



Global Compact  
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Steelcase 2012

## **STEELCASE 2012 CSR REPORT**

**steelcase**

**+**promise

2012 CORPORATE SUSTAINABILITY REPORT



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## *Note from Our CEO*

As I reflect on our 100th anniversary year, I couldn't be more excited about the *future of Steelcase*.

During our centennial celebration, we have looked to the future as well as the past. Steelcase has always been a company dedicated to unlocking human promise – and as a part of that, a company devoted to sustainable business practices. Our commitment to these practices ensures we contribute to the social, economic and environmental conditions that allow people to reach their full potential.

We made amazing progress on our 2012 environmental footprint reduction goal, and that success has us fired up to keep the momentum going. Moving forward, we're going to up the ante on our promise of sustainability. We'll challenge ourselves to push harder, leverage our leadership and make a deliberate leap forward. Sustainability will be a motivating force for driving innovation and transformation within the company.

Imagine the potential when sustainability is fundamental rather than incidental to every business. At Steelcase, we believe we can harness the power of our actions to make enduring positive change. Our sustainability initiatives benefit the communities where we live and work. They also advance the fitness of our company. We'll work to make every decision through the lens of its impact on people, profit and the planet.

Weaving sustainability into the core of our business unlocks the potential for real change. And change happens thanks to people. With 100 years of momentum, we look forward to deepening our promise to bring sustainable value to the people we care about most – our customers, employees, shareholders, partners and communities.

I invite you to take a look at what we're doing. Read the stories, examine the plan.  
*Then join us as we shape the next century together.*

Jim Hackett, President and CEO

## *Our Vision*

*Having a clear vision is the first step toward making real progress.*

As we continue to advance sustainability within the company, our desire is to bring lasting value to our customers, employees, shareholders, partners, communities and the environment. We are humbled yet inspired by the challenge and the potential. How we arrived at this moment is important. Research and insights direct our path, leading us to expand our vision for sustainability in an organic, intrinsic way. Footprint reductions have given us the fuel for invention. We will continue to push ourselves forward using our creativity and innovation to fully realize our goals.

Steelcase is no stranger to sustainability. We're celebrating 100 years of not simply growing, but innovating. Not simply creating goods, but creating good. Not simply earning profit, but earning trust. We share this report as an open dialogue, documenting our momentum by sharing real-life stories from the people who are transforming the future and transcending their job descriptions to impact the world.

People are the heart of possibility. What's possible for our company and society in the next 100 years? We can't wait to find out.

One decision, one deed, one day at a time.



## *Global CSR Strategy*

From the very beginning, a century ago, the founders of Steelcase instilled the values of *social and environmental responsibility*.

Our founders believed these values were part of what made a company successful. These values still exist today, evolving within our sustainability strategies and global business practices. They are fortified by our strong commitment to integrity and doing the right thing for our customers, shareholders, employees, business partners, associates and neighbors.

These principles are the foundation of our company, passed on from decade to decade and employee to employee.

At Steelcase, we live by a set of values that guide day-to-day interactions and provide a compass for our company:

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

## Past, present and next: Engaging with stakeholders

Many occasions create opportunities to reflect, recharge and refocus. At Steelcase, we're taking advantage of our 100th birthday to do just that – to dream big about the future. We're setting our sights high as we think about what it means to create holistic value as a globally integrated company operating in a globally connected world.

Beginning in 2011 and continuing into 2012, we've been on a quest for insights and understanding around sustainability and its impact on and meaning to our stakeholders now and in the future. During this time we have:

- Embarked on a company-wide corporate social and environmental responsibility diagnostic
- Surveyed our customers and studied their inquiries to understand their corporate priorities around sustainability
- Hosted workshops to listen to architect and design partners, customers and other thought leaders on their vision for the future of sustainability
- Completed an internal culture survey to help us further understand the expectations of our employees

The purpose of all this work is to help Steelcase advance our social and environmental performance to match the expectations of our many stakeholders, shareholders and partners.

## Key strategic objectives

We are taking an intentional step forward, elevating sustainability as a lens for innovation on a global scale. We're focused on the future and defining the action that will shape our next 100 years.

## Our commitment is to:

- Strengthen sustainable development in our worldwide operations and in our supplier partners, including environmental and human health, social responsibility and economic prosperity
- Ensure operations protect the environment and health of our employees, neighbors and customers through actions that conserve resources, reduce waste and promote a closed loop system
- Invest in education and training to ensure stakeholder engagement and employee ownership and stewardship
- Engage with suppliers, dealers, customers, researchers and environmental agencies

## You will continue to see:

- Transparency and authenticity – When we hit our mark, we'll momentarily celebrate, and then move on to challenging ourselves further. When we miss our targets, we'll determine the cause and push harder.
- Products and solutions designed to benefit people
- Actions that further the science and practice of sustainability through collaboration with customers, business partners and environmental thought leaders
- Socially responsible operations
- Collaboration with and increasing expectations of our supply chain partners
- Reporting of global metrics
- Perseverance toward reducing our global environmental footprint by another 25 percent by 2020



## *Targets and Performance*

*Careful measurement is key  
to managing impact.*

In this year of upping the ante on our social and environmental practice, we're also committed to measuring and reporting on our progress in a transparent and authentic way. This is a snapshot of the information we are using to measure ourselves within social, environmental and economic domains. We will continuously strive to expand our reporting as we begin tracking metrics in areas we haven't addressed before, refine existing metrics for global accuracy and improve our focus on sustainability and comprehensive progress reporting.



## Social

	FY 2011	FY 2012	For more information
Volunteer hours reported	5,798	5,361	Community – Social Investment, <a href="#">page 27</a>
Employee retention	Not reported	76.5%	Employees – Wellbeing, <a href="#">page 31</a>
Monetary and in-kind donations	Not reported	\$1.1 million (Steelcase Inc.) \$3.6 million (The Steelcase Foundation)	Community – Social Investment, <a href="#">page 27</a>
Number of women in management globally	Not reported	24% Americas 22% Europe, Middle East and Africa (EMEA) 3% Asia Pacific (AP)	Employees – Diversity and Inclusion, <a href="#">page 37</a>

## Environment

	Goal	CY 2006–2011	For more information
Greenhouse gas emissions reduction	25%	37%	Environment – Energy Use and Efficiency, <a href="#">page 44</a>
VOC emissions reduction	25%	53%	Environment – Energy Use and Efficiency, <a href="#">page 44</a>
Water use reduction	25%	54%	Environment – Water Conservation, <a href="#">page 53</a>
Waste reduction	25%	23%	Environment – Waste Reduction, <a href="#">page 51</a>
PVC material elimination	PVC-free by 2012	Not yet. We continue work to eliminate PVC and other materials of concern.	Environment – Innovative Products and Applications, <a href="#">page 42</a>

	Goal	FY 2012	For more information
Renewable energy commitment	Continue investing in renewable energy	25% of electricity use in U.S.; 100% of electricity use in WorkLife and WorkLab centers in Paris and Strasbourg, France	Environment – Renewable Energy, <a href="#">page 47</a>
Percentage of products sold with sustainability certifications*	No official goal	90% Americas 88% EMEA	Environment – Innovative Products and Applications, <a href="#">page 42</a>

## Economic

	FY 2011	FY 2012	For more information
Revenue	\$2.4 billion	\$2.7 billion	<a href="#">ir.steelcase.com</a>
Gross margin	29.4%	29.4%	<a href="#">ir.steelcase.com</a>
Net income	\$20.4 million	\$56.7 million	<a href="#">ir.steelcase.com</a>

\*Includes SCS Indoor Advantage™, NF Environnement, Blue Angel, BIFMA level® and Cradle to Cradle® certified products  
For more metrics, please visit [csr.steelcase.com/GRI/](#) to explore our Global Reporting Initiative (GRI) Index.



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## *Real Estate Optimization*

“Optimize the *workplace* to deliver on what our customers need and their people want.”

How do you maximize office real estate without minimizing your employees' workplace experiences and performance? How do you realize real estate compression goals and still create workplaces that unlock the promise of people? Optimizing space starts with understanding how work is done today, how it's changing and what people will need to be productive. By sharing our research-based insights and offering innovative products and solutions, we help organizations get the most out of their real estate while also supporting their employees' performance and wellbeing. The results are worth the effort: an efficient real estate footprint means less unnecessary construction, less energy used and fewer greenhouse gas emissions. Most importantly, it empowers workers to do their best work.

## Overview

Fully supporting the human experience at work within a smaller footprint is a powerful opportunity for businesses throughout the world to make a difference in the world. But square feet or meters per person are only part of the story. Using our deep insights to better understand the ways people interact with their spaces and each other equips us to help companies gain greater value from what they own or lease – and to consume only the space they need.

Here are some of the ways we help optimize workplaces to deliver sustainable value and meet the needs of organizations and workers while also reducing environmental impact.

### Reclaiming workspace

Traditional buildings are due for a makeover. The World Business Council for Sustainable Development reports that, globally, buildings account for at least 40 percent of energy consumption and, as patterns of work have changed and average daily occupancy rates are as low as 40–50 percent at many companies, many buildings have become models of inefficiency. But they don't have to be.

Every square foot or meter of real estate can work more efficiently when it's carefully planned as part of a portfolio of spaces to support different modes of work. We've helped transform underutilized café spaces into both working and eating spaces used throughout the entire workday. Similarly, by breaking the paradigm that all individual spaces should be assigned, we've helped to convert outdated, empty "cubicle farms" into constantly used, shared settings equipped with technology that supports face-to-face and distance collaboration. These are just a few of many examples. By designing workplace settings for multiple functions, we help businesses make better use of their real estate and help them operate more sustainably.

