manufacturing process from storm and sanitary sewers.

This state-of-the-art system enables us to increase our manufacturing volume, without polluting the water. Dongguan is now the third Steelcase plant globally to have this unique process, following plants in Rosenheim, Germany and Stribo, Czechia.

Climate Change in Action

Harnessing the Sun's Energy

One way to help reduce greenhouse gas emissions is to use less fossil fuel-generated energy. That's why we recently installed solar panels to generate power at our plants in Pune, India and Rosenheim, Germany. The 493 solar panels installed in Pune contribute up to 50% of the energy needed for daily activities and the facility is expected to see solar energy usage reach 60%. By the end of 2022, the solar panels will begin contributing surplus electricity generated on weekends to the local power grid. In Rosenheim, 76 solar panels and the combined heat and power (CHP) project, which integrates technologies designed to simultaneously produce heat and electricity, deliver approximately 50% of the power requirements and cut greenhouse gas emissions by about 60%.



Circular Economy

A circular economy helps mitigate climate change by building systems that maintain the value of materials for as long as possible. At Steelcase, our approach to circular economy includes designing out waste, building products that last and offering one of the strongest extended warranties in the industry.

To extend the useful life and value of old furniture, both ours and our competitors, we assist customers by connecting them with partners who help them reuse, donate or recycle their old furniture.



Our Goal

Provide Customers with Access to a Network of Services Designed to Repurpose Decommissioned Products Beginning in 2023 (FY24)

To help customers engage in the circular economy, we aim to bring easier access to end-of-use solutions.

Our Progress

Steelcase is actively exploring and investing in several new circular economy services, including piloting reconditioning opportunities in North America and France.

One example is Eco'Services, a Steelcase owned program designed to support customers with sustainable end-of-use solutions in France, Belgium, Luxembourg and Switzerland. The program offers donations, resale, reconditioning and recycling so customers can keep their furniture out of landfills.

Steelcase has also developed a strong global network of partners to support customers with sustainable end-of-use services. We offer these services in:

- North America
- China
- Australia
- United Kingdom
- Hong Kong
- Singapore
- Netherlands

Our global partners frequently direct products no longer needed to local non-profits and community partners, thereby contributing to a circular economy, and also helping local communities thrive by meeting the furniture needs of their constituents.

Additionally, we help finance recycling in 27 regions to meet extended producer responsibility laws. These funds support recycling infrastructure and end-of-life management for products like ours.

In FY22, Eco'Services supported 85 projects for customers in Belgium, France, Luxembourg and Switzerland with end-of-use services, with an impressive 100% diversion from landfill rate.

Steelcase Spotlight

Circular Economy Support for French-Speaking Markets

This year, the Eco'Services team piloted Circular by Steelcase as part of our commitment to the circular economy.

Under this new program we recondition our own chairs and desks. We dismantle the furniture entirely, disinfect it and carry out any mechanical or aesthetic repair work needed. Then the reconditioned items are sold through our network of dealers. When customers try the reconditioned furniture, they can't believe it's not new.





Circular Economy in Action

1.2K Tons of Old Furniture Finds New Home

Customers are proudly joining us in our fight to keep no-longer-needed products out of the landfill. These products have value and we're building a circular economy that keeps products in use as long as possible. So, when we worked with a global Seattle-based company to redesign their headquarters, we brought in our North American partner Green Standards, an environmental consulting company, to help divert 1,252 tons of furniture, fixtures and equipment into a \$33,485 in-kind charitable donation. This not only helped our client with their landfill diversion goals but also supported the local community. Employees of El Centro de la Raza, a non-profit organization that provides a wide variety of social services to build community and unite all races and people, was one of 13 organizations that benefited from the donation.



Product Packaging

Packaging our products safely is critical, but can also lead to excess waste. In support of the circular economy, we're making changes to how we prepare our products for delivery.

First, we're introducing new sustainable materials and focusing on eliminating single-use plastics in the design of our packaging. Second, we're increasing the amount of recycled content in our packaging. Our teams are constantly innovating to safely deliver our products with responsible materials and as little packaging as possible, further reducing our environmental impact.



Our Goal

Phase Out Single-Use Plastics in Substantially All Product Packaging by 2030

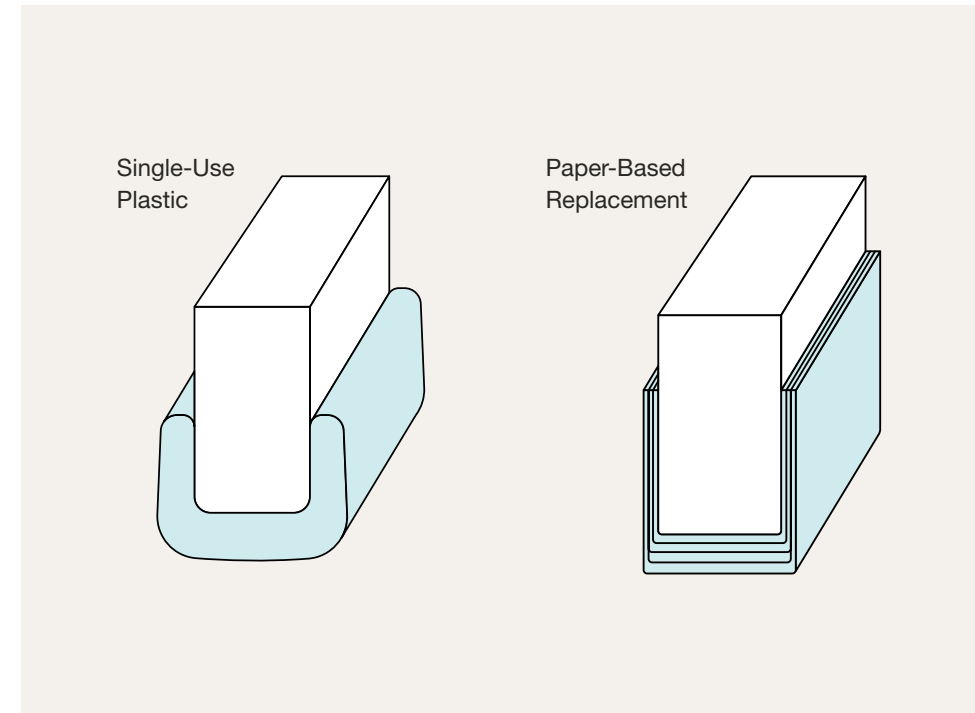
Our Progress

As part of our exploration of single-use plastic alternatives in packaging, we are piloting new materials, including a paper-based replacement for protection of furniture edges in EMEA.

We continue to re-design packaging globally to minimize total materials and reduce the need for any plastic-based protections. We are also exploring bulk packaging solutions to reduce the total amount of packaging required to ship products.

600,000 linear meters per year

The switch from foam blocks to paper packaging led to an enormous elimination of foam otherwise destined for landfills.



We piloted a paper-based replacement for protection of delicate furniture edges on our products in EMEA.



Our Goal

Commit To Achieving
100% Recycled Content in
Substantially All Single-Use
Product Packaging by 2030

Our Progress

This year we increased recycled content in all Steelcase-branded product packaging by 30%. We continue to engage our supply chain to help us meet our goals. Yet, due to anticipated supply chain challenges, we will be revising our goal to 75% recycled content in substantially all product packaging by 2030.

↑ 30%

Increase in recycled content in
all Steelcase-branded product
packaging in the last fiscal year

Steelcase Spotlight

Hack the Pack

Steelcase launched “Hack the Pack” global workshops in February 2020: an ongoing cross-functional design thinking exercise in how we design packaging, explore new materials and create strategies to ensure our packaging is fully recyclable.

Workshop Highlights:

- Eliminated the foam blocks used in one product pack
- Reduced 13,000+ pounds of wood per year
- Reduced pack SKUs by 20% for three- and four-seat sofas
- Improved ergonomics on three- and four-seat sofa packs
- Saved the company over \$350,000 in material costs

Hack the Pack lessons learned are being integrated into our everyday processes. Between developing new sustainability deliverables for the product development and launch process and creating yearly team objectives around sustainability practices, our packaging team has expanded the impacts of this work well beyond our first one-day event.

There are many exciting projects in motion with potential to help us find more ways to improve our packs for our dealers, our company and the environment.

Product Packaging in Action

Less Is Much More

The Steelcase Team in EMEA (Europe, Middle East + Africa) is working hard to replace plastic and foam packaging with more sustainable, paper-based alternatives. In 2021, we found new materials and suppliers to make significant changes, such as:

- Foam packaging for tabletops replaced with 100% recyclable cardboard
- Rosenheim and Stribro plants tested a paper-based alternative to stretch and shrink foils
- Migration SE standing-height desk offered in bulk packaging, which saves 14 linear feet of foam and 36 linear feet of stretch foil per desk top
- Chair surfaces once protected with imported foam-lined paper now use domestically-produced cohesive paper
- Foils that were made from 100% virgin materials were replaced with stretch and shrink foils with 30% post-consumer materials

We continue to work towards finding the most sustainable solutions that protect the quality of our products.



Sustainable Product Design

The Steelcase Sustainable Product Design Framework aims to ensure our products are designed with consideration of life-cycle thinking and circular economy principles:

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



Our Goal

Incorporate Steelcase Sustainable Product Design Framework Criteria Into New Steelcase Brand Products by FY23

Our Progress

Core to our Steelcase Sustainable Product Design Framework is a commitment to design products that reduce the impact of climate change, prepare for end of use, minimize waste and protect people's health.

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®, BREEAM® and Living Building Certification.

