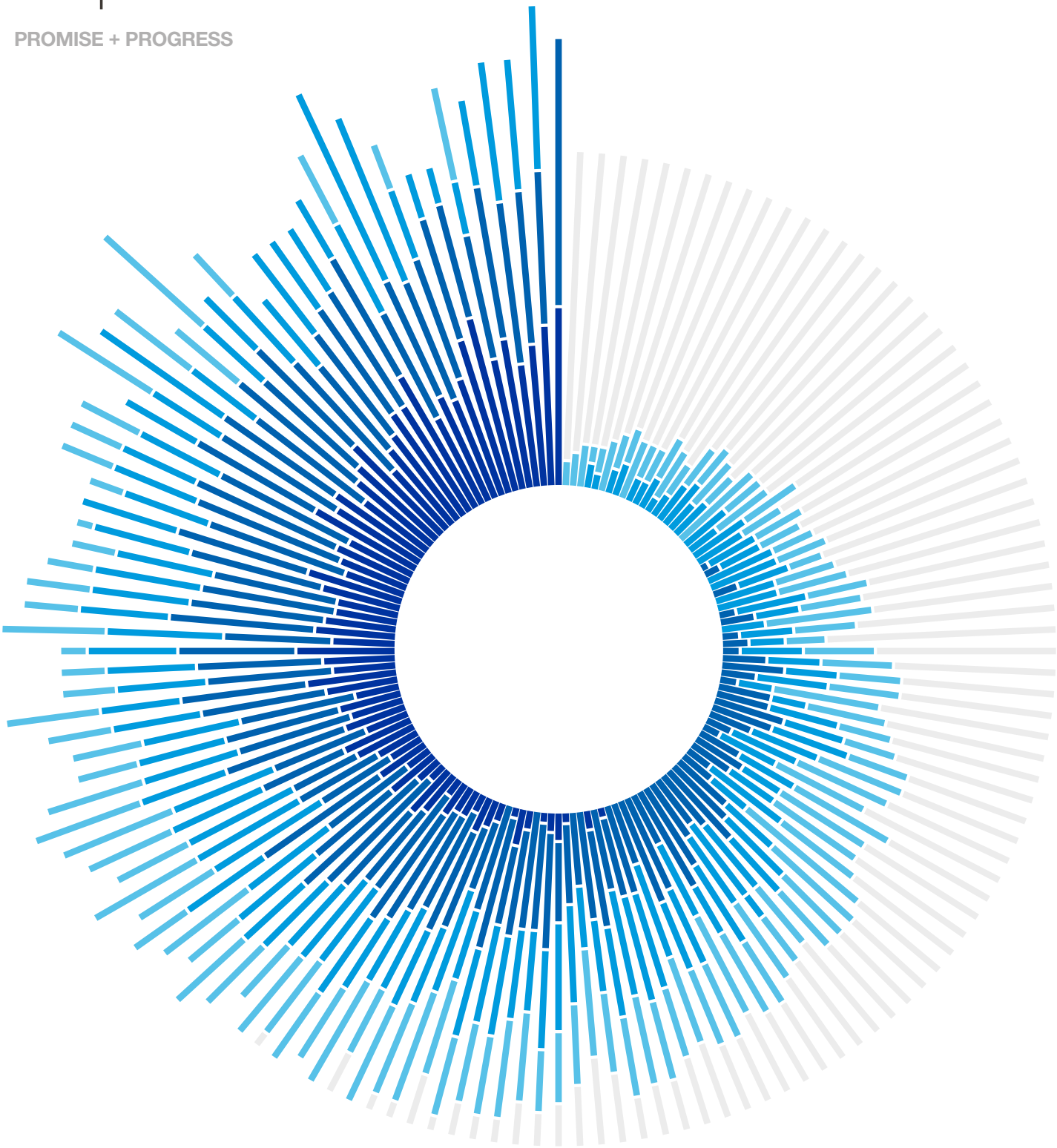
U.N. Global Compact
Communication On Progress
Steelcase 2015