### Engaging a mobile workforce

Today workers are more mobile than ever, connected via technology and able to work almost anywhere. Employees on the same team may be in different locations, time zones or countries. Working together now often means switching between a virtual and physical presence, with the positive

impact of reduced commuting and airline travel. We create solutions that address these new patterns of work, incorporating workplace technology that allows workers to connect and collaborate seamlessly, including new models for "third place" co-working places that provide fully supported options for people working away from their corporate office or home, regularly or occasionally.

### Solutions for different modes of work

Through our research, we've discovered that people engage in four modes of work during the workday. They collaborate. They focus. They learn. They socialize. One space isn't conducive for all four activities. A range of spaces provides everyone in the organization with what they need for any particular task, at any particular time. From private pods to team spaces, from assigned spaces to shared environments, the user's experience must be at the center of planning for each type of workspace. So when a company moves from a larger footprint to a smaller one, the space is so well designed and utilized it doesn't feel smaller. And even if the footprint shrinks, a space can still feel and function better for the people who work there. Time and time again, our customers tell us how Steelcase solutions, centered on human insights, have positively impacted employee satisfaction, productivity and wellbeing.

Helping customers optimize their real estate investments presents enormous opportunities for innovation, energy savings and large-scale impact. And workers can benefit in the process with better support for all the ways they work throughout the day.

## Goals

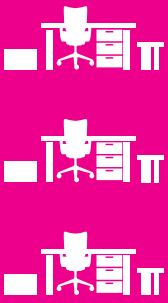
We aim to help businesses optimize their real estate while fully supporting the human experience.

For relevant Key Performance Indicators, please visit [csr.steelcase.com/topic/customers/real-estate-optimization/](https://csr.steelcase.com/topic/customers/real-estate-optimization/).

## *End of Use Strategies*

*“Even waste can be used for good.”*

Waste not, want not. It's an old expression with modern applications. Many of our customers are making a tangible effort to reduce waste and make the most out of office furniture they no longer need. Through Steelcase's end of use program, we offer options for addressing used furniture in responsible ways. Whether it's recycling unusable products or extending product life by reusing, refurbishing, reselling or donating it, at the heart of our end of use program is keeping our sustainability promise. Partnering with our customers, we can do exactly that.



Extending  
the useful life  
of thousands  
of products  
per year

## Overview

Even waste can be used for good. Our end of use program helps businesses dispose of their surplus office furniture in ways that are socially, environmentally and economically beneficial – and we see it through from beginning to end.

We start by understanding a larger picture of exactly what furniture our customers are looking to remove. Thanks to our partners, in many cases we are able to help with non-furniture assets as well. By listening to our customer's desired outcome, we can develop options to achieve their goal – whether that outcome is revenue, landfill diversion or a way to help others in need.

We've done our homework, explored the options and developed these five ways to extend the life of unused furniture and keep it out of landfills.

### Selling

We can assist our customers in developing a fair market price for used furniture. We can act as an agent to sell the furniture on the open market, or in many cases provide credits to offset the cost of new Steelcase furniture.

### Refurbishing

New fabrics, new finishes, new components – refurbishing can bring new life to existing Steelcase furniture. In fact, reusing existing furniture may also help earn credit toward LEED® certification.

### Charitable reuse

Businesses can support others while helping the environment. We can assist in matching used office furniture and other equipment with nonprofit and charitable organizations – across town or across the globe. It's an opportunity to make a difference in cities devastated by natural disasters, countries rebuilding their infrastructures or simply an organization in need.

### Materials reclamation

Reclaiming materials found in office furniture and other assets is not always a small undertaking. Yet we live in a world of finite resources, and closing the loop through recycling is critical to achieving a sustainable future. Not only do we design our products to optimize recycling, we can separate recyclable materials in other used furniture so they can be reclaimed and made into something new again. We can help determine the feasibility and the value of these materials to our customers.

### Asset management

Even though one particular location of a business may be ready to dispose of certain furniture, other offices within the organization may benefit from having it. We can help by managing our customers' furniture inventory, making their current investments go further.

Through all these efforts, together with our customers and other businesses, we have extended the useful life of thousands of furniture products, and dramatically reduced the amount of waste dumped into landfills. It's further proof that the threads of sustainability can be woven into any stage of our business.

## Goals

When customers find themselves with excess or unneeded furniture, our goal is to help them extend its use or find a new life for it through materials reclamation.

For relevant Key Performance Indicators, please visit [csr.steelcase.com/topic/customers/end-of-use-strategies/](https://csr.steelcase.com/topic/customers/end-of-use-strategies/).

## *Sustainable Procurement Strategies*

*"We design our products with human and environmental health in mind for the wellbeing of people and the planet."*

Anyone can be a vendor. Our aim is to add value. We feel most rewarded when we assist companies in achieving their sustainability goals and work together to create purchasing strategies to advance their progress. At Steelcase, we provide products that contribute to LEED® certification criteria. We design our products to support human and environmental health for the wellbeing of people and the planet. Moreover, we empower businesses by providing metric-based decision-making tools and by offering third-party certifications.



Created over  
**100**  
customized  
environmental  
metric reports  
for our global  
customers

## Overview

Every year, Steelcase furnishes millions of square feet of space for our customers. Real estate is often one of a company's largest areas of environmental impact; therefore, it has a significant effect on corporate sustainability goals. We can help our customers understand the impact of their furniture decisions and work toward new goals around sustainable procurement.

## Here are our strategic sustainable procurement tools:

### Product development initiatives: Design for the environment

Many of the components in our products are examined down to the molecular level to ensure they meet human and environmental health criteria. When we encounter materials of concern, we work to eliminate them. We measure the impact of key products at every phase – design, manufacture, delivery, use and reuse, recycling and end of life – to uncover opportunities to improve. Many of our products reconfigure to work in new ways when a company's needs change. When our customers are ready for something new, they can take advantage of our end of use program. For more information, see our [Innovative Products and Applications](#) section and our [Waste Reduction](#) section.

### LEED contributions

We help customers seeking LEED certification to identify products and programs that can contribute to LEED criteria. The categories in which we can assist include Materials and Resources, Indoor Environmental Quality and Innovation, Ergonomics Training, Sustainability Training, Innovation in Design, Low-Emitting Materials and Systems Furniture. Information related to our products' environmental attributes can be found in our Product Environmental Profiles, available in the Americas at [www.steelcase.com/pep](http://www.steelcase.com/pep) and by request in the EMEA (Europe, Middle East and Africa) and Asia Pacific regions.

### Environmental metrics reporting

By collecting and analyzing details about the furniture products our customers purchase, we're able to help our customers measure the human and environmental impact of the decisions they make. We measure their past and anticipated purchases against the rigor of recognized and respected sustainability certifications, recycled content, material makeup and product

weight. This is the best way we know to understand the current environmental performance of the products they purchase from us and to help inform their decisions going forward. Currently offered in the Americas, environmental metrics reporting will soon be offered in all regions in which we operate.

### Employee wellbeing and productivity

People are a company's most valuable asset. Employee wellbeing and productivity go hand in hand, so when we design a workspace, we consider not only the people who work in it, but the environment as well. We continually seek more renewable and innovative materials for our products. We design spaces in order to facilitate collaboration and access to information, wherever people work. For more about what we're doing, visit our [Employee Wellbeing and Productivity](#) section.

### Certifications

We work with many third-party certifiers to ensure our products meet environmental and social sustainability standards in areas like indoor air quality, materials chemistry, textiles, sustainably harvested wood and more. While we do not design to a specific certification standard, the work we do often translates nicely into many certifications for external assurance of our progress. For more about our certifications, please see our [Innovative Products and Applications](#) section.

Companies who want to reach their sustainable procurement goals have a committed partner in Steelcase. More than simply a manufacturer and seller of office furniture, we work alongside businesses as consultants, full of product knowledge, industry intelligence and passion for making our world a better place.





## Goals

Our goal is to add value to our customer relationships by sharing concrete environmental metrics that enable companies to make informed decisions about their furniture purchases. We aim to work with companies to understand and meet their procurement goals relating to sustainability.

For relevant Key Performance Indicators, please visit [csr.steelcase.com/topic/customers/sustainable-procurement-strategies/](https://csr.steelcase.com/topic/customers/sustainable-procurement-strategies/).

## *Employee Wellbeing and Productivity*

“Productivity goes  
hand in hand with *wellbeing*.”

Wellbeing means different things to different people. It can be hard to define because it involves bringing harmony to many aspects of day-to-day life. It can be equally hard to achieve. Work environments significantly impact a person's wellbeing because people spend so much of their waking time at work. That's why we aim to create workspace solutions that optimize human and environmental health. By designing products and applications that provide ergonomic support and encourage movement, and by paying close attention to the materials we use in our products, we're investing in the physical, mental and social wellbeing of people.



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happy families from  
trips avoided through  
the use of HD  
videoconferencing

## Overview

Our commitment to wellbeing and productivity starts at the very beginning of our product creation process. Our researchers, often partnering with leading universities and institutes, generate valuable insights into the ways people are best supported in various work situations and settings. These insights translate into products and applications that address wellbeing in a holistic way to positively affect worker health, how they feel and how they perform. In turn, this provides a competitive advantage for employers by reducing healthcare costs, improving productivity and creating a stage for innovations that can fuel economic growth and solve our most pressing global challenges.

The workplace can support the wellbeing of people in these ways:

### Avoid materials of concern in products

What's inside counts. We put a lot of effort into understanding the chemical makeup of our products. We continually look for better, more renewable and innovative materials to deliver solutions that optimize indoor air quality and support human and environmental health. We keep our eyes fixed on the horizon for materials innovations that will deliver superior performance in ways that further support humans and their wellbeing.