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

Product Certification Contributions

600+

Recycled Content Reports for our products

13

Green Tick Sustainable™ Certified products

281

Total products BIFMA LEVEL certified

268%

Increase in BIFMA LEVEL 3 certified products

538+

Products listed on SCS Indoor Advantage™ certificates

25

Blue Angel product certifications, a German environmental label for wood products

114

BIFMA LEVEL 3 certified products, the highest level of certification (the most of the industry)

30+

NF Environment product certifications, a European product certification label, representing products and packaging with low environmental impact throughout their life cycle

Life Cycle Assessments (LCA) + Environmental Product Declarations (EPD)

Since 2004:

77

Life Cycle Assessments (LCA) completed

66

Environmental Product Declarations (EPD)

21

Active product LCAs and EPDs available

Sustainable Product Design in Action

Made With the Environment in Mind, Designed for Hybrid Work



We're committed to designing products that reduce the impact of climate change, prepare for end of use, minimize waste and protect people's health. While designing the Steelcase Flex Perch Stool, we were looking for a sustainable material that could hold up to the rigors of office life. Partnering with global chemical company BASF, was the answer. Their CCycling™ project uses advanced chemical recycling technology to convert waste streams into value added materials.

The Perch Stool is made from BASF Ultramid® Cycled™ polyamide, produced through chemical recycling of process waste from electronics production. This material provides a new option for seating that is also 100% recyclable, instead of sourcing additional virgin material, minimizing our reliance on fossil resources and our carbon footprint in the process.

Consumer Health + Wellbeing

Our 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 by our internal teams, by external consultants and by third-party evaluators.

We maintain 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.



Our Goal

Maintain a Leadership Position in Product Certifications by Ensuring Steelcase Brand Products Making up 90% Of Sales in the Americas Will Be BIFMA LEVEL 3 Certified by 2023 (FY24)

We strive to lead the industry in consumer health and safety performance. So our aim is to continuously improve the transparency in material health and the chemistry of our products. We build trust through transparency and demonstrate this through third-party product certifications.

Our Progress

BIFMA LEVEL®

We achieved a significant increase in our BIFMA LEVEL certified products in FY22.

LEVEL by BIFMA (Business and Industrial Furniture Manufacturer’s Association) is an evaluation and certification program for environmentally preferable and socially responsible office furniture.

In FY22, we re-certified our products to the newest version of the ANSI/BIFMA e3 Furniture Sustainability Standard (LEVEL), which was a significant undertaking due to the substantial changes in this version of the standard. Additionally, we added 126 new products to our certifications and increased the number of our LEVEL 3 (the highest level of certification) certified products by 268%, which puts us well on our way to achieving our goal.

Notable Achievements

- 281 Steelcase products are certified to the newest BIFMA LEVEL standard (2019), the most of any of our competitors
- Steelcase has the most LEVEL 3 certified products in the industry, 114 as of the end of FY22
- 38% of the Americas Steelcase brand product sales are BIFMA LEVEL 3 certified
- 97% of Steelcase brand products sold in North America are BIFMA LEVEL certified
- 84 additional products also achieved indoor air quality (IAQ) certification during the LEVEL recertification process
- Additional certified partner products made in our US facilities, including Orangebox and West Elm, also received IAQ and BIFMA LEVEL certifications for the first time

114

LEVEL 3 certified products

154

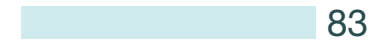
LEVEL 2 certified products

126

New LEVEL certified products

FY21

LEVEL 1



LEVEL 2



LEVEL 3



FY22

LEVEL 1



LEVEL 2



LEVEL 3



Our Progress

Committed to Transparency

The Origin.Build library is an international, searchable platform where specifiers can have free access to product data from participating manufacturers on select products. Products with transparent materials and sustainability attributes are categorized by their material ingredients, and it provides specifiers easy access to critical product material options.

Steelcase takes transparency seriously, and that's why we have partnered with Origin.Build to create a fully foundational library for a vast majority of our products. The product library clearly communicates the material and sustainable attributes of our products and allows architects and designers to search product certifications and discover relevant environmental metrics, such as embodied carbon and embodied energy.

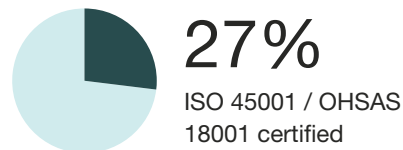
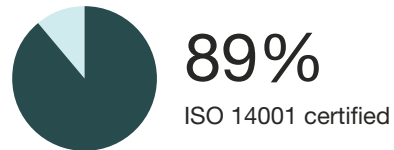
The mindfulMATERIALS Library, which is powered by Origin.Build, showcases the most sustainable products from the Origin system. The mindfulMATERIALS collaborative also utilizes third-party evaluators, ensuring there is a full review of the product data for validity and accuracy before it is published publicly for consumption.

Steelcase's use of the mindfulMATERIALS and Origin libraries facilitates transparency in the material health and chemistry of our products, while helping customers make a sustainable choice for their workplace. In FY22, we have 259 products in the Origin.Build library and 215 in mindfulMaterials, making up 76% of all Steelcase and Coalesse branded products. This number grows every day as we work to demonstrate our commitment to transparency.

ISO Certifications

In addition to certifications, in FY22, Steelcase had no material issues related to non-compliance with regulations or voluntary codes concerning the health and safety impacts of products or services.

Steelcase Facilities



Consumer Health + Wellbeing in Action

Steelcase Products Take Industry Lead In Sustainability Standard Certification

Today, our customers are asking for sustainable products more than ever, which is why we're so excited to lead the industry in BIFMA LEVEL® certifications – 281 products certified, more than any other brand. And while Steelcase products carry many different certifications, our customers look to BIFMA LEVEL as a consistent standard to measure their product choices.

Developed by the Business and Institutional Furniture Manufacturer's Association (BIFMA), the ANSI/BIFMA e3 Furniture Sustainability Standard (LEVEL) measures attributes such as product materials and chemicals, manufacturing processes as well as safety management practices in manufacturing and the social responsibility commitments of manufacturers. Three performance tiers can be awarded, the higher the number, the more difficult it is to achieve.



LEVEL has long been the trusted furniture sustainability certification that provides a comprehensive and transparent means to confidently source responsibly manufactured products, and today is even more important to customers looking for sustainable furniture solutions.

The LEVEL certification program enables customers to look at all products through a consistent sustainability metric and we're proud of how Steelcase stands out against the competition.

Caring for People

We positively impact the places we live and work by helping build communities where people belong, learn and thrive.



Our Commitments



Social Innovation

We create a lasting impact in the communities where we live and work.



Diversity, Equity + Inclusion (DEI)

We embrace diversity, ensure equitable access to opportunity and create a culture of inclusion where our employees can be authentic and thrive.



Learning + the Future of Work

We nurture a culture of lifelong learning for all employees.



Wellbeing

We promote the holistic wellness of our people through culture, policy and access to resources.

Social Innovation

Steelcase aims to make a lasting difference by leveraging our scale and resources around the globe. The big issues the world faces require bold new solutions and we are committed to coming together with the people in the communities to enact meaningful, sustainable social change. We know that only when we work together — businesses, organizations, individuals and governments — can we truly make a positive difference in the world.

At Steelcase, we are a community of changemakers exploring bold new approaches to equity, education and the environment, pushing for global, systemic change.



Our Goal

Align 100% of Social Innovation Investments to United Nations Sustainable Development Goals (SDGs) by 2025

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.

Our Progress

We selected three Sustainable Development Goals that match our purpose and capabilities:

- Quality education
- Reduced inequalities
- Climate action

In FY22, 94.2% of our investments were aligned with SDGs, up from 93% in FY21.

\$7,185,256

Total Charitable Giving

\$2,740,713

Steelcase Inc. Community Partnerships and United Way Employee Donations

\$4,444,543

Steelcase Foundation Grants + Matching Gifts



Our Goal

Activate Community Partnerships in Every Steelcase Location by 2030

We want to invest in communities. Our partnerships align with the UN Sustainable Development Goals and are with non-profit, non-governmental organizations.

Our Progress

In FY22 we activated partnerships in 37 of 72 locations and collaborated with 150 global partner organizations on 280 projects.



Our Goal

Build a Global Network of 1,000 Social Innovators Making a Positive Impact in Their Communities by 2025

We work with our community partners to create the conditions for shared learning. By designing our partnerships to include participation in a global learning community, we help them uncover hidden opportunities and facilitate connections for new ideas to develop for their growth.

Our Progress

In FY22 we launched the Steelcase Social Innovation Global Learning Community.

This community brings our partner organizations together to exchange ideas and work collectively on tough problems. It supports the ambitions of our partners through cultivating an inclusive environment where they can learn from one another, grow together and uncover opportunities for shared impact throughout the world.

In this inaugural year, we held nine community sessions with 57 organizations and 95 participants, with 10 partner projects shared.



Our Goal

Increase the Creative Capacity of 100 Organizations by 2030

We scale our social impact by helping our community partners increase their innovation capacity, launch new ideas and ultimately expand their impact. Our Open Innovation Challenges and Social Innovation Fellowship program help changemakers connect, discover new ideas and launch new prototypes.

Our Progress

In FY22, we hosted an Open Innovation Challenge focused on “reimagining support systems for students as they transition to higher education or a career.” 128 people from partner organizations around the world participated in collaborative workshops blending Steelcase wellbeing research with design thinking tools and frameworks.

Next, 10 teams from participating organizations were selected for a five-month fellowship that curated weekly guest speakers and programming designed to bring their ideas to life and boost their organizations’ culture of innovation.

Since the start of the program in 2021 (FY22), 25 Social Innovation Lab Fellows have been supported and funded.



Our 2022 Fellow cohort included non-profit and educational institutions from around the world.



Our Goal

Launch Change Corp Teams in Every Steelcase Location Across the Globe by 2025

Steelcase Change Corp teams are employee-led groups empowered to make a positive impact in their communities. Employees know their markets best, so we encourage them to make an impact in their communities by providing them with the tools to identify and engage with prospective partner organizations locally. We create meaningful connections among these teams by looping them into our internal Change Corp network, and enabling them to learn from one another.