### Allow for movement

By providing environments that intentionally encourage movement and "sharing the load" among muscles, ligaments and nerves, workers can actually leave healthier at the end of a long day than when they arrived. Seating products that enable leaning, swiveling, stretching and fidgeting promote movement, as do adjustable work surfaces that encourage people to stand up for part of every day. Not only is movement good for the limbs, it keeps blood flowing to bring a steady stream of oxygen and glucose to the brain to keep synapses firing.

### Provide a range of settings

Designing for wellbeing means providing workers choice and control over how and where they work. Cognitively and socially, people need and want focus as well as interaction. The key to this balance is three-fold: provide spaces that support a range of tasks, make it easy to switch between different modes of work and allow people to migrate between collaborative and private environments so they can focus, re-energize and de-stress as needed.

### Drive productivity

For businesses around the world, productivity and financial advantages go hand in hand with wellbeing. Thanks to ongoing research, we continue to make new discoveries about how to create workplace solutions free from hazards and intentionally designed for optimal wellbeing. When productive work is effortless and social encounters happen easily, employees feel fulfilled and productive, and the stage is set for possibility.

### Bring nature in

Science has shown that people respond positively to some environments more than others. Often these attractions are based on deep affinities with the natural world. This is becoming even more prevalent as the pervasiveness of technology continues to expand in the workplace and beyond it.

People especially gravitate to natural light, outside views and fresh air. Workplaces with abundant windows and transparency throughout the space, plus easy access to walkways, patios and/or terraces, are important investments in workers' sense of wellbeing. Bringing nature inside with colors, natural materials, textures, waterfalls, fountains, plants and imagery are also important ways to connect workplaces with nature and improve feelings of wellbeing.

**Wellbeing is more imperative now than ever before: the success of any organization depends on the health of its workers, and workplaces play an important role in sustaining business as a healthy ecosystem over time.**

For relevant Key Performance Indicators, please visit [csr.steelcase.com/topic/customers/employee-well-being-and-productivity/](https://csr.steelcase.com/topic/customers/employee-well-being-and-productivity/).

## Promises Kept



### End of Use Strategies > France: Vive la furniture

When an office upgrades its furniture, where do the old desk chairs go? Or the corner café that's closing – what happens to its comfy couches? In France, there's a new destination. Steelcase has teamed up with 13 other companies to form Valdella, a new eco-network dedicated to organizing and promoting the valuing and recycling of furniture from offices, schools, health facilities, cafés, hotels and other professional spaces. In 2010, we recycled more than 8,500 workstations – materials that might otherwise have wound up in landfills. With urging from the government, Valdella has begun in the Ile-de-France and Loire regions, with the goal of recycling or reusing 80 percent of France's office furniture by 2015. With the formation of Valdella, Steelcase and an entire network of future-focused firms are saying "bonjour" to new life for old furniture.



### End of Use Strategies >

#### Paris: Eco-answers for furniture and waste

In 2011, Europe's most diversified postal operator, La Poste, was consolidating offices near Paris. But what to do with all those extra office materials? That's where Steelcase came in. We quickly assessed the furniture, offered options for reuse and recycled 16 tons of waste (from furniture to electronics to paper, and everything in between). The old spaces were left empty and clean, keeping all those unwanted materials out of the landfill. The waste was processed by a certified recycling center and is fully traceable. Steelcase and La Poste now have a five-year contract – the beginning of a beautiful eco-friendship.



### Sustainable Procurement Strategies >

#### Moscow: To Russia, with LEED®

In all of Russia, there are only four LEED-certified buildings. Two are in Moscow, and one of those is the home of the regional headquarters of Siemens, a global powerhouse in electronics and electrical engineering. Since utilities are heavily subsidized by the Russian government, many investors don't see why they should spend extra on green construction. But for Siemens, like Steelcase, sustainability is a core value. Operating in the industry, energy and healthcare sectors across Russia, Siemens asked Steelcase to provide versatile furniture that helps contribute to its LEED Gold certification. Steelcase was more than happy to oblige. Now Siemens is proud of this landmark building in Russia's capital, viewing its regional headquarters as a reference project that visitors are welcome to tour, admire and learn from.



## Our Promise to *Partners*

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## *Key Partners*

“When people work *together* toward a common goal, the potential for change is remarkable.”

When people work together toward a common goal, the potential for change is remarkable. That's why collaboration is at the core of our business. We're most creative when we're working in harmony with our collaborators: suppliers, designers, researchers, customers, associates, affiliates and peers. We look to the world's respected change agents, as well as up-and-coming innovators, for pioneering ideas that will help us improve on the tried-and-true and advance the next big discovery. Together we can do more, and be more, for the sake of unlocking human promise.



Collaboration  
is key to  
making true  
and lasting  
change

## Overview

At every level of our business, collaboration is key. When ideas are freely shared, we all benefit. This philosophy is at the heart of how we operate, and we never stop looking for ways to celebrate open communication with the vibrant, diverse pool of people we're proud to work with.

## Customers

We see our customers as more than just people who purchase our products: they're integral to everything we do at Steelcase. Their evolving needs and insights, as well as their own sustainability and leadership goals, inspire us to improve and increase our own performance. We're committed to delivering excellence and value in a way that not only meets our customers' needs, but exceeds them. For more information, see our Customers sections – [Real Estate Optimization](#), [End of Use Strategies](#), [Sustainable Procurement Strategies](#) and [Employee Wellbeing and Productivity](#).

## Employees

Our employees are the lifeblood of our company. Without them, we wouldn't be who we are or where we are today. Our employees constantly inspire us with their creativity, innovation and commitment to excellence. Making sure our employees have what they need to reach their full potential – a supportive culture, access to education, healthy working conditions and more – is one of our most important goals. For more information, see our Employees sections – [Wellbeing](#), [Training and Development](#), [Workplace Health and Safety](#) and [Diversity and Inclusion](#).

## Steelcase dealer network

Being a good neighbor is important to us. We want to do our part to contribute to the health and wellbeing of the communities we serve. That's why our dealer network is so crucial. They are our eyes, ears and hands in these communities. With their support, we can help people thrive in the places where our dealers work and live. For more information, see our [Dealer Partners](#) section.

## Supplier partners

At Steelcase, we believe all sustainability roads ultimately lead to the supply chain. That's why we work closely with hundreds of suppliers on critical sustainability issues like materials assessment, worker safety, technology, process improvements, the avoidance and elimination of chemicals of concern, and strategies for energy and materials reduction. Through our supply partners, we can create lasting change that can have ripple effects both inside and outside of our industry. For more information, see our [Supplier Partners](#) section.

## Communities

Making the world a better place starts close to home. Since our founding in 1912, we've made community support an innate part of our business. The communities where we work, live and serve support us in countless ways, and we enjoy doing everything we can to give back. After all, when our communities are thriving, we all benefit. Giving back isn't just part of our history – it's essential to our future. For more information, see our [Social Investment](#) section.

## Academic and research partnerships

Growth means change, and change means embracing fresh, new ideas. Our academic and research partners continually engage us in exciting, cutting-edge research that helps us improve our practices and reach our sustainability goals.

*Just as no person is an island, no company achieves greatness alone. As we move forward, we'll continue to create sustainable solutions with our partners, sharing with them a legacy of progress for future generations.*

For relevant Key Performance Indicators, please visit [csr.steelcase.com/topic/partners/key-partners/](https://csr.steelcase.com/topic/partners/key-partners/).

## *Supplier Partners*

*"Harness the power of cooperation to advance new processes and materials."*

We admit that we're picky. Our suppliers are selected based on quality, technical competence, innovation, price, sustainability performance and the ability to deliver on time. Being that particular means our suppliers are the best in the business and share our high standards. We view our suppliers as vital partners on initiatives like innovation, materials assessment, social responsibility, safety and process improvements. It is partnerships like these that cause true and lasting change.



## Overview

At the heart of how we do business are longstanding core values that reflect the principles of our founders. We want to do business with suppliers who have the same goals and convictions we do. We work hard to find partners who share our vision of social responsibility and environmental stewardship. We seek supplier relationships that promise long-term collaborations – partnerships that harness the power of cooperation to advance new processes and materials.

As we qualify, select and manage our suppliers, we use a risk-based approach that doesn't just comply with legal obligations, but upholds our core values and global business standards. We use a number of processes and procedures in selecting the right partners, and work closely with our suppliers to ensure performance in areas like labor practices, human rights, diversity and environmental impact. We assess their performance against our criteria during both initial qualification and requalification.

As an example of supplier engagement in action, in 2011, we asked the top 75 percent of suppliers in the Americas to complete self-assessment surveys that covered human rights and labor practices, including freedom of association, collective bargaining and child and forced labor. We received good news: our suppliers responded favorably that they support our position on these critical practices. Self-declaration is a good start, but it is not the end game for us.

In 2013, Steelcase intends to advance our social responsibility initiatives. We aim to be more explicit with our suppliers about our values regarding human rights, labor practices and environmental impact. We intend to scale up our own employee education, implement supplier training modules, begin risk assessments and continue the verification and monitoring of our partners.

We see suppliers as true partners in innovation. We look for partnerships beyond the traditional supply base. Affiliations with women in Kenya handcrafting slipcovers might once have seemed unlikely, but they're the perfect picture of what it means to drive social innovation, breaking the traditional lines of supplier engagement in ways that benefit communities.

We believe business is not just about products and profit – it's about people. We want every aspect of our business to support human potential and growth. That means taking steps to make sure our supply chain is fair, responsible and diverse. Because when people and communities thrive, we all thrive.

For relevant Key Performance Indicators, please visit [csr.steelcase.com/topic/partners/supplier-partners/](https://csr.steelcase.com/topic/partners/supplier-partners/).

## *Dealer Partners*

"It's about more than just furniture,  
and more than just business.  
*Human relationships* make  
all the difference."

Steelcase dealers do more than sell furniture. They bring our products to life. Most of our dealerships are independent businesses owned and operated by dynamic entrepreneurs who are deeply committed to the communities they serve. In turn, we want to do everything we can to support their success and to celebrate diversity within our dealerships. These partners are the face of Steelcase, and we're proud to stand behind such an energetic team of leaders striving to reach their full potential.



650+  
dealerships located  
around the world

## Overview

Doing business with Steelcase should be a positive, hassle-free experience. We can't make that happen without our dealers. We're proud of the Steelcase dealer network, which happens to be the largest and most experienced in the industry. Across the globe, we have more than 650 dealerships, most of which are independently owned.

Dealers help us realize our full potential. They provide us essential local knowledge, skilled labor, workplace installation and regional asset management. Building off our extensive research, Steelcase dealers offer our customers innovative workplace solutions. Some even offer a full suite of services, including turnkey installation of audio-visual technology, floor coverings, ceilings and other interior fittings.

We do everything in our power to help our dealers succeed. Steelcase provides education and training, leading workplace research, attractive sales incentives and more. Because we know the power of collaboration, we invite dealers to connect with each other at periodic dealer meetings for training and sharing ideas.

The more access we have to diverse perspectives, the tighter the Steelcase company fabric will be. The more diverse we are, the more creative our ideas and solutions will be. We encourage all our business partners – from suppliers to service providers to consultants – to embrace and integrate diversity into their organizations.

Our commitment to diversity plays out on a corporate level in our hiring practices, our supplier relationships, the awards we've won and the educational initiatives we've begun. This commitment to diversity extends to our dealerships, too. Across the United States, we have 33 woman-owned and 11 minority-owned dealerships. We have six certified HUBZone dealerships, located in historically underutilized business zones.

Supporting our dealers is one way Steelcase can advance our mission to unlock human promise. That's why Steelcase celebrates diversity and works hard to support our dealers. We know it's about more than just furniture, and more than just business. It's about human relationships and the difference they can make.

For relevant Key Performance Indicators, please visit [csr.steelcase.com/topic/partners/dealer-partners/](https://csr.steelcase.com/topic/partners/dealer-partners/).

## Promises Kept



### Key Partners > Reduce, reuse, recycle ... recreate

CREER (Cluster Research: Excellence in Ecodesign & Recycling) was formed in 2007 by pulling together a group of European companies, subject matter experts and technical centers that lead their fields to promote research in ecodesign and the recycling of products. As a founding member, we continue to engage with our peer organizations and individuals in CREER to build a knowledge base and tools to advance recycling, designing for the environment and life cycle analysis. There are currently about 40 members of CREER, and we hope the collaborative effort will inspire even more companies to join in developing sustainable business practices.

### Supplier Partners > 3M

Steelcase sought a new solution for attachment and bonding to achieve our materials chemistry goals and obtain Cradle to Cradle® product certification. So we turned to 3M™ for help. 3M Industrial Adhesives and Tapes began to research and develop possible solutions. The design process opened a dialogue between the two companies, as Steelcase evaluated materials 3M developed and provided critical viewpoints from a customer perspective. Steelcase was not the only one to benefit from this collaborative innovation – 3M will soon introduce a new product to the market that meets Cradle to Cradle requirements.

Please see the Promise Kept: 3M video on our website at [csr.steelcase.com/stories](https://csr.steelcase.com/stories).





## Our Promise to *Community*

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## *Social Investment*

“Being a good *neighbor* is the most direct way to make a positive difference.”

We recognize that the communities where we work, live and serve give us so much. They provide us with employees, business partners, customers, neighbors and friends. So it's only fitting that we give back by investing our time and effort into helping those communities thrive. Through cash and furniture donations, volunteerism, community leadership and partnerships with nonprofits, we support many initiatives around the world. We think globally and contribute locally, focusing on worthy causes for community and economic development, education, diversity, human services, arts and culture, and the environment. Sure, it's the right thing to do, but it's also smart business. Through our community activities, we gain new skills, compassion and awareness of others' needs.



# 5,361

volunteer service  
hours donated  
globally

## Overview

Building our communities into prosperous, vibrant places is more than a goal. It's part of who we are. Being a good neighbor is the most direct way to make a positive difference, and we do that by building bonds with people we share the neighborhood and the planet with.

At Steelcase, our hearts are big and our minds are focused. Since our founding in 1912, we've zeroed in on giving and volunteer activities that build public trust, foster education, respond to community needs, instill employee pride and support our values and business objectives. In 1951, we established the Steelcase Foundation to direct attention to areas of human service, health, education, community development, the arts and the environment. The foundation acts as an independent trust to support charitable, scientific, literary and educational causes. It's become a catalyst for partnerships and problem solving.

We give back in tangible ways: much-needed money and goods. And in an intangible way: time. Together, we make cash and furniture donations on a regular basis to help support hundreds of organizations. In 2011, the company and our employees donated approximately \$1.1 million and 5,361 volunteer hours, and the Steelcase Foundation awarded \$3.6 million in grants.

Giving back isn't confined to a special division of Steelcase. We encourage every employee to develop meaningful relationships by serving on boards, volunteering and making donations. And we support their efforts. Our Friends InDeed program in Grand Rapids, Michigan, and the Steelcase Community Outreach Program (SCOR) in Kuala Lumpur, Malaysia, are living examples of programs where employees can volunteer during working hours and be paid for their time.

What do these social investments get us? Successful, vital communities, which are the springboard to a better tomorrow for us all.

## Goals

Steelcase aspires to extend our impact on the communities in which we work, live and serve. To do so, we have been working to formalize our global community outreach practice by designating local volunteer champions to work with local teams to develop action plans. This will help ensure that we can better measure our impact on communities around the world and report it in the future.

For relevant Key Performance Indicators, please visit [csr.steelcase.com/topic/community/social-investment/](http://csr.steelcase.com/topic/community/social-investment/).

## Promises Kept



### *Social Investment* > United Way

Think globally, act locally. What does this philosophy actually mean for a company with a global footprint? Steelcase joined with long-time partner United Way to figure out where our footprints overlap around the world – and to open up new creative opportunities for serving and giving. As a result, Steelcase is bringing together corporate leaders and United Way Worldwide representatives to share ideas and explore the question, “What does it look like when companies with a global footprint set out to make a difference in their communities around the world?” We can’t wait to see.

Please see the Promise Kept: United Way video on our website at [csr.steelcase.com/stories](http://csr.steelcase.com/stories).



### *Social Investment* >

#### Detroit: Warmth for the Homeless

It all started with a class project. Detroit design student Veronika Scott was challenged to “design to fill a need.” A homeless shelter volunteer, Veronika thought about the frigid, snowy winters that the homeless endure, and soon the big idea hit: a self-heated, waterproof coat that turns into a sleeping bag at night. Ingenious concept, but where to get the materials? Enter Steelcase. Members of the supply chain team arranged for Steelcase’s plant in Kentwood, Michigan, to send scrap fabric to be used as lining for the coats, made of Tyvek and wool. To date, Steelcase has donated 6,000 yards of fabric (roughly 3.5 miles), while 22,000 homeless Detroit residents have received these warm, durable coats.





# Our Promise to *Employees*

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## Wellbeing

“When employees feel fulfilled and productive, the stage is set for *possibility*.”

Wellbeing speaks to an overall sense of contentment, happiness, health and prosperity. An intangible benefit like that doesn't happen by accident. At Steelcase, we're intentional about helping our employees and their families enjoy a healthy, happy life. In the U.S., we've partnered with the Mayo Clinic to help support our goal. From our counseling program, to our health benefits, to an environment that allows employees to control sensory stimulation and stressors, we are actively contributing to the wellbeing of our most valued asset – our people.



# 100%

of global employees have access to healthcare and wellness opportunities

## Overview

A healthy working environment isn't just free from harmful conditions or harassment. By our definition, it embraces health-promoting spaces and programs as well. When creating workspaces for our employees around the world, we apply the same principles we use for our customers. We provide a range of open spaces that give our employees the ability to control their environments, amping up or down the amount of sensory stimulation they want based on the work they need to do and their comfort level.

Our global rewards philosophy includes benefits and compensation designed to promote the wellbeing of all our employees and their families. We plan our programs to be both compliant and competitive within markets where our employees are located. We strive to help our people achieve a stable work-life balance, offering programs like free counseling, flexible work hours, paid time off, parental leave and bereavement leave. And we even offer childcare in some locations. In the U.S., we've also teamed up with the Mayo Clinic to create a wellness program providing information on disease prevention, counseling and education. We make sure our employees around the globe enjoy access to appropriate healthcare and wellness opportunities.

Critical to our employees' wellbeing is respecting their need for confidentiality and privacy during the workday. Additionally, we believe in treating one another with dignity and respect. These go a long way toward creating a sense of safety and wellbeing at work.

Even our concerted sustainability efforts to reduce business travel positively affect our people, who are then able to spend more time at home with their families, instead of in airports.

*For Steelcase, the connection is clear. The health and wellbeing of our people influence the health and wellbeing of our company, our communities and our world. It's a ripple effect we hope will continue well into the future.*

## Goals

Through our global strategy, we intend to incorporate all aspects of wellbeing into each local plan around the world to ensure our employees are engaged, healthy, productive and happy. In the future, we plan to improve our knowledge about competitive benefits and leverage research to improve our offering, measure governance globally and leverage wellbeing strategies to engage our employees.

For relevant Key Performance Indicators, please visit [csr.steelcase.com/topic/employees/wellbeing/](https://csr.steelcase.com/topic/employees/wellbeing/).