Steelcase Spotlight

Using Space to Help Young People Succeed

At JOBLINGE, a Frankfurt, Germany-based learning organization focused on helping aspiring young people from under-resourced communities succeed in the job market, leaders realized that upgrading their spaces could provide an important advantage for reaching their goals. JOBLINGE leaders wanted a space that evoked the message, “We believe in you, and you should believe in yourselves.”

To meet this goal, the Steelcase Change Corp Munich, an employee led social impact team, used their engineering, design and research skills to facilitate interviews, workshops and observations involving leaders, trainers, students and sponsoring partners. Based on all they learned, they then formulated five key objectives to guide the design: self-esteem, professional relevance, curiosity, responsibility and ownership and inclusion and diversity.

In turn, the Steelcase team developed a new space to inspire learning and trigger curiosity, which is now called JOBLINGE Basecamp. Designed around a zoning concept, Basecamp includes distinct areas for active learning, hands-on experimentation, meeting with mentors and mingling with peers, staff and volunteers in a spacious café. This first basecamp in Frankfurt served as a pilot and is planned to extend to JOBLINGE’s more than 30 locations throughout Germany.



Our Progress

This year, we grew the number of Change Corp teams by 12, to a total of 32. We provide tools to help these groups identify and engage with local partner organizations.

We’re proud to report that in FY22 32 (out of 72) Steelcase locations have Change Corp teams. This number is up from 20 in FY21.

Our Goal

Contribute 100,000 Volunteer Hours by 2030

Our volunteer programs provide Steelcase employees with the opportunity to help communities grow and prosper while establishing a foundation for lasting change. We recognize that donating time and talent are valuable assets vital to making the world we live in a place where everyone can thrive.

Our Progress

In FY21-22, Steelcase employees contributed 22,840 volunteer hours.



Our Goal

Provide Changemaker Grant Funding for 100 Employees by 2025

At Steelcase, we've created a culture where changemaking and community engagement are encouraged — and celebrated. That's why we invest in the causes our employees care about through Changemaker Grants. These gifts encourage our employee volunteers by giving them access to funding to “do good” with a community partner they care about.

Our Progress

In FY22, we awarded 13 Changemaker Grants.

Steelcase Changemaker programs empower employees to do good in their communities. Our Changemaker programs help:

- Connect individuals and teams to purpose-driven community impact opportunities
- Support employee-led programs rooted in sustainable social impact
- Create trusted partnerships with organizations in the communities
- Promote team building, collaboration and co-creation
- Ensure our engagement with the community is not simply transactional, but transformational

Steelcase Spotlight

A Year of Changemaking

In Spring 2021, we launched the Steelcase Changemaker Grants program, which is designed to provide Steelcase employees with the opportunity and funds to help communities establish a foundation for lasting change. We recognize that donating time and talent are invaluable assets vital to making the world in which we live, work and play a place where everyone can thrive. Here are a few of the changemakers who received grants for making a difference in the world:

Kelsey Krawiecki for New City Kids Detroit, which offers after school programming for local low-income youth.

Rebecca Charbauski for Temple Emanuel Food Bank, which serves close to 40 families in West Michigan each month. These families ‘shop’ for their own food, which provides them with dignity and respect, while understanding and empathy is increased through the work of Temple Emanuel.

Mara Armanca for CERT Transilvania, which supports building a better future for all. Grant funding specifically went towards designing and creating a sustainable program to support children and teenagers at Jibou Orphanage.



Social Innovation in Action

Making Strides Towards Reconciliation in Australia

As part of its enduring purpose to be a force of positive change, Steelcase Australia dedicated the past few years crafting its inaugural Reconciliation Action Plan (RAP). The reconciliation movement urges Australians to recognize the colonial injustices, trauma and lasting inequalities experienced by Aboriginal and Torres Strait Islander peoples across all areas of life, from health to education, jobs, living standards and more. Designed for organizations and workplaces, RAPs provide a framework to support Aboriginal and Torres Strait

Islander peoples through job opportunities, professional partnerships and cultural exchange. RAPs are part of a broader effort to move Australia towards a future of healing, respect and equality.

With the encouragement of President and CEO Sara Armbruster, Steelcase Australia engaged with Julie Moore, a cultural liaison and proud Aboriginal woman of the Yuin and Dharawal Nations, to guide Steelcase on a four-step journey and connect the company with stakeholders in Indigenous communities. Together they crafted a

roadmap and processes to build four plans — Reflect, Innovation, Stretch and Elevate — that will work together to serve as a formal commitment to create a diverse, inclusive workplace and build authentic relationships with Indigenous businesses, artists and communities. Starting with its Reflect RAP as a foundation, Steelcase will strive to forge lasting connections with Aboriginal and Torres Strait Islander peoples and become a conduit for change as Steelcase continues its reconciliation journey.

Diversity, Equity + Inclusion

We are committed to advancing Diversity, Equity and Inclusion (DEI) and have defined aspirational goals for 2025. Our approach to DEI is as much a comprehensive strategy as it is a natural extension of who we are.



Our Goal

Build Diverse Teams That Reflect Our Communities

Our Progress

Steelcase uses an evidence-based selection process to mitigate bias in selection, improve decision making and influence equal opportunities to bring in the best talent. In addition, we are redesigning our hiring and talent systems for more robust diversity outcomes.

Steelcase has developed new pipelines and established partnerships to diversify our talent sources, including engaging with the Thurgood Marshall College Fund and historically black colleges and universities, such as Florida A&M. Today, 14.4% of the US salaried workforce self-identifies as a racial minority.

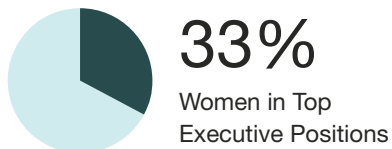
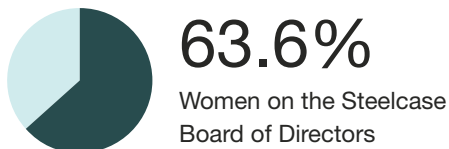
These efforts together have resulted in a cohort of new hires that is:

55% women, up 2% from last year

30% racial or ethnic minorities (US data)

Our work has also resulted in diversifying our intern classes in both summer of 2021 and summer of 2022.

	2021 Class (FY22)	2022 Class (FY23)
Asian	33%	28%
Black	12%	11%
Hispanic/Latino	12%	6%
Two or more	3%	6%
White	39%	50%
Did not disclose	1%	—



Steelcase Spotlights

Women of Steel

Women make up only 12% of the manufacturing sector in India, and was less than 10% at our plant in Pune in early 2021. With the launch of a new program called “Women of Steel,” designed to support learning, development and engagement, women now make up 60% of the workforce, working in roles previously only filled by men.

Our Goal

Ensure Equitable Access to Development Opportunities

At Steelcase, we work to advance minority talent and use inclusive leadership hiring and advancement strategies.



Our Progress

More than 33 projects have been started and specifically developed to create a more equitable culture and ensure equal access to opportunity. A few examples include:

- We developed a new global Employee Value Proposition (EVP) to better position Steelcase as an employer of choice and engage with candidates about our culture and DEI journey as a company
- We launched a mentoring program for employees in Asia Pacific. Female talent is also being developed through The Women's Foundation (TWF) Women's Mentoring and reverse mentoring programs.
- A new sponsorship program was launched with 48 pairs of employees and sponsors globally and across all functions. This program is aimed at increasing talent visibility and will be fully scaled in the next year.
- IT Job and Role Visibility was created for equitable access for all IT roles and opportunities including special assignments and AGILE specific leadership roles. A community of practice was also established for all IT leaders aimed at DEI best practices.

1:1

1:1 Gender pay equity, meaning equal pay for equal work between men and women



Earned our eighth perfect score of 100 points on the Corporate Equality Index due to the company's continued commitment to diversity, equity and inclusion*

*Issued by the Human Rights Campaign Foundation, designating Steelcase as one of the "Best Places to Work for LGBTQ Equality" in the US



Our Goal

Create a Culture of Inclusion: Improve Perception of Inclusion and Design DEI Learning Experiences For All Employees

We aspire to create a culture of belonging that reflects the communities where we live and work. We believe that creating a sense of belonging helps foster the kinds of environments in which people, businesses and communities can thrive.

Our Progress

More than 1,000 employees attended DEI learning experiences globally in the past year alone.

In addition, Steelcase invested \$40,000 in the Critical Conversations speaker series to amplify diverse voices.



Steelcase Spotlight

Profit Sharing

At Steelcase, we strive to create equitable opportunities and foster the wellbeing of our employees and our communities. Through our profit-sharing program, we bolster financial wellbeing and reward employees for their contributions towards the company's success and shared growth.

Steelcase stands out among manufacturing companies by offering its profit-sharing annual bonus plan to hourly workers.

A majority of hourly and salaried employees participate in our employee bonus plan, which includes profit sharing.

Our Goal

Ensure the Utilization of a Diversified Supply Chain

Our Progress

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 US.

We have consistently exceeded our annual goal of spending at least 10% with diverse suppliers. This year, we're proud to report more than \$110 million spent with diverse-certified suppliers, surpassing our goal.

We are also sharing the updated Global Human Rights and Labor Policy, along with expectations, tools and resources, with employees and suppliers to empower people and reinforce our commitment to human rights.



Our Goal

Lead Cross Functional Teams to Create Tools, Resources and Actionable Plans That Inspire and Support Dealer DEI Efforts

Our Progress

As dealers are essential to building better communities and businesses, a dedicated DEI dealer web portal was established with 30+ guides, toolkits and resources across 12 training platforms.

Dealer Council members, leaders from dealerships and Steelcase team members have leveraged the passion and progress of their own DEI journey to develop a guide and collection of best practices to share with the entire dealer network. This incredible initiative is also demonstrated by dealer-led 1:1 mentoring on DEI to other dealers upon request.