## *Training and Development*

“Flexibility, loyalty and the *opportunity* for career development are all important in making sure our people love what they do.”

The Steelcase promise to our employees is simple – we value them as individuals and want to help them reach their full potential. We know that flexibility, loyalty and the opportunity for career development are all important in helping our people love what they do. So we created Steelcase University, a unique learning and development program offering a range of educational opportunities, including instructor-led and virtual classrooms, self-paced development and on-the-job training and coaching, all designed to help our employees become the most knowledgeable and best performing workforce in the business. We're always learning new things, and we want our employees to feel challenged and supported as they grow and pursue their professional passions.



Among the top

10

organizations honored  
by the American  
Society for Training and  
Development's BEST  
Awards competition

## Overview

While Steelcase is a global company with locations around the world, it is still intimate at the same time. We're small enough to care about our people and big enough to prove it in meaningful ways.

Take career development, for example. We challenge, motivate and reward our people to continually enhance their knowledge and skills. This helps them to align job performance with the goals of the company, all while weaving in their passions and strengths.

The heart of this commitment is Steelcase University. A variety of courses and programs address performance areas like leadership ingenuity, business acumen, sales expertise, product knowledge, people skills, technical know-how and computer competence. Employees can learn via instructor-led or virtual classrooms, self-paced web courses and on-the-job training.

Because our company is committed to weaving sustainability into our everyday decisions, we launched the Steelcase sustainability course in 2009. Over the past three years, cumulatively, more than 10,000 employees have completed this required course, which teaches key sustainability terms; our strategy, goals and expectations; environmental sustainability in product design; and ways each individual can develop a personal performance measure.

Beyond Steelcase University, our educational assistance program in the U.S. encourages our employees to participate in advancing their knowledge through degree programs. Both full-time and part-time employees in the U.S. are eligible for tuition assistance.

Then there's our intern program. As a future-focused company, we look ahead and see the value and fresh perspective our interns bring. We genuinely want them to gain usable, real-world experience by participating in meaningful projects. We invite them to meet with Steelcase leaders and learn about a variety of professional disciplines within the company. We view our interns as integral members of our team.

*At the end of the day, learning and development aren't just about creating a strong company workforce. They're about fostering strong leaders who create innovative, sustainable solutions to have impact far beyond our business.*

For relevant Key Performance Indicators, please visit [csr.steelcase.com/topic/employees/training-development/](https://csr.steelcase.com/topic/employees/training-development/).

## *Workplace Health and Safety*

“The spirit behind our employee health and safety initiatives is to promote *mutual respect*.”

We are always striving to improve our global health, safety and wellbeing culture, and that starts in the workplace. For starters, we've created a smoke-free work environment in every Steelcase office and manufacturing plant around the globe. In the Americas, we offer health education, disease prevention training and access to information online through our Encompass program. We work hard to make sure our Steelcase family enjoys safe, healthy conditions at work.



3

of our global  
manufacturing facilities  
are Occupational Health  
and Safety (OHSAS)  
18001 registered

## Overview

We make every effort to ensure that our work environment is a healthy, enriching place to be. Our people are accountable to act as responsible stewards of their work environments, contributing to the health and safety of fellow workers, the community and the natural environment. The spirit behind all our employee health and safety initiatives is to promote mutual respect of others, both inside and outside our doors.

Below are some of the ways we keep our surroundings safe and healthy for everyone.

### Maintaining a safe, healthy and productive work environment

We leave nothing to chance when it comes to keeping our workers safe. All our facilities have an established safety program designed to meet all applicable laws, regulations and corporate policies. Our goal is that employees observe all safety and health rules, taking proper precautions and reporting all accidents, injuries, unsafe practices or conditions. We are responsible for taking prompt and appropriate action to correct violations. To further ensure a safe, healthy and productive work environment, we've established guidelines that serve the best interest of employees, management, communities and the world at large.

### Quality, value and innovation

Our concern for people's health and safety goes beyond the walls of Steelcase to the people who use our products. During design and production, we consistently monitor product quality and safety, and we're dedicated to making continuous improvements. We know it's our responsibility to design, manufacture and deliver products that conform to or exceed industry and regulatory standards for product quality and safety.

### Information when you need it

The Encompass website provides U.S. employees access to information online, on-site or on-call. It covers topics and issues on parenting, aging, life balance, working, general living and tools. It literally covers most aspects of life and gives suggested solutions.

### Protecting the environment

Each time we act on our core value of taking care of people and our planet, we make a positive contribution to our employees, customers and communities. Our goal is to be proactive and to continually incorporate environmental, health and safety considerations into our products, activities and services. We strive to meet or exceed all applicable environmental requirements.

*It's our responsibility to do the utmost for our employees' health and safety needs. When they have peace of mind, they're supported and free to focus on doing their best. That's good for everyone.*

## Goals

Steelcase intends to create a globally integrated database for gathering and reporting all health and safety issues, including a global injury database and a monthly performance summary for all facilities around the world.

For relevant Key Performance Indicators, please visit [csr.steelcase.com/topic/employees/workplace-health-safety/](https://csr.steelcase.com/topic/employees/workplace-health-safety/).

## *Diversity and Inclusion*

*"Diversity in our workforce makes our company stronger, smarter and more creative."*

At Steelcase, we're bound together by our core values. Values that allow us to embrace, express and celebrate our differences. Diversity in our workforce makes our company stronger, smarter and more creative. Our hiring and training practices reflect our commitment to inclusion, and we've won the U.S. Department of Labor Exemplary Voluntary Efforts Award twice for our innovative efforts to encourage diversity. We define diversity as people from different cultures, countries, races, backgrounds, genders, generations, abilities, worldviews, religions and sexual orientations. So, we will continue to foster a work environment that breaks down barriers and promotes understanding and respect. It's a big world we live in, and we all benefit by making our company a vibrant community that attracts top talent from all the world's cultures and groups.





Received the  
**EVE**  
Award from the  
U.S. Department  
of Labor twice for  
exemplary volunteer  
efforts in diversity

## Overview

We're guided by a desire to see our employees reach their full potential. For that to happen, we must make diversity and inclusion one of our highest priorities. In every aspect of our business, we support the fundamental principles of human rights set forth by the United Nations Universal Declaration of Human Rights and related international covenants, and we abide by the employment laws of the countries where we operate. On this foundation, we have built policies that further illustrate our dedication to anti-discrimination and the protection of vulnerable groups.

There isn't a single part of our business that isn't impacted by our commitment to diversity and inclusion. This core value is expressed in our relationships with our employees, suppliers, clients and the communities where our employees live and work.

## Embracing diversity

Our employees are our most valued resource. We want every Steelcase employee to be treated with dignity and respect. And we won't tolerate anything less. Our people have the right to work in an atmosphere that is free from any discrimination or disruptions in the workplace.

To make sure we're working together on this goal, we always hire and promote fairly. We encourage open communication at every level with our "open door" policy and our Integrity Line, which connects employees to a trained communications consultant who can help address ethical concerns.

Further evidence of our commitment to anti-discrimination and protection of vulnerable groups includes, but is not limited to, these standards, policies and initiatives:

- Global Business Standards
- Equal Employment Opportunities
- Assistance for Employees with Life-Threatening Illnesses
- Harassment Prevention Policy
- Core Values
- Corporate Diversity Statement
- Employment Equity (Canada)

Our commitment to diversity and inclusion has won us the U.S. Department of Labor Exemplary Voluntary Efforts (EVE) Award twice. But the real benefit of our commitment to fairness and respect is knowing our employees go to work in a supportive, encouraging environment.

## Goals

In 2013, we plan to measure diversity training globally. By 2015, we plan to make all global information on diversity, human rights, harassment and related policies easily accessible online as well as through a new global handbook.

For relevant Key Performance Indicators, please visit [csr.steelcase.com/topic/employees/diversity-inclusion/](http://csr.steelcase.com/topic/employees/diversity-inclusion/).



## Wellbeing > China: Celebrating families

All work and no play? Not on our watch. This past fall, our Dongguan plant in China hosted Family Day for our employees. The event was an opportunity for our people and their families to enjoy time together amid games, food and fun. There was even some good-natured competition in the form of balloon-bursting contests, relay races and table tennis – with prizes for the winners. A total of 99 families participated. The smiles and laughs, however, were too numerous to count.

## Wellbeing >

### Grand Rapids, MI: The road to wellness starts here

It's easy to talk about employee health, to offer seminars and hand out pamphlets. But at Steelcase headquarters in Grand Rapids, Michigan, we turned information into action with fun events designed to spark real change in our people's awareness and behaviors – and build relationships along the way. Here are four simple yet inspiring events we've recently hosted:

**Step Exchange.** Encouraged to form competitive teams with new colleagues, employees “raced” to walk the number of steps equivalent to a 10K. A total of 250 people participated in the day-and-a-half-long event, with more than 2 million steps walked and 2,500 new connections started.

**Take Home Wednesday.** Sometimes “fast food” can actually be healthy. In one hour, ten Steelcase volunteers cut up chickens, bagged whole vegetables and created spice packets. Employees were invited to take home the ingredients for dinner. The food ran out in 40 minutes. Our employees later shared emails and pictures of their families cooking and enjoying their homemade meals.

**Make Your Own Omelets.** If breakfast is the most important meal of the day, Steelcase people know how to start the morning right. Ten volunteers set up nine cook stations with all the fixings for an appetizing omelet: 30 dozen eggs, a case of green peppers, half a case of onions, five pounds grated cheese and ten pounds of ham. The scene was irresistible to the 180 employees who came to cook up custom omelets – and instant community, sunny side up.