Diversity, Equity + Inclusion in Action

Positive Path Forward

In 2021, we partnered with G3ict, the Global Initiative for Inclusive Information and Communication Technologies, to conduct research and release a Blueprint for Inclusive Workplaces of the Future. The project focused on persons with disabilities and provided a focal point for what it means for workplaces to be inclusive, safe and compelling.

The research identified the top three elements essential to an inclusive workplace, based on the feedback of respondents with disabilities:

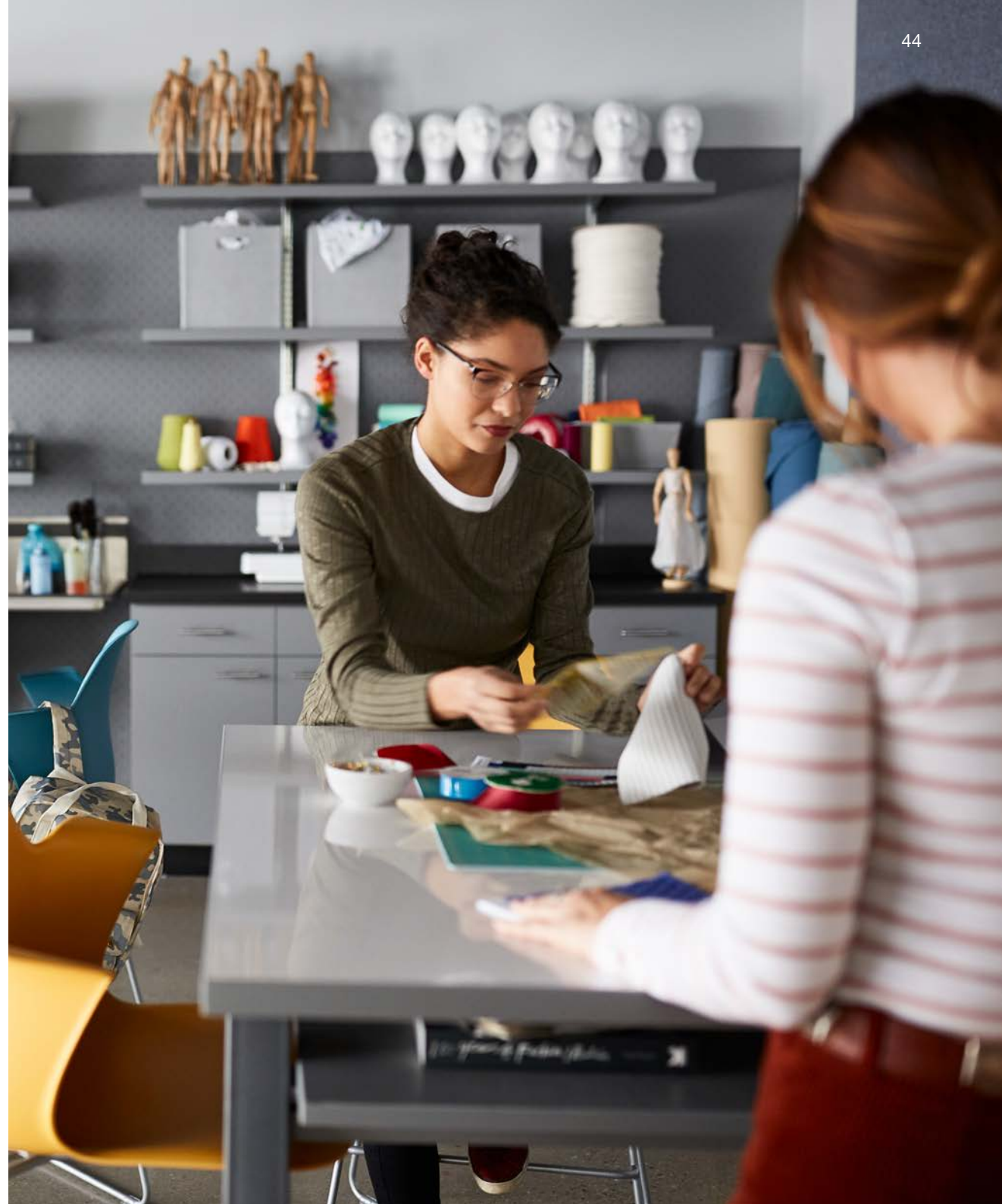
- Accessible products, technology and systems
- Accessible physical space
- Representation and diversity across all functions and levels

This Blueprint provides positive steps stakeholders can make on a journey to create compelling destinations where everyone can contribute. Together with G3ict, we will continue to learn from and share best practices with organizations committed to a more inclusive future where disability inclusion and workplace design come together to inform the evolution of a better work experience for all.



Learning + the Future of Work

We believe learning is a lifelong process and our employees are given opportunities to evolve their skills and mindsets. Our commitment to continuous learning strengthens and amplifies the talents of our people.



Our Goals

Create Programming That
Connects People With Purpose

Increase Access To Learning
Opportunities by 20%

Our Progress

76% of Steelcase workforce
received career or skills-related
training via SteelcaseU.

Steelcase locations throughout the world
show high levels of participation in career
or skills-related training via SteelcaseU
(our online learning platform): Americas
78%, Europe, Middle East and Africa
(EMEA) 73%, Asia Pacific (APAC) 72%.

Our new programs created access for
more employees this year, well on our
way to our 20% goal.



Our Goals

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



Our Progress

There are many different ways employees come together to learn and create belonging.

Our Business Inclusion Groups (BIGs), such as Young Professionals (YPs), Gender Equity Network (GEN), PRIDE and Steelcase Salutes, bring employees together to support development and growth, bring awareness and education on germane issues and help create a sense of belonging. Seven Business Inclusion Groups are available to Steelcase employees.

For example, this fiscal year the YPs created several learning events such as a podcast discussion series and a virtual innovation summit with other large organizations in West Michigan. These events helped the YPs learn from one another and their peers during times of uncertainty.

Various communities of practice across Steelcase bring people together around topics of interest to support one another's development and growth. Examples of these communities across the globe include a focus on topics like Wellbeing, Project Management, Learning About Learning and Sales, to name a few. Each community is formed, led and sustained in the ways that make sense for the community of employees learning with and from one another.

Our Goal

Provide Accessible Systems and Tools Supporting Unique Learning Needs and Enabling Employee Growth

Our Progress

At Steelcase, we believe that we all deserve feedback and the opportunity for greater clarity and purpose at work. Steelcase Impact Coaching engages employees and leaders in frequent, purposeful conversations that inspire achievement and growth. The process is meant to drive meaningful dialogue centered on creating an effective partnership, clarifying expectations and objectives, providing coaching and feedback and reflecting on key accomplishments and challenges. It's an expectation of leaders to provide impact coaching to all employees, and it's an expectation of employees to take ownership of their learning and growth.

LIFT (formerly Learning Lab) is a global five-phased virtual learning journey that enables employees to gain and practice key skills with the support of relevant resources, like toolkits, frameworks and the Udemy Business platform. Additionally, programs like LIFT provide a supportive learning community alongside on-demand digital tools and frameworks to help employees reflect on career and development-related goals.

This year, 400 Steelcase learners participated in the self-paced program.

977

Participants in Career and Development Programs

1,728

Completed Courses

7,471

Practice Activities

9hrs 31min

Average Time per Participant



Learning + the Future of Work in Action

Global Learning Opportunities Empower Employees

In 2021, the Steelcase Learning and Development team designed a series of five virtual workshops called the Learning Lab (now known as LIFT), dedicated to empowering employees and helping them adapt, transform and evolve for the future.

More than 400 employees around the world attended the program, which focused on connecting learning to business needs, facilitating customized individual development, providing opportunities to engage in social learning and creating a shared vision of growth between leaders and learners.

According to one attendee, the opportunity was incredible for her career. She learned the methodology of setting objectives, how to align and connect her team to corporate goals and give clarity on how employee actions connect to what matters to the organization.



Wellbeing

We are committed to creating places that foster the holistic wellbeing of people at work. Our culture, policies and resources support employee wellbeing so employees can leave work feeling as well or even better than when they arrived.

Our inclusive wellbeing programs are based upon five pillars:

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





Our Goal

Provide All Regions
Access to an Employee
Assistance Program (EAP)

Our Progress

This fiscal year, we completed a global project to identify, select and provide employee assistance services to all employees and their households. Available services include counseling, coaching, financial, career, physical and personal assistance at no cost to employees.

We also created a website for all employees to access their wellbeing benefits and resources. This site includes links to vendors and other resources, such as flyers, videos and classes.

We launched our EAP in Europe the day after Russia invaded Ukraine, allowing us to rapidly respond with support to our employees in Romania and across Europe.

We're proud that these efforts made a difference for our employees' lives. While many organizations see low usage rates, ours consistently remain above 10% in the US.



Our Goal

Identify and Connect Wellbeing Champions Throughout the Globe

Our Progress

To help foster a culture of wellbeing we identified “champions” to help recognize employee needs, develop workshops, programs or events and deliver them locally.

In FY22, 15% of the Steelcase global workforce was represented in formal joint management-worker health, safety and wellness committees that monitored and advised on occupational health and safety programs.

Our Goal

Continue Mental Health First Aid Training

Our Progress

This fiscal year we relaunched Mental Health First Aid training to all employees globally. Certified employees support our global wellbeing culture by assessing and supporting peers who are struggling with mental illness.

30

Mental Health First Aid
Training Courses Completed

230

Mental Health First Aid
Training Employees Certified



Our Goal

Develop and Reinforce
a Culture of Wellbeing,
Health + Safety

Our Progress

This year we continued to use the Job Safety Analysis (JSA) program to assess risks and communicate potential work-related hazards. We conducted regular reviews on JSA performance and fed data into our Lean Management System (LMS) to provide comprehensive accountability and identify opportunities for continuous improvement. We tracked all injury and illness incidents annually with a global incident reporting process.

In the Americas, our injury rates remain half of the industry average when compared to our competitors in the North American Industry Classification System (NAICS).