**Five-Minute Tune-Up.** Our manufacturing employees work hard physically every day. Most wouldn't take the time to visit a spa, so we brought a mini-spa to them. In the middle of our wood manufacturing plant, six professional massage therapists gave five-minute massages to 240 employees during their breaks. More than 400 nutrition bars were also handed out. The news spread quickly, and soon other Steelcase office and manufacturing locations inquired about creating similar experiences.



## Training and Development >

### Michigan: Awarded for our BEST thinking

Because we believe innovation begins in the minds of our people, we decided to spend a year researching new design-thinking methodologies. The result was a new Steelcase University class called “Think.” The “Think” curriculum directly led to the development of a versatile new classroom chair we dubbed the Node™. Excited that employee training inspired such an innovative product, we were proud when the American Society for Training and Development named Steelcase among the top ten organizations honored in its BEST Awards. Seventy-three organizations in ten countries competed for this honor, the training industry's most coveted recognition. Moving forward, we'll continue to invest in our people through Steelcase University, on-the-job training, coaching and more. When you think about it, it's the best way to sustain innovation in the future.



### *Training and Development >* France: The art of selling

Steelcase Campus Ecole de Vente, located in France, is a program where motivated and talented students spend one year in an apprenticeship-style learning environment. They learn to hone their negotiating skills as well as deepen their understanding of the complex balance of the human, operational and financial stakes of selling. We see our sales people as our brand ambassadors, and we're excited to help the next generation of leaders sharpen their craft.



### *Workplace Health and Safety >* Malaysia: Healthy mindset in Malaysia

Last April, Steelcase workers in the Malaysian cities of Kuala Lumpur and Puchong participated in a comprehensive annual health fair. The week long expo kicked off with 47 employees donating blood to Malaysia's National Blood Center. Other events included free health screenings, free eye exams, an educational briefing on colon cancer, a fire safety talk and an interdepartmental employee weight loss competition.



### *Diversity and Inclusion >* Michigan: Inspiration and hope at WMCAT

Steelcase is a major contributor and supporter of the West Michigan Center for Arts and Technology (WMCAT). This isn't just a world-class facility providing skills training and arts education: it's a place of hope. Every year, hundreds of high schoolers and adults attend WMCAT programs, learning new skills, being inspired to expand their imaginations and flourishing in a nurturing environment that emphasizes respect. The WMCAT motto is that success is measured by more than just numbers – but the numbers are impressive, too. High schoolers in WMCAT have a 90 percent graduation rate (compared to a 40 percent average at typical urban schools). In the Adult Skills Training Program, 93 percent of participants are placed in well-paying jobs.



### *Diversity and Inclusion >* Michigan: Women leading and succeeding

At Steelcase, we nurture a culture of respect among all our people. That's why we're honored to have received the Inforum BoardAccess™ Award in recognition of the high percentage of women on our board of directors. In recent years, research has shown that women are rising through the ranks of Fortune 500 companies worldwide, and we're pleased Steelcase reflects that trend. Diversity within gender, race, background, experience and other variables creates the rich mosaic that fosters innovation and success within Steelcase and beyond.



## Our Promise to *Environment*

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## *Innovative Products and Applications*

“Products have to be great  
for both *people* and the  
*world* we live in.”

Being a globally integrated enterprise means that one innovation, idea or success is something that can be leveraged and celebrated in other parts of the world. The insights gained from our design for the environment approach benefits the entire global product development process, and we continue to learn from the results of our ongoing research and development work and adapt new materials and processes. Our three design for the environment platforms help us minimize our impact on human and environmental health, while providing high-quality, forward-thinking furniture and workplace solutions.



In the Americas region,

90%

of the products purchased in 2011 were certified by a third-party organization for environmental performance

## Overview

Products have to be great for both people and the world we live in. That's a tall order, but at Steelcase, three overarching design for the environment platforms guide us: materials chemistry, life cycle thinking and end of use strategies. It's critical that we understand a product's impact on human health and our environment at every phase of its life cycle – from material extraction to production and right through end of use. We're always looking for ways to innovate and improve.

### Materials chemistry

We take a precautionary approach to ensure that the materials we use in our products consider human and environmental health. It's not enough to wait for a new law or definitive proof that a material is of concern before we act. Our materials chemistry practice has assessed 1,200 materials in partnership with our suppliers. Together, we have discovered ways to phase out or eliminate materials of concern. In many cases the materials, processes and business solutions we're seeking don't yet exist. Material innovation requires that we take a collaborative approach. The process of finding, validating and even co-creating new options involves material manufacturers, design partners, suppliers and university researchers. These partnerships are essential to finding bridge solutions as well as permanent alternatives – and to creating true and lasting change not just for our company, but for other companies within and outside our industry who can benefit from our investments.

### Life cycle thinking

A commitment to designing sustainable products is a commitment to understanding the social and environmental impacts at every point of every product's life cycle. We use an ecodesign strategy that considers each stage of a product's existence, from what materials we use to how we manufacture and transport the product, to how the product will be used and

finally what will happen to it at the end of its life. In our EMEA (Europe, Middle East and Africa) region, we've completed Life Cycle Assessments (LCAs) for 25 percent of our current product portfolio. In the Americas region, formal LCAs are conducted on key higher volume and higher impact products, and we're aiming to expand our LCA work in 2013. Insights gained from our LCAs, whether they are used surgically or holistically, help us make informed decisions about materials, processes and distribution strategies within our global product development process.

### Recycling and end of use

These days, we live in a "throw-away" culture. But at Steelcase, we create office furniture that lasts. We know our customers will use our products a long time, even as their needs change. That's why we design products and create applications that are easily reconfigured, upgraded or disassembled for replacement. When customers are ready for something new, they can take advantage of our [end of use program](#), keeping products out of landfills by refurbishing, selling, recycling or donating them.

*We don't just care about selling goods. We want to create innovative products for the way people work – and live. And we're eager to continue collaborating with others who share our vision of sustainability and environmental stewardship to seek innovative solutions to optimize product life.*

## Goals

PVC-free by 2012? Not yet. We have had success eliminating PVC from a number of product parts and lines. While we celebrate our accomplishments on these levels, we are aware we have more work to do, and we are committed to finding quality substitutes and new innovations to avoid PVC and other materials of concern in our products in the future.

For relevant Key Performance Indicators, please visit [csr.steelcase.com/topic/environment/innovative-products-and-applications/](http://csr.steelcase.com/topic/environment/innovative-products-and-applications/).

## *Energy Use and Efficiency*

*“No act of conservation is too small, because they all add up to make a big difference.”*

Managing energy use is never about doing just one thing. At Steelcase, we've been investing a lot of time on many initiatives to further optimize the company's energy impact. There's progress to share against our 25 percent reduction goal. Since 2006, our efforts have resulted in a 37 percent drop in energy consumption and corresponding greenhouse gas emissions. We've taken a moment to celebrate, but we are committed to doing even more. We're continuing to emphasize conservation in our operations, to invest in renewables and to work to understand and optimize the life cycle impacts of our products.

## Overview



# 37%

reduction in  
greenhouse  
gas emissions  
between 2006  
and 2011

As we further infuse sustainability into the everyday work lives of our people, we're asking our energy management programs to accomplish more across many more dimensions. Before establishing a program, we ask a few questions. Will it sustain a productive work environment? Comply with regulations? Support our energy reduction goals? Reduce greenhouse gas emissions? Lead to greater insight about more ways to conserve?

Thanks to planning ahead and pursuing measurable actions, we have exceeded our goal of 25 percent reduction by 2012. We have reduced our energy consumption and associated greenhouse gas emissions by 37 percent, even with years of increased sales and production. In addition to managing our energy use, we are also focused on optimizing the types of energy we use. By using less and sourcing better, we can make the most of what we use.

Here are some of our approaches to reaching that goal:

### Worldwide operational impact

There is a suite of initiatives that drive our energy conservation and greenhouse gas emission reductions in our operations:

- Modernizing our manufacturing system to optimize where products are made
- Applying lean manufacturing principles to maximize the productivity of each facility and eliminate excess capacity
- Updating our procurement standards to purchase the latest in energy-efficient equipment
- Engaging employees by providing regular updates, trainings and conversations on the topic of energy conservation
- Dramatically increasing the percentage of full truckloads to reduce the number of truck trips
- Establishing "no idle" policies and a driver incentive program, which has improved the miles-per-gallon ratio of our fleet
- Purchasing renewable energy credits (RECs) that equate to approximately 25 percent of our electricity use in North America, and RECs that equate to approximately 100 percent of our electricity use in the offices in France
- Maintaining equipment, both manufacturing and office-related, for peak performance, and powering it down during non-working hours

Accountability is key to reaching our energy conservation and greenhouse gas reduction goals. To track our progress, we have created a comprehensive measurement and reporting system. We've also created a month-by-month greenhouse gas inventory and tracking system for our facilities worldwide.

### Environmental management systems in manufacturing

Around the world, all but one of the Steelcase plant operations are ISO 14001 registered. This means our environmental management system meets the requirements of the International Standards Organization and assures we have a systematic way of managing our impact and risk with methods that meet internationally accepted criteria. A list of registered facilities worldwide includes:

- All Steelcase facilities in Europe; Michigan and Alabama, United States; Kuala Lumpur, Malaysia; Tijuana, Mexico; and Dongguan, China, are currently registered under ISO 14001. Our goal is to have the one remaining manufacturing facility registered by the end of FY 2013.
- Facilities in Durlangen and Rosenheim, Germany, are Eco-Management and Audit Scheme (EMAS) III certified.



## Products and energy

Embodied energy is the total energy required to produce a good or service – energy that is inherent in the good or service. Our goal is to decrease the amount of embodied energy across all phases of our products' lives. Life Cycle Assessments are a product development tool to help us deliver on the goal. By conducting Life Cycle Assessments on key products, we understand the product's impact throughout its life, glean insights to improve new products and create action steps to reduce embodied energy. For more information, see our [Innovative Products and Applications](#) section and our [Transportation and Packaging](#) section.