Work-Related Injury Rates

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

	2019	2020	2021
APAC	0.48	0.09	0.55
EMEA	1.92	1.29	0.83
Americas	2.19	1.51	1.71



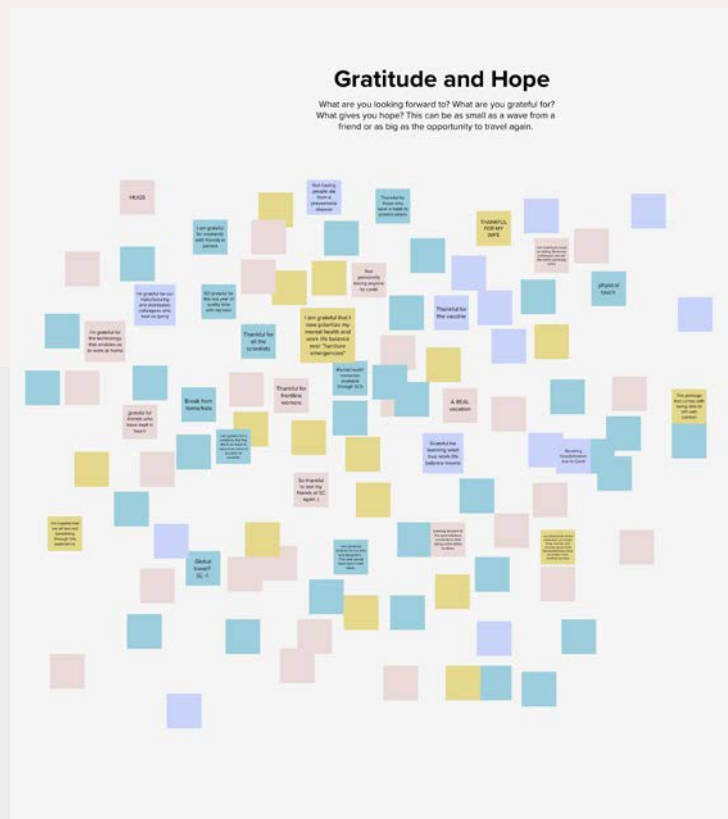
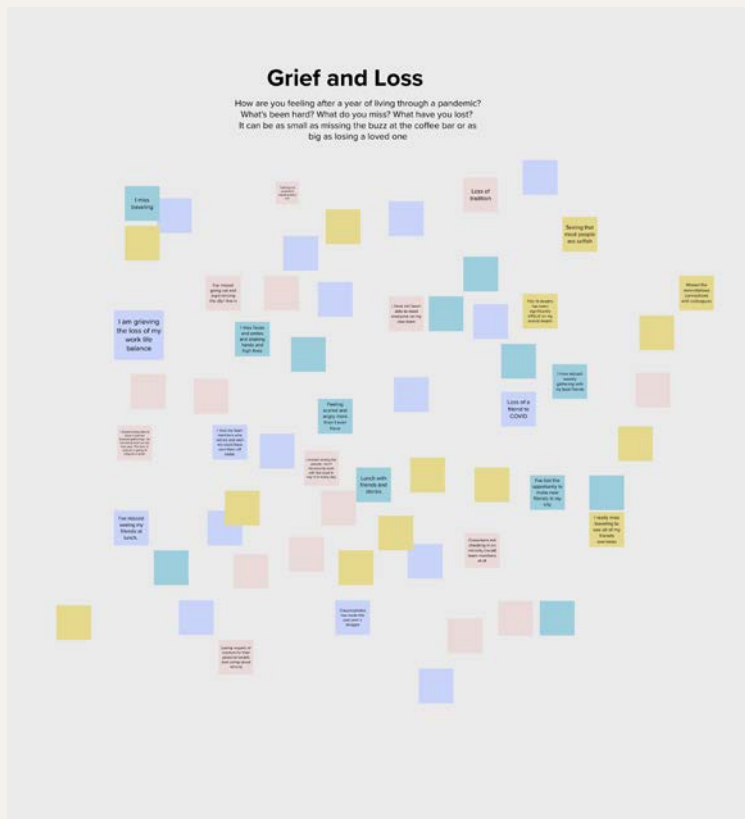
Steelcase Spotlight

Global Crisis Response

Our Steelcase team responded to the COVID-19 pandemic, the war in Ukraine and other global crisis situations by providing employees with access to in-person and virtual wellbeing support and education events.

Coping resources, including the Crisis Reflection Guide and Crisis Reflection sessions, were also made available to help employees process adversity. Meetings were held to help leaders understand how they and the organization could support affected employees in tangible ways.

Our global wellbeing team continues to evaluate and respond to crises and other external events that may impact employee wellbeing.



Wellbeing in Action

Creating Community

In June 2021, when many Steelcase employees returned to the office for the first time, our Global Talent team offered an exercise to help employees process the impact of their experience during the pandemic. On both virtual boards and physical whiteboards, participants were asked to share two things:

What are you grieving as a result of your experience?

What are you grateful for or looking forward to?

People shared their sense of loss, including many names of loved ones who died, and the exercise reinforced how deeply overall wellbeing suffered. An anonymous touch point, the boards presented an opportunity for collective reflection. The exercise helped employees reach a greater sense of belonging and connection to others, rebuild a sense of community and create hope for a better future together.

Caring for Our Culture

Our culture of trust and integrity, established by our core values, empowers employees to represent our company and make responsible decisions.



Our Commitments



Empowered Decision Making

We curate a culture where employees have agency to act.



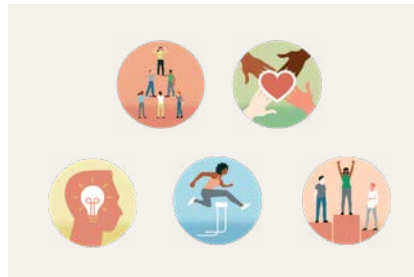
Culture of Trust + Integrity

We create a culture where people do the right thing.



Responsible Procurement Practices

We build strong supplier relationships rooted in trust and integrity.



Leadership

We develop empathetic leaders with the right skills and habits to effectively support their teams.

Empowered Decision Making

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 them to thrive. Employees' deep understanding of, and adherence to, our purpose and values furthers our commitment to integrity and reinforces the trust placed in us by our partners.





Our Goal

Trust and Explicitly Encourage Employees to Make Ethical, Value-Aligned Decisions

We aim to empower decision making across the organization.

Our Progress

In FY20 we surveyed our employees using the Denison Culture Survey, a research-based employee engagement tool. The results identified empowered decision making as a key strength and opportunity for our culture. Since that time, we've implemented quarterly engagement surveys to track our teams' stress and engagement levels. We've implemented Leadership Pillars, intended in part, to empower employees to confidently make decisions necessary in their role, and we hold leaders accountable to empower their people to reach their full potential.



Our Goal

Recognize and Celebrate Individuals for Their Ethical, Value-Aligned Decisions

Our Progress

Our core values and culture of integrity is embraced by all employees as they perform their roles, offering many opportunities to celebrate ethical decision-making day-to-day.

Thanks to a culture of empowered decision-making, Corporate Compliance Manager Zoë Wilson felt confident in flagging the terms "whitelist" and "blacklist" when she saw them used throughout communications in response to a ticket she placed with Information Technology for computer assistance. Zoë's actions reached far beyond the walls of Steelcase and made a positive impact for many.

For more on Zoë's story see page 58.

Empowered Decision Making in Action

Words Matter

Thanks to our culture and commitment to distributed decision-making, Corporate Compliance Manager Zoë Wilson felt confident in flagging the terms “whitelist” and “blacklist” when she saw them used throughout communications in response to a ticket she placed with Information Technology for computer assistance.

Although “whitelisting” and “blacklisting” have existed in the cybersecurity and IT realms for decades, such language has been characterized by experts as inherently racist. While “whitelisting,” is commonly used to refer to options that are “good, respectable and safe,” “blacklisting” commonly denotes “suspicion, shame or ill repute.” Although seemingly harmless, these terms’ associations go beyond reflecting racism, also serving to perpetuate it. Through Zoë’s action, a plan was devised within Steelcase to ensure these terms were eradicated everywhere and substituted with “allowlist” and “blocklist.” Her courage sparked a change in another organization, as a major technology vendor also changed its language worldwide.



Leadership

Steelcase leaders play a critical role in nurturing our culture, and our Leadership Pillars promote empathic actions aligned with our core values.

Steelcase Leadership Pillars:

Build Strong Teams

- Empower others
- Engage diverse perspectives
- Build capabilities

Unite in Purpose

- Listen with empathy
- Extend trust
- Foster belonging

Create Clarity

- Think critically
- Decide what matters
- Align actions with priorities

Cultivate Resilience

- Try, learn, adapt
- Overcome obstacles
- Celebrate progress

Deliver Results

- Play to win
- Make tangible progress
- Create customer value



Build Strong
Teams



Unite In
Purpose



Create
Clarity



Cultivate
Resilience



Deliver
Results

Our Goal

Accelerate the Growth +
Reinvention of Leaders

Our Progress

We designed and launched *Leading the Way*, a 13-week program to ground leaders in a foundational understanding of the Leadership Pillars and specific actions to activate them in their everyday work, while connecting them with other leaders across the company in communities of practice. In FY22, 113 current Steelcase leaders from across the globe participated in the initial cohort.

To scale our efforts faster, we employed the use of Humu, an action management platform, to help identify and map desired outcomes to specific skills and habits.

One of the efforts this platform helped us establish is the Humu Nudge program, where personalized behavioral nudges are sent to leaders to take the right actions, at the right times. Nudges are personalized for leaders based on employee feedback via surveys. These nudges have been well received and in FY22, 9,377 nudges were sent to leaders, with 90% of leaders viewing these nudges consistently.

We will continue to survey employees every six months and we have already begun to see results. After receiving feedback, a general manager learned there was a desire from his team to have greater exposure to the corporate strategy process. In response, the team organized regular meetings where subject matter experts took a deep dive into the topic, making employees feel more connected to the organization.

Leading the Way Program

Provides leaders with foundational understanding of Steelcase Leadership Pillars and helps them identify specific actions to activate the Pillars in their everyday work.

In FY22 cohort 1:

113 enrolled

24 APAC, 25 EMEA, 64 AMERICAS

964 learning hours

Total time spent in session by leaders

2021 Humu Survey Response Rate



“The training was so well structured, and it told me more about our culture and the leaders we want at Steelcase than any other statement of intent.”

“This was one of the best engagements and development opportunities I have experienced in my 16 years with the organization.”

Steelcase leader who recently completed Leading the Way program



Our Goal

Enable Leaders To Understand
the Needs of Teams +
Lead More Effectively

Our Progress

By employing Humu, we leveraged the needs assessment and analysis capabilities of the platform to identify and measure manager effectiveness on multiple factors. Two critical factors include the interpersonal and team effectiveness factors, which help a leader better understand the current context and environment on their team and where improvements can be made. Because teams are dynamic, these assessments are ongoing and responsive to the changing contexts, environment and make up of the team itself.

At an organizational level, analysis was done to identify the behaviors of high- and low-rated leaders to identify patterns we should encourage or address. These were shared openly with leaders and all employees to increase transparency and make sure we're fostering behaviors that make the most impact.

Our Goal

Build a Culture of
Collaboration +
Interdependence

Our Progress

A critical part of the *Leading the Way* program is creating global learning cohorts with leaders to allow them to listen, learn and leverage one another in their leadership journeys.

These cohorts have not only helped leaders connect, but also provided an opportunity to live the Leadership Pillar of 'Unite in Purpose,' by developing a sense of belonging and shared identity through leadership.

One participant reported: *"I've appreciated the opportunity to learn from other leaders across the organization, all regions and all parts of the business. The fact that this program was designed on a global scale and not siloed by business groups has made it a much richer experience."*

Culture of Trust + Integrity

Maintaining the highest ethical standards in our business around the world is core to who we are. We want to do what is right as well as what is best. And we want everyone we engage with — customers, dealers, even competitors — to know this is how we do business.



Our Goal

Publish Quarterly Integrity Helpline Reports Globally

Our Progress

In FY22 we published Integrity Helpline metrics and a report on a prior case or relevant compliance topic on our internal communications channels each quarter. We continue to see consistent use of the Helpline by employees.

Our Goal

Capture Averted Ethical Violations (“Near Misses”)

Our Progress

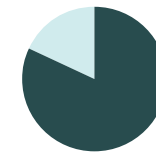
Each quarter we email manager toolkits to leaders and solicit ‘near miss’ stories. This year we received stories of employees using the ‘open door policy’ or other safeguards that avoided or reduced the impact of potential problems. We continue to emphasize this positive side of ethical decision making and celebrate our people make the right choices.

Our Goal

Improve Employee Perceptions of Accountability to Core Values

Our Progress

This year we updated and published various compliance policies relevant to employees. We completed the conflict of interest survey with 82% completion. This educates employees on potential conflict of interest issues and allows management to follow up on survey responses indicating a possible conflict of interest. Along with the publication of Integrity Helpline information, these steps help employees understand their compliance obligations and illustrate the company’s actions when dealing with core values violations.



82%

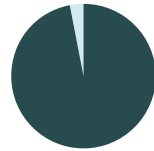
Completion of targeted
conflicts of interest survey

Our Goal

Continue to Improve Compliance Training to Best-in-Class Levels

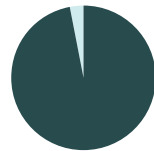
Our Progress

This year we provided our employees with the Global Business Standards course. The course is focused on core values, anti-bribery and anti-corruption, avoiding conflicts of interest and how to raise concerns. In FY22 it was delivered to all employees and made available in 12 languages.



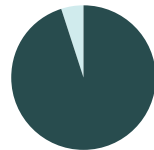
97%

of leaders completed global harassment prevention training since its November 2020 launch



97%

of individual contributors have completed harassment prevention training since launching to all employees in March 2021



95%

Completion of Steelcase Global Business Standards Course



Our Goal

Continue to Adhere to Best Practices in Corporate Governance

Our Progress

This year, we again tracked our ratings with various outside agencies to ensure we continue to receive high ratings on corporate governance. In addition, we review evolving SEC requirements and corporate governance practices at other comparable companies to maintain compliance and parity with peer companies.

We continue to engage with and leverage the increasing number of external ESG assessments and ratings. While the coverage and methodologies 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.



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

MSCI ESG Ratings measure a company's management of financially relevant ESG risks and opportunities.

Produced by MSCI ESG Research as of September 2021



Steelcase is rated highest out of all 49 companies in its industry.

The ISS ESG Corporate Rating is a detailed assessment of the sustainability impact of operations based on risk exposure and an assessment of management approaches regarding material sustainability risks along the entire value chain.

Rating received February 2022



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

Sustainalytics is a company that rates the sustainability of publicly listed companies based on their environmental, social and corporate governance performance.

Rating received October 2021



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

ISS QualityScore is a data-driven scoring and screening solution designed to help institutional investors in their quality reviews of risk in Board Structure, Compensation programs, Shareholder Rights and Audit & Risk Oversight.

Rating received November 2021

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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Our Goal

Continually Improve ESG and Compliance Programs

Our Progress

This year we pushed out updated Global Business Standards and Foreign Corrupt Practices Act training globally and worked on system enhancements to improve the delivery and tracking of required training. We publish blogs on the Integrity Helpline and other compliance topics each quarter to further employees' understanding of ethical issues, including issues averted internally and issues arising in the world at large, outside our company, that garner media attention. Additionally, we create a quarterly manager toolkit distributed by email to all managers to give them the latest information from the compliance team and seek their input on compliance issues.

Our Goal

Evolve Enterprise Risk Management Process

Our Progress

This year the risk management team evolved their process to best-in-class status by focusing on the most pertinent risks, and has assigned responsibility to members of management to oversee responses to each risk area. The risk management committee continues to meet quarterly to assess changing risk profiles and company responses to current risks.

Our Goal

Improve Vetting of Third Party Partners

Our Progress

Our progress this past year included adding a module on third party ownership to our third party screening process and interviewing and evaluating options for a vendor system to assist with third party due diligence. We also revised our supplier code of conduct to expand criteria for third parties and increased our commitments from suppliers on emission reductions and other sustainability standards. This work will continue into 2023.



Culture of Trust + Integrity in Action

Doing What is Right and Best

As a company, we expect the highest ethical standards throughout our operations. Of course, there are times when values are challenged — during a competitive bid for a large project with a multinational company, Steelcase sales employees were told Steelcase was a leading contender. However, in order to win the company's business, the salespeople were asked for a personal benefit by one of the company's representatives.



The Steelcase salespeople did the right thing by declining and reporting the bribe request. After an investigation, Steelcase learned the representative involved was no longer employed there and the next time this company had office furniture projects, Steelcase was invited to bid for the projects and eventually won them. Although declining the personal benefit resulted in the loss of a large project at the time, the salespeople acted with integrity, which led to future success.

Responsible Procurement Practices

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. Through our Supplier Code of Conduct, we communicate our global standards for organizational governance, human rights, labor practices, environmental stewardship and community involvement and development.



Our Goal

Leverage Supplier Forums for Information Sharing

Our Progress

In FY22, Steelcase held three virtual global supplier forums where our global supply management team shared broad company information and goals, including all ESG-related matters. Leveraging the forum to spread the ESG message is a key avenue to encourage supplier participation beyond just signing our contract and our supplier code of conduct.

We engage supplier council members via regular meetings on ESG issues and goals (i.e., Supplier GHG Emissions SBT targets, Supplier Code of Conduct and more) to ensure progress is emphasized within their businesses.

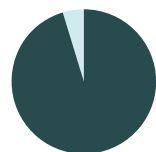


Our Goal

Ensure Operating Practices in Our Supply Chain Align With Steelcase Core Values by Maintaining 95% Compliance From Direct and Finished Goods Suppliers in the Americas

Our Progress

In FY22, we're proud to report that 95% of our spend with direct suppliers — those whom we purchase materials, parts or goods to incorporate into our products — are those who have accepted the Supplier Code of Conduct.



95.31%

Direct supplier spend, have accepted our Supplier Code of Conduct



Steelcase Spotlight

Celebrating a New Global Human + Labor Rights Policy

In FY22, we launched a Global Human and Labor Rights Policy to reflect the evolution in company and customer expectations. The new policy incorporates relevant elements of our ESG strategy, such as our commitment to diversity, equity and inclusion, our commitment to our communities and fair employment and labor practices, as well as several pre-existing policies within the company. The policy also closely aligns our internal policies with external standards like the UN Global Compact and other international conventions and norms. Drafted by senior leaders and reviewed for alignment with the Nominating and Corporate Governance Committee of the board of directors, the new policy memorializes long-standing practices of the company, ensuring they are respected by the organization for generations to come.

We're proud to launch this policy as a foundational statement on our goals and expectations that guide internal behavior and demonstrates to others our ESG commitments. You can find the full policy at [steelcase.com](https://www.steelcase.com).

ESG Disclosure Practices

ESG Disclosure Practices

Introduction

Steelcase is committed to reporting annually on our ESG 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, frameworks and expectations.

Much of the content of this report covers our progress from fiscal year 2022 (FY22), representing March 2021-February 2022, 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 2021 (FY21) and was published in September 2021.

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 FY22 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, maintaining our score of B in climate change performance in 2021. This score continues to be driven by the evolution of our carbon strategy, climate-related risk management programs and science-based emissions reduction targets. In 2022, we continue to evaluate and communicate our carbon strategy, reporting 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 four years, receiving an A in supply chain performance in 2021. 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.

ESG Disclosure Practices Cont.