## Working with supplier partners

At Steelcase, we believe a commitment to sustainable business practices can only happen by collaborating and creating shared objectives with our suppliers. We're helping suppliers quantify energy use and associated greenhouse gas emissions. We

encourage our suppliers to set goals and strategies for energy optimization through programs like the Green Suppliers Network in the U.S. These partnerships allow us to gather energy use information from key suppliers – data that helps us manage embodied energy. It also helps us deliver sustainability product certification to our customers – a symbol of assurance.

## Renewable energy

From wind farms to hydroelectric power renewable energy credits, we are enthusiastically investing in expanding the global renewable energy portfolio. For details on our progress and our plans, please see our [Renewable Energy](#) section.

The ambitious goals we've set for energy efficiency have challenged and inspired us. Reaching those goals has opened our eyes to even greater possibilities moving forward as we continue to fulfill our promise.

## Goals

Our goal is to reduce our global greenhouse gas emissions another 25 percent by the end of 2020.

For relevant Key Performance Indicators, please visit [csr.steelcase.com/topic/environment/energy-use-and-efficiency/](https://csr.steelcase.com/topic/environment/energy-use-and-efficiency/).

For more information on greenhouse gas emissions and VOC emissions, see the [graphs on page 60](#).

## *Renewable Energy*

*"Renewable energy is a natural evolution of our commitment to be stewards of the environment."*

Investing in renewable energy is critical to the sustainability of our planet. It's something we're enthusiastic about here at Steelcase. Maybe because it's such a positive concept, full of possibility. There's certainly never been a more important time to invest in it. Along with energy efficiency and reduction efforts, we have been supporting new and existing technologies to advance the world's renewable energy portfolio. Right now, we're exploring diversification of our renewable energy investments. We're especially excited about our latest plan, rolling out in 2013. Stay tuned for updates on this facet of our sustainability promise.



The equivalent of

25%

of Steelcase's  
U.S. electricity  
usage comes from  
Wege Wind Farm

## Overview

For us, investing in renewable energy isn't about marketing statements to make us sound "greener." Our approach is straightforward and transparent: we work to optimize energy consumption in our operations, reduce the embodied energy in our products and support the development of renewable energy technologies. Investing in the advancement of global renewable energy is about taking real steps toward a cleaner, more sustainable place to live.

One example of our commitment was in 2008, when we became the sole investor in green power from the Wege Wind Energy Farm. It was the first time any corporation made an upfront financial commitment like that. On the wind farm, turbines stand 243 feet high and produce enough power for nearly 3,000 homes. Beneath the peacefully turning blades, there's abundant room for wheat and grain sorghum to grow. Our investment and commitment to the Wege Wind Energy Farm continue today.

Here are a few interesting facts about what Steelcase is doing around the world to support renewable energy:

- The green power produced at the Wege Wind Energy Farm is equivalent to approximately 25 percent of Steelcase's U.S. electricity use.
- As an exploration in renewable power in 2012, we purchased hydroelectric power renewable energy credits (RECs) equivalent to approximately 100 percent of our electricity usage in our German facilities, including Durlangen and Rosenheim and the Worklife center in Rosenheim (approximately 12,400 MWh).
- Since January 2011, we've purchased biomass RECs equivalent to approximately 100 percent of our electricity usage for the WorkLab centers in Strasbourg, France (1,000 MWh).
- Beginning in September 2011, we've purchased biomass RECs equivalent to approximately 100 percent of our electricity usage for the WorkLab center in Paris, France (400 MWh).

For us, renewable energy is a natural part of our commitment to innovation and the environment. And we're willing to put our money where our hearts and minds are. Because if we all do our part to invest in energy that protects the planet, the future looks promising indeed.

## Goals

We commit to investing in renewable energy and diversifying our investments to expand the global renewable energy portfolio.

For relevant Key Performance Indicators, please visit [csr.steelcase.com/topic/environment/renewable-energy/](http://csr.steelcase.com/topic/environment/renewable-energy/).

## *Transportation and Packaging*

“Our goal is to get our products to their destinations by leaving the *lightest possible ecological footprint*.”

It pays to think things through, especially when it comes to reducing the impact of packaging and transporting our products and the travel of our people. At Steelcase, we consider the distribution of our products from the very start: the product's design. That's how we create ideas that allow us to protect our products, pack our trucks more efficiently and discover higher-performing, sustainable packaging. Even our drivers help our efforts, by reducing idle time and fuel consumption. Along with our product-related initiatives, we know optimizing the time our people spend traveling on business can have a positive impact – both on our employees' wellbeing and the wellbeing of the planet. We have deployed a global videoconferencing system of approximately 80 units around the world. We encourage telecommuting and flexible work schedules to minimize travel. With each step forward, we're finding more ways to shrink our travel footprint.



50

hybrid cars  
added to our  
sales fleet

## Overview

Avoiding needless consumption provides our customers with maximum value and uncovers new opportunities to improve. By rethinking how we package and transport our products, we're reducing costs and improving our sustainability performance for our customers, our dealers and our company.

### At the drawing board

Early design decisions affect the economic and environmental performance of a product at every stage of life, including transport. By integrating strategies for efficient packaging and shipping into front-end product design, we reduce costs and waste. For example, we've created office chairs that ship "knocked-down" for easy assembly at their final destination. Shipping more products in the same amount of space means fewer delivery trips and less greenhouse gas emissions.

### Packaging materials

It takes at least 15 years to grow a tree, while a carton is useful for only a few days. So the less material a product carries along for the ride, the better for the customer and the planet. In the U.S., 60 percent of our products are shipped uncartoned – in blankets and reusable containers – which creates less weight and less waste. For example, most of our work surfaces ship on wooden pallets, avoiding 2,400 tons of carton scrap each year and saving nearly 42,000 trees. The result: more products per truckload, fewer delivery trips, less packaging for customers to dispose of and less waste for landfills. When cartons are absolutely necessary, we've switched from heavy to lightweight corrugated paper, saving 1,000 tons of paper waste each year.

We also recycle incoming packaging. For example, vendors' corrugated packaging is reused as dividers in Steelcase parts inventory operations.

### Better options

When packaging is unavoidable, we replace traditional synthetic materials with more sustainable options that can be used again and again. In the U.S., we have eliminated 80 percent of our polyurethane packaging in favor of paper and preferable plastics, like expanded polyethylene. Our expanded polyethylene not only contains 28 percent recycled material, but is also recyclable itself. We are changing our packaging design to minimize the amount of material used to take advantage of

its enhanced performance and keep costs under control. Along with these initiatives, we are continually exploring new materials like compostable packaging.

### Transportation efficiency

Maximizing space in each truckload. Using railway freight alternatives. Reducing fuel consumption by optimizing travel routes. Creating driver incentive programs to reduce idle time and diesel fuel usage. You get the picture: there's much that can be done once our products hit the road. In the past decade in the U.S., we've increased our miles per gallon by 13 percent, which has resulted in savings of 222,205 gallons of fuel. In the past fiscal year, we've increased our average shuttle cube in the U.S. by 35 percent – meaning more product and less air, less fuel, and fewer trips overall.

### Other initiatives

Our products aren't the only ones that require transportation to get where they're going. So do our people. With our sustainability promise in mind, and our goal to help people connect and collaborate more directly and more frequently, we've encouraged telecommuting, teleconferencing, the use of high definition videoconferencing and alternative work locations to minimize energy use and emissions. It also keeps them home with their friends and families more often – an important part of supporting our people. The bonus: in 2011, videoconferencing saved us approximately \$700,000, and avoided an estimated 215 trips and 376 tonnes of CO2 equivalents.

Our Europe sales team now has 50 hybrid cars to use when visiting customers. And the coaches we use when visitors tour our Grand Rapids headquarters are biodiesel fueled.

Our goal is to get our products and people to their destinations by leaving the lightest possible ecological footprint. It's a long road. But thanks to the ingenuity of our employees and partners, we're getting there.

For relevant Key Performance Indicators, please visit [csr.steelcase.com/topic/environment/transportation-and-packaging/](http://csr.steelcase.com/topic/environment/transportation-and-packaging/).

## *Waste Reduction*

"Reducing waste is a challenge we embrace. Moving forward, it will be a *promise* we continue to live up to every day."

Reduce, reuse, recycle. Slogans don't make progress – people do. Since resetting our goals in 2006 to aim for a 25 percent reduction by 2012, we have cut our global solid waste generation by 23 percent. Even though we may have missed our mark, we're proud of the 80 percent reduction we've made since we started tracking waste 11 years ago. Progress as well as near misses move us to push harder. We made a promise to be good global citizens. We will continue to be creative with manufacturing processes and product design not only to reduce our waste, but also to improve material utilization rates so we can keep that promise.



# 23%

reduction in waste  
between 2006  
and 2011

## Overview

Goals beg to be reached. Our success in reducing global waste generation is the result of meticulous planning and vigorous follow-through. And we're confident that we'll reach our 2020 goal to reduce global waste by another 25 percent because we take nothing for granted. We prefer to take action.

Here are a few of the actions we're taking right now:

### Waste reduction in plants and manufacturing

At Steelcase, we want our manufacturing processes to be as efficient as possible. We look for the best strategies for avoiding waste, from recycling and composting to incinerating with energy recovery. We've created yield-based metrics that allow us to constantly assess and improve our operations from the ground up. These metrics help measure not only how much waste is disposed of, reused or recycled, but also how efficient we are in using the materials we purchase. We've created yield-based metrics for many of our manufacturing ingredients, including powder paint, steel, laminate and veneer, with more metrics to be added as part of our commitment to understanding and reducing our waste. Continually improving our metrics and refining our goals is one of the ways we can make a positive impact.