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 Reporting Index include a column that identifies them.

Global Reporting Initiative

This report has been prepared according to GRI Standards: Core Option. The GRI indicators offer additional information and connectivity to our sustainability strategy and progress.

Task Force on Climate-Related Financial Disclosures

This report addresses climate related information associated with the Task Force on Climate-Related Financial Disclosures (TCFD) recommendations. A table mapping each recommended disclosure to our CDP Climate Change response can be found in the Reporting Index.

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 create a resilient future by leveraging our business as a force for good.

ESG Materiality Overview

ESG Materiality Overview

ESG Materiality Assessment

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

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 last assessment was completed in late 2020 in partnership with BSR, a sustainable business network and consultancy. The results are validated and reviewed 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 potential 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 to 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.

ESG Materiality Overview Cont.

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
- Circular Economy + Product End of Use
- Sustainable Product Design
- Employee Learning & Development + Digitization and the Future of Work
- Responsible Procurement Practices



GRI: General Disclosures

General Disclosures

Organizational Profile

102-1	Name of the organization	Steelcase Inc.
102-2	Activities, brands, products, and services	<u>2022 Annual Report pp. 1-4</u>
102-3	Location of headquarters	Grand Rapids, Michigan, United States of America
102-4	Location of operations	2022 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	2022 Annual Report pp. 1-4
102-7	Scale of the organization	2022 Annual Report, Item 1 pp. 1-8
102-8	Information on employees and other workers	2022 Annual Report, Employees p. 7

General Disclosures

Organizational Profile Cont.

102-9	Supply chain	2022 Annual Report, Item 1 pp. 1-8
102-10	Values, principles, standards, and norms of behavior	2022 Annual Report, "To our shareholders" letter
102-11	Precautionary Principle or approach	Steelcase takes a precautionary approach towards environmental management. We follow insights gained from decades of research, leveraging 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)	<p>AFNOR NF Environment certification program</p> <p>Beyond Benign</p> <p>BIFMA LEVEL® certification program</p> <p>Blue Angel certification program</p> <p>Carbon Disclosure Project (CDP)</p> <p>Civic 50</p> <p>CR Evenson – Environmental Foundation Board</p> <p>FEMB level certification program</p> <p>Forestry Stewardship Council (FSC) Chain of Custody certification</p> <p>Furntech – AFRDI Green Tick</p> <p>Global Reporting Initiative (GRI)</p> <p>Grand Rapids Energy Advisory Council</p> <p>Healthier Hospitals Initiative</p>	<p>ISO 14001</p> <p>LEED® certification program</p> <p>Living Products 50</p> <p>Michigan Energy Options Board</p> <p>OEKO-TEX® certification program</p> <p>Programme for the Endorsement of Forest Certification (PEFC)</p> <p>RE100 (Renewable Energy 100)</p> <p>SCS Indoor Advantage™ certification program</p> <p>State of Michigan Environmental Rules Review Committee</p> <p>Sustainability Accounting Standards Board (SASB)</p> <p>Task Force on Climate-related Financial Disclosure (TCFD)</p>
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General Disclosures

Organizational Profile Cont.

102-12	External initiatives (endorsements or participation) Cont.	United Nations Global Compact University of Michigan Center for Sustainable Systems External Advisory Board U.S. EPA Green Power Partnership U.S. DOE - Better Plants Challenge, Better Practice Awardee, Better Climate Challenge, Better Buildings Low Carbon Pilot, Better Buildings Waste Reduction Network Wege Prize Competition Preliminary Judge WELL Building Standard® certification program
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General Disclosures

Organizational Profile Cont.

102-13 Membership of associations

Business and Institutional Furniture
Manufacturing Association (BIFMA)

Business for Social Responsibility (BSR)

The Business Roundtable

Ellen MacArthur Foundation

Grand Rapids Area Chamber of Commerce

Green Chemistry & Commerce Council

Inforum West Michigan

Michigan Chamber of Commerce

United Way

We Are Still In

West Michigan Air & Waste Management Association

West Michigan Environmental Action Council (WMEAC)

West Michigan Sustainable Business Forum (WMSBF)

World Affairs Council

General Disclosures

Strategy

102-14	Statement from senior decision-maker	Impact Report 2022, A Note From Sara Armbruster p. 2
102-15	Key impacts, risks, and opportunities	2022 Annual Report pp. 8-13

General Disclosures

Ethics + Integrity

102-16	Values, principles, standards, and norms of behavior	2022 Annual Report p. 4
102-17	Mechanisms for advice and concerns about ethics	<p data-bbox="1025 630 2136 1045">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 this in our corporate code of conduct, the Global Business Standards (GBS) and 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.</p> <p data-bbox="1025 1069 1892 1099">Corporate Compliance Policies: steelcase.com/corporate-compliance-policies</p>

General Disclosures

Governance

102-18

Governance structure

Corporate Governance Overview

General Disclosures

Stakeholder Engagement

102-40	List of stakeholder groups	Impact Report 2022, ESG Materiality Overview pp. 74-76
102-41	Collective bargaining agreements	2022 Annual Report, Employee p. 7
102-42	Identifying and selecting stakeholders	Impact Report 2022, ESG Materiality Overview pp. 74-76
102-43	Approach to stakeholder engagement	Impact Report 2022, ESG Materiality Overview pp. 74-76
102-44	Key topics and concerns raised	Impact Report 2022, ESG Materiality Overview pp. 74-76

General Disclosures

Reporting Practice

102-45	Entities included in the consolidated financial statements	2022 Annual Report
102-46	Defining report content and topic boundaries	Impact Report 2022, ESG Disclosure Practices pp. 71-73
102-47	List of material topics	Impact Report 2022, ESG Materiality Overview pp. 74-76
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 2022, ESG Disclosure Practices pp. 71-73
102-51	Date of most recent report	Impact Report 2022, ESG Disclosure Practices pp. 71-73

General Disclosures

Reporting Practice Cont.

102-52	Reporting cycle	Impact Report 2022, ESG Disclosure Practices pp. 71-73
102-53	Contact point for questions regarding the report	esg@steelcase.com
102-54	Claims of reporting in accordance to the GRI Standards	Impact Report 2022, ESG Disclosure Practices pp. 71-73
102-55	GRI content index	Impact Report 2022, Global Reporting Initiative Index pp. 77-109
102-56	External assurance	Impact Report 2022, ESG Disclosure Practices pp. 71-73

General Disclosures

Business Ethics

103-1	Explanation of the material topic and its boundary	2022 Annual Report
103-2	The management approach and its components	2022 Annual Report
103-3	Evaluation of the management approach	2022 Annual Report
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.
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. 2022 Impact Report, Our Culture

GRI: Topic-Specific Standards

Topic-Specific Standards

Sustainable Product Design

103-1	Explanation of the material topic and its boundary	Impact Report 2022, Our Planet
103-2	The management approach and its components	Impact Report 2022, Our Planet
103-3	Evaluation of the management approach	Impact Report 2022, Our 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	Steelcase actively looks at the commodity markets and recycling streams to accurately assess our products from a recyclability and recycled content perspective. To date, globally, we have assessed over 650 builds of products, with around 30 different material commodities, in each of our major markets.

SASB

CG-BF-250a.1, CG-BF-250a.2
(for reference Management of
Chemicals in Products)

Topic-Specific Standards

Circular Economy + Product End of Use

103-1	Explanation of the material topic and its boundary	Circular Economy and Product End of Use is a material topic for Steelcase as it relates to climate change impacts through resource extraction and carbon impacts from waste produced from our products at end of use. Steelcase is working to develop a network of partners to support end-of-use solutions to help divert not only our products from landfill, but also competitor products.
103-2	The management approach and its components	Steelcase is managing end-of-use solutions for our customers through a network of partners, including internal support, dealer support and third-party support.
103-3	Evaluation of the management approach	Steelcase has set a strategic corporate target to establish a network of global partners to support sustainable end of use solutions by the end of 2023.
301-3	Reclaimed products and their packaging materials	Steelcase engages with extended producer responsibility laws globally. In regions where obligated, we offer product and packaging recycling support for our customers.

SASB

CG-BF-410a.1, CG-BF-410a.2
 (for reference, Product Lifecycle
 Environmental Impacts)

Topic-Specific Standards

Climate Change

103-1	Explanation of the material topic and its boundary	Impact Report 2022, Our Planet
103-2	The management approach and its components	Steelcase shares in-depth information related to our energy usage and greenhouse gas emissions in our annual CDP submission. <u>Please see our 2022 CDP response - 2022 CDP Section C1.</u>
103-3	Evaluation of the management approach	Steelcase shares in-depth information related to our energy usage and greenhouse gas emissions in our annual CDP submission. <u>Please see our 2022 CDP response - 2022 CDP Section C1.</u>

SASB

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

Topic-Specific Standards

Climate Change Cont.

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. <u>Please see our 2022 CDP response - 2022 CDP Section C8.2c.</u>
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. <u>Please see our 2022 response - 2022 CDP Section C6.5.</u>
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. <u>Please see our 2022 CDP response - 2022 CDP Section C6.1.</u>
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. <u>Please see our 2022 CDP response - 2022 CDP Section C6.2, C6.3.</u>
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. <u>Please see our 2022 CDP response - 2022 CDP Section C6.5.</u>

SASB

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

Topic-Specific Standards

Waste Management

103-1	Explanation of the material topic and its boundary	<p>Waste is a material topic for Steelcase because it impacts our local communities and our carbon footprint. All waste disposal methods have emissions associated with them, with landfill being the largest contributor. Waste is typically measured internally based on the total waste produced from our manufacturing processes. Steelcase waste is predominately made up of raw materials for manufacturing such as metals and wood. Steelcase has conducted several waste audits to determine the source of our waste and we routinely review waste data to enable corrective actions and project development to reduce our significant sources of waste.</p>
103-2	The management approach and its components	<p>Steelcase manages waste through waste invoices and data tracking to help understand the sources of waste and act to reduce total waste to improve our environmental impact. Steelcase has a core value to protect the environment and being a proper steward of our raw materials is part of this core value. Steelcase has set ambitious carbon reduction targets, which includes reducing total waste emissions by 14% by FY31 from a FY20 baseline. This goal equates to a 20% total tonnage reduction in waste globally. Each manufacturing plant has been asked to reduce waste according to their contribution to total waste and projects and programs have been established to help meet these goals. Scrap minimization will be our focus for manufacturing to achieve this target.</p>

Topic-Specific Standards

Waste Management Cont.

103-3 Evaluation of the management approach

Steelcase conducts routine waste audits and monitors and measures scrap daily. All Steelcase manufacturing is ISO 14001 certified and are subjected to regular third-party audits. All manufacturing waste is tracked utilizing Resource Advisor as a data collection tool. The data is then displayed through a Tableau dashboard program, allowing more visibility to all. Steelcase has historically set waste to landfill diversion goals, and in 2020 we exceeded our target of a 20% reduction in waste to landfill from a 2010 baseline. In setting new targets, Steelcase is refocusing efforts on waste minimization and waste reduction through responsible materials management. Steelcase calculated GHG emissions from disposal methods and has set fiscal year 2031 targets to reduce emissions from waste by 14% using fiscal year 2020 as a baseline year. This target allows a more systemic focus on responsible materials management and waste minimization and also aligns with our broader carbon strategy. In fiscal year 2020, more than 79% of our waste was in the form of wood and metals, which renewed our focus on scrap reduction efforts to prevent the waste from occurring in the first place. Scrap champions and teams have been established in the plants and new scrap tracking tools are being evaluated to help us better monitor and measure scrap. Through benchmarking with other local manufacturers, we have piloted new scrap tools that will help Steelcase not only track and report scrap in a more effective manner, but also allow for more meaningful corrective and preventative actions to reduce scrap.

Topic-Specific Standards

Waste Management Cont.

MA 306-1 Waste generation and significant waste-related impacts

Steelcase has invested in circular measures to manage the significant aspects of our waste including developing relationships with partners to help provide feedstock for new products. We continue to donate to local community members for upcycling purposes and support local and global communities in their efforts. Steelcase has always been an insight-driven company, wanting to understand issues deeply so they can be solved effectively. When it came to packaging design and implementation and packaging waste on the jobsite, the approach to understanding the problem was no different. We held a design thinking workshop called “Hack the Pack” to bring together a cross-functional team to find ways we could improve product packaging to benefit our customers and the environment. Through that workshop and multiple jobsite visits, Steelcase gained insights on how we think about packaging – from a design concept, material makeup including upstream and downstream impacts, transit and delivery considerations, site constraints and readily accessible methods of disposal. While the projects that came out of this workshop are not all complete, progress is being made including re-designing packaging to eliminate plastics to help improve the recyclability of our packaging for our customers.

MA 306-2 M Management of significant waste-related impacts

Steelcase manufacturing waste is predominately made up of raw material scrap in the form of wood and metals. Through a renewed focus on responsible materials management, Steelcase is refocusing efforts on scrap reduction and prevention to minimize total waste impacts. Waste from incoming supplier packaging accounts for 25% of the waste. Steelcase is working with our supply chain management team to help address incoming packaging waste. Steelcase is looking at waste reduction efforts downstream for our customers through reducing packaging waste. We have set targets to reduce single use plastics in packaging and to increase recycled content in our packaging to help drive a circular economy.

Topic-Specific Standards

Waste Management Cont.

306-3 Waste generated

The FY21 total waste generated is 32,870 tons. Table is shown below to represent the details.

Waste by Type	Disposal Method	Fiscal Year 2022 (tons)
Trash	Incinerated	831
Sawdust	Incinerated	734
Wood	Incinerated	7,635
Steel	Recycled	7,260
Non-steel	Recycled	11,364
Trash	Landfilled	2,234
Hazardous	Landfilled	148
Sawdust	Landfill Cover	737
Wood	Landfilled	1,853
Powder	Landfilled	65
Ash	Landfilled	9
Total		32,870

Topic-Specific Standards

Diversity, Equity + Inclusion

103-1	Explanation of the material topic and its boundary	Impact Report 2022, Our People
103-2	The management approach and its components	Impact Report 2022, Our People
103-3	Evaluation of the management approach	Impact Report 2022, Our People
405-1	Diversity of governance bodies and employees	<p>Total average age of all employees</p> <ul style="list-style-type: none"> • Global: 41.04 • Americas: 41.62 • APAC: 36.78 • EMEA: 42.33 <p>Total gender breakdown globally</p> <ul style="list-style-type: none"> • Male: 63.75% • Female: 36.25% <p>Estimated US minority breakdown</p> <ul style="list-style-type: none"> • Salaried: 14.75% • Hourly: 42.54% • All US: 27.28%

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 FY22, 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.

Topic-Specific Standards

Employee Wellbeing

103-1	Explanation of the material topic and its boundary	Impact Report 2022, Our People - Employee Wellbeing
103-2	The management approach and its components	Impact Report 2022, Our People - Employee Wellbeing
103-3	Evaluation of the management approach	Impact Report 2022, Our People - Employee Wellbeing
403-1	Occupational health and safety management system	<p>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 and 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.</p>

Topic-Specific Standards

Employee Wellbeing Cont.

403-2	Hazard identification, risk assessment, and incident investigation	<p>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.</p>
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Topic-Specific Standards

Employee Wellbeing Cont.

403-3	Occupational health services	<p>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.</p>
403-4	Worker participation, consultation, and communication on occupational health and safety	<p>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 proactively 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.</p>

Topic-Specific Standards

Employee Wellbeing Cont.

403-5	Worker training on occupational health and safety	<p>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.</p>
403-6	Promotion of worker health	<p>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.</p>

Topic-Specific Standards

Employee Wellbeing Cont.

403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<p>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 of electronic safety observations and discomfort opportunities to improve with owners and setting dates. On a monthly basis we review the 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.</p>
403-9	Work-related injuries	<p>No high-consequence work-related injuries to report. The leading causes 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 requirements 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.</p>

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 2022, Our People
103-2	The management approach and its components	Impact Report 2022, Our People
103-3	Evaluation of the management approach	Impact Report 2022, Our People
401-1	New employee hires and employee turnover	<p>Approximate total new hires worldwide: 2799</p> <p>Approximate turnover rates by region</p> <ul style="list-style-type: none"> • Americas: 18.74% • APAC: 16.18% • EMEA: 9% <p>Approximate turnover rates by gender</p> <ul style="list-style-type: none"> • Male: 27.58% • Female: 20.00% <p>Approximate turnover rates by generation</p> <ul style="list-style-type: none"> • Boomers: 11.19% • Gen X: 9.30% • Gen Y: 22.46% • Gen Z: 27.24%

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	SteelcaseU has helped us reach audiences across the globe, promoting content that is valuable for our employees and our dealers.
404-2	Programs for upgrading employee skills and transition assistance programs	<p data-bbox="1019 662 2076 790">Learning Lab 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.</p> <p data-bbox="1019 813 2076 940">The Learning Guild is a nine-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.</p>

Topic-Specific Standards

Responsible Procurement Practices

103-1	Explanation of the material topic and its boundary	Impact Report 2022, Our Culture - Responsible Procurement Practices
103-2	The management approach and its components	Impact Report 2022, Our Culture - Responsible Procurement Practices
103-3	Evaluation of the management approach	Impact Report 2022, Our Culture - Responsible Procurement Practices
414-1	New suppliers that were screened using social criteria	Globally, 94.23% 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 2022, Our Planet - Consumer Health + Wellbeing
103-2	The management approach and its components	Impact Report 2022, Our Planet - Consumer Health + Wellbeing
103-3	Evaluation of the management approach	Impact Report 2022, Our Planet - Consumer Health + Wellbeing
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Impact Report 2022, Our Planet - Consumer Health + Wellbeing

TCFD: Task Force on Climate-Related Financial Disclosures

Report-Specific Standards

Governance

Statement	Disclose the organization's governance around climate-related risks and opportunities.	<u>2022 CDP</u>
Section A	Describe the board's oversight of climate-related risks and opportunities.	C1.1 (C1.1b)
Section B	Describe management's role in assessing and managing climate-related risks and opportunities.	C1.2 (C1.2a)

Report-Specific Standards

Strategy

Statement	Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.	<u>2022 CDP</u>
Section A	Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	C2.1 (C2.1a), C2.3, C2.4, C2.4 (C2.4a), C3.1, C3.3, C3.4
Section B	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	C2.3, C2.3 (C2.3a), C2.4, C2.4 (C2.4a), C3.2 (C3.2a)
Section C	Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	C2.3, C2.3 (C2.3a), C2.4, C2.4 (C2.4a), C3.2 (C3.2a), C3.2

Report-Specific Standards

Risk Management

Statement	Disclose how the organization identifies, assesses, and manages climate-related risks.	<u>2022 CDP</u>
Section A	Describe the organization's processes for identifying and assessing climate-related risks.	C2.2
Section B	Describe the organization's processes for managing climate-related risks.	C2.2
Section C	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	C2.2

Report-Specific Standards

Metric + Targets

Statement	Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	<u>2022 CDP</u>
Section A	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	C4.2, C4.2 (C4.2b), C9.1
Section B	Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	C6.1, C6.3, C6.5
Section C	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	C4.1, C4.1 (C4.1a), C4.2, C4.2 (C4.2b)

Better Is
Possible.

Our Commitment

Steelcase is committed to continuing research to understand what's next and share what we're learning to inform new products, solutions and innovations that will help people do their best work by creating places that work better. Right now, explore new essential solutions for hybrid work at steelcase.com/new.

We Can Help

Steelcase and our industry-leading dealer network provide in-depth research, expertise, quality products and reliable service that have made us a proven, trusted partner to leading organizations for over 100 years.

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