### Waste reduction at the corporate and employee levels

We're always looking for ways to keep the Steelcase office environment clean and sustainable as well. Part of our "Greening the Office" initiative included moving toward eliminating trash containers at individual workstations and installing color-coded recycling and composting containers in shared break areas and mail stations. At our Michigan locations, our employees continually learn new ways to reduce waste, and they can even bring household materials that may be difficult to dispose of in their area for free recycling on site. In fact, we

collected over 750 tons of household recyclables in 2011 alone. Grassroots programs include opportunities like the Adopt-A-Highway clean-ups.

Even mealtimes are subjected to scrutiny. Steelcase has implemented a comprehensive food waste composting program at our Grand Rapids and Kentwood, Michigan, locations. In these locations, all tableware in our cafes are biodegradable, allowing our food-service waste to go to a single commercial composting operation, where it's turned into nutrient-rich material that's used to make landfills grow smaller and gardens grow greener.

### Highlighted product and packaging initiatives

Reducing waste is something we think about all the time, from the beginning of our product development cycle to the end. We design our products with disassembly and recyclability in mind. When we ship our products, we look for ways to reduce or eliminate packaging, replacing traditional materials with better-performing sustainable options whenever possible. And the Steelcase [end of use program](#) helps businesses conveniently and responsibly cycle out end of need furniture and equipment. Because of these efforts, we've helped keep millions of tons of waste out of landfills.

As we move into the next century, we're challenging ourselves to build on the momentum we've created. We'll continue to look at every aspect of our company in the search for new and innovative waste reduction possibilities.

## Goals

Our goal is to reduce our global waste another 25 percent by the end of 2020.

For relevant Key Performance Indicators, please visit [csr.steelcase.com/topic/environment/waste-reduction/](http://csr.steelcase.com/topic/environment/waste-reduction/).

For information on waste and recycling, see the [graph on page 60](#).

## *Water Conservation*

“We’ll continue to seek out new,  
*innovative* water  
conservation methods.”

As one of Earth’s most precious resources, water is top of mind here at Steelcase. We’ve made substantial progress and drastic reductions in water consumption – nearly 54 percent since 2006 – but there’s still more to do. As we move into our next 100 years, we’ll continue to seek out new, innovative conservation methods that consider the good of our business as well as our planet.





# 54%

reduction in water  
consumption between  
2006 and 2011

## Overview

Every drop counts. To some, this may seem an overstatement. But peering into the future, desiring to protect our world and the people in it, we know water conservation is a vital investment of time, money and effort. In comparison to many other industries, we use significantly less water; however, that hasn't stopped us from looking for innovative ways to conserve it through more efficient use or eliminating its use altogether.

The challenge has inspired us to reinvent the way we do things. In several locations, we have launched an improved pretreatment process for the way our metal parts are cleaned prior to being powder-painted. This system reduces water consumption by 50 percent or more. Additionally, our stakeholders can rest assured that the wastewater from our facilities is discharged to local municipal water treatment systems. Evaluating and controlling our materials helps to make sure wastewater meets the requirements of the municipal systems to which we discharge.

Our water conservation efforts also extend past manufacturing. We utilize stormwater collection and retention systems to manage water flow and to provide irrigation for lawns at our facilities. For example, the company's EMEA headquarters in Schiltigheim, France, has installed permeable paving, native landscaping and infiltration areas to minimize runoff and water use.

In total, we have lowered our global water consumption by 75 percent since 2001. More good news: after resetting our environmental footprint goals in 2006 to reduce them by 25 percent by 2012, our water use went down 54 percent. We're humbled by these achievements, and inspired to do more.

An emerging issue is the idea of a "water footprint." The water footprint is the study of a product's impacts on water during its whole life cycle, through both quantitative and qualitative assessments. We have partnered with research organizations to further understand this particular indicator of water use. By learning how our products impact water use along their life cycles, we can take action toward making the Steelcase water footprint as small as possible.

Because water is all around us, people tend to take it for granted. But none of us can afford to do that. As a company, we've pledged to take care of this life-giving liquid that everyone needs, every day.

## Goals

Our goal is to reduce our water use by 25 percent by the end of 2020.

For relevant Key Performance Indicators, please visit [csr.steelcase.com/topic/environment/water-conservation/](https://csr.steelcase.com/topic/environment/water-conservation/).

For information on water consumption, see the [graph on page 60](#).

## Promises Kept



### *Innovative Products and Applications >*

#### Everywhere: Two heads (or ten) are better than one

People. Space. Information. These are the essential ingredients for collaboration, and collaboration is vital for innovation. Steelcase's media:scape® fuses furniture with technology to reshape the way people work together. Whether co-workers are across the table or across the globe, they can share information, contribute ideas and even co-create content. For teams working together from afar, media:scape enriches social connections between people by enabling them to connect more informally, and more often. In addition, media:scape with HD videoconferencing creates dynamic, multipurpose spaces that everyone can use throughout the day, even when the video is turned off.

Steelcase has made a concerted effort to reduce our business travel yet keep connected to one another through videoconferencing. In 2011, videoconferencing saved us approximately \$700,000 in transportation costs, and avoided an estimated 215 trips and 376 tonnes of CO2 equivalents. Thanks to these reductions, our employees gained valuable time at home with their families.



### *Renewable Energy >*

#### Texas: Fresh air and promises

Fields of wheat and grain sorghum grow on a farm just outside the small town of Panhandle, Texas. It looks like any other farm except for the 243-foot turbines that produce clean wind power. The Wege Wind Energy Farm is full of these quiet giants producing enough power for nearly 3,000 homes. All the electricity generated is used in the local community.

What makes this program special is that we are also investing in Glen Hodges, the farmer whose family has owned this land for more than 50 years. For Glen, wind power is an important crop that will help sustain his family farm for years to come. For us, it's the opportunity to invest in the promise of renewable energy.



### *Waste Reduction >*

#### Grand Rapids, MI: A thoughtful inconvenience

At Steelcase global headquarters, you won't find personal wastebaskets at our employees' desks. It's not something a visitor would necessarily notice, but our people do. Gone are the days of mindlessly tossing all garbage into the trash. Instead, each employee takes the care to separate compostable items from landfill items, and then delivers the scraps to a Victor2 recycling center (a Steelcase product) within their building. And, thanks to compostable flatware and food containers offered by our on-site cafeteria, the compost pile is larger than it used to be. In all, we're saving two to three tons a month from going to landfills. It's just another example of how small, intentional steps can lead us further down the path to a sustainable future.



### *Water Conservation* > Making a splash in conservation

Water conservation is more important than ever. The product Life Cycle Assessment community has put great efforts in developing methods to address water use, and a new international standard for water footprinting is coming. Rather than wait for an international standard to become official, Steelcase has partnered with the leading environmental Life Cycle Assessment consultant, Quantis, to analyze the water footprint of our Eastside visitor chair. This research has measured the water impact all along the product life cycle.



## Our Promise to *Ourselves*

## Governance

“Creating positive experiences wherever people work, and helping them achieve their full *potential*.”

It's been said that example is leadership. We take that statement to heart, especially when it comes to sustainability strategies. The Steelcase leadership team is a dynamic one, comprised of senior executives and a board of directors that includes members of our founding families and others with diverse professional and personal experience. The result is a group of inquisitive, ambitious thinkers committed to unlocking human promise, creating long-term shareholder value and making our world a more sustainable place.



11/12

Steelcase Board  
of Directors are  
independent

## Overview

Our Corporate Leadership Structure: the Steelcase Board of Directors is an effective and balanced blend of members from the third generation of our founding families – with the knowledge, insights and historic perspective that brings – and other members whose professional and personal backgrounds offer an invigorating spectrum of experience. Of our 12 board members, 11 are independent, ensuring diversity of opinion and experience to help our company prosper responsibly.

Our executive officers are made up of a diverse and dynamic team of passionate individuals. These six executives – three women, three men – are integral to ensuring we achieve our sustainability goals. Additionally, they inspire us to continually set our sights to the future, so we can continue to create meaningful value for all our stakeholders.

## Global sustainability steering committee

In 2011, we formalized a global Corporate Social and Environmental Responsibility steering committee made up of key senior leaders in administration, human resources, procurement, environmental operations, environmental strategy, community involvement and corporate relations. They help keep the company on track with our sustainability goals. We're adding more core functions as we further our commitment to environmental and social governance. As an extension of the steering committee, we have global practice teams in the field, setting goals, establishing more sophisticated metrics, and promoting and advocating for sustainability around the world.

Of course, beyond the committee and the practice teams, each and every Steelcase employee is accountable for delivering on the social and environmental policies as they relate to his or her role. We've built these ideas into our business ethics, which

have been designed to foster conduct that's beyond reproach. The Steelcase Global Business Standards, Code of Business Conduct and Code of Ethics for Chief Executive and Senior Financial Officers are the triple-layered foundation that sustains our company daily. They clearly communicate our expectations for our people, no matter where they are in our organization, to be responsible stewards and contribute to the safety and wellbeing of fellow workers, their communities and the natural environment.

As we move into our next 100 years, Steelcase is poised to further advance sustainability within our company around the world. We're leveraging leadership to set aggressive targets, clear hurdles, heighten performance and meet goals, all while keeping our eyes on a larger goal: creating positive experiences wherever people work, and helping them achieve their full potential – for their companies, their communities and for the environment we share.

For relevant Key Performance Indicators, please visit [csr.steelcase.com/topic/ourselves/governance/](https://csr.steelcase.com/topic/ourselves/governance/).

# Global Environmental Metrics