2015 CORPORATE SUSTAINABILITY REPORT

Corporate Sustainability Report 2015

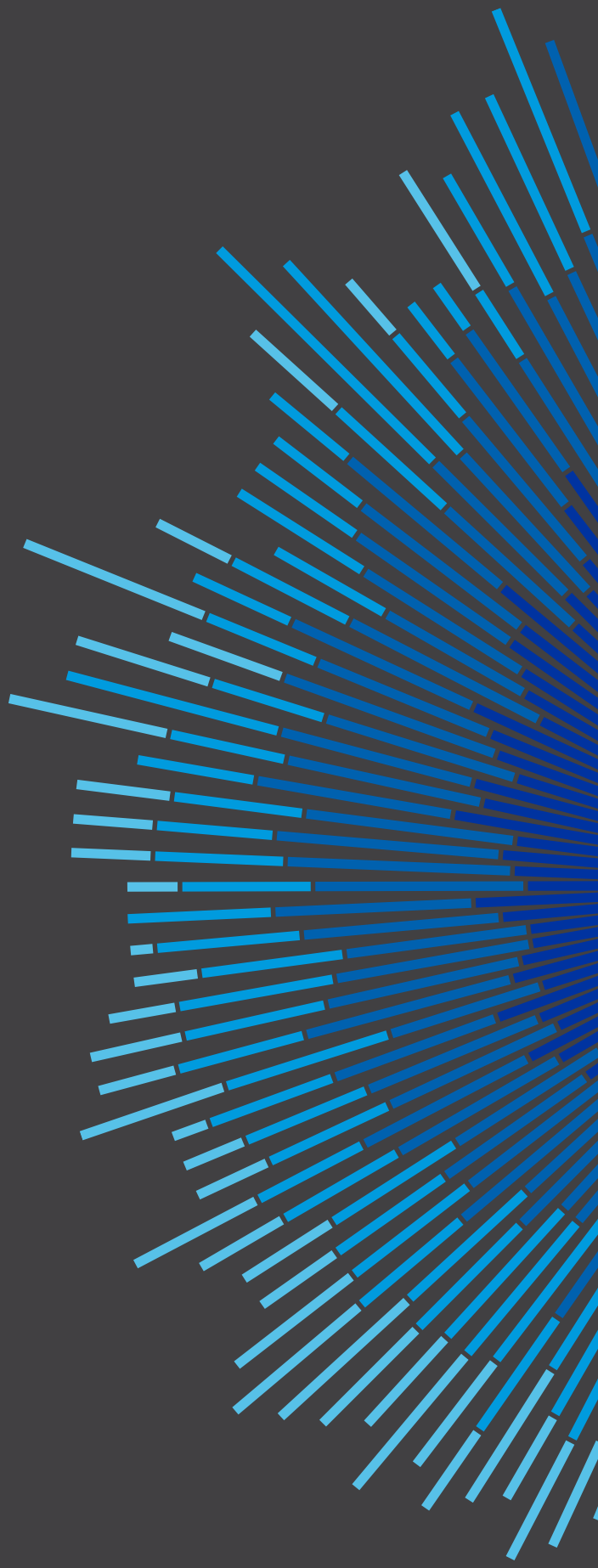
PROMISE + PROGRESS



Steelcase

Our Vision

People are at the heart of everything we do and everything we create. Those same values drive our approach to sustainability. We believe we can deliver meaningful, lasting economic, environmental, and social change through the choices we make and the behaviors and actions that we demonstrate.



CONTENTS

04 Welcome from Jim Keane

06 Our Sustainability Promise

08 Targets and Performance

Customers

11 People + Purpose

12 End of Use Strategies

13 Sustainable Procurement Strategies

Partners

15 Dealers

16 Suppliers

Communities

19 Employee Impacts

20 Social Investment

Employees

23 Diversity + Inclusion

24 Employee Wellbeing

26 Learning + Development

27 Workplace Health + Safety

Environment

29 Innovative Products + Solutions

32 Energy Use + Efficiency

33 Renewable Energy

34 Transportation + Packaging

35 Water Conservation

36 Waste Reduction

Ourselves

39 Governance

Welcome

Steelcase is in the people business. While it's true we are a global leader in creating products and solutions for offices, schools, healthcare facilities and other workplaces, our larger purpose extends far beyond what we create.

We understand work is a social activity and believe it should be rewarding, fulfilling and give people a deeper sense of meaning and wellbeing. Sustainability plays a vital role in achieving that goal.

We believe sustainability is about creating the economic, social and environmental conditions that allow people and communities to thrive. We also believe it is an innovation lens and a pathway to ensuring our company is positioned to serve all of our stakeholders' needs well into the future.

This perspective influences everything we do – from the products we deliver to the research we conduct, the investments we make to the opportunities we explore. Sustainability is a systems approach to how we do business and it continues to produce results year after year.

HERE ARE SOME HIGHLIGHTS:

- Invested in renewable energy equivalent to 100 percent of our electricity use
- Expanded end of use services to help businesses redeploy assets at end of need or end of life – diverting millions of tons of furniture from the landfill and giving products new life
- Built urban school partnerships to drive educational outcomes and increased graduation rates through innovative approaches grooming tomorrow's leaders through real-world experiences
- Drove down our energy, water, and waste to meet our ambitious 2020 goals – despite expanding global production
- Launched an employee wellbeing platform that includes initiatives such as a dedicated wellbeing hub complete with nurses and coaches, generous parent bonding leave, and innovative training and development programs

Thanks for taking a look at our 2015 Corporate Sustainability Report.

James Keane
President and CEO

"We believe sustainability is about creating the economic, social and environmental conditions that allow people and communities to thrive."

Our Sustainability Promise

True progress takes continuous and coordinated efforts to create the economic, environmental and social conditions that allow people and communities to thrive.

We have strong beliefs that guide us, and we're putting our beliefs into action. Those actions drive us toward our dream of a better world. We're not on the path alone. We're in the good company of other global organizations, communities and individuals who share common beliefs and work together to propel each other forward.

OUR CORPORATE VALUES

This is where our work begins — with what we value. As we work to create meaningful, lasting change, we're putting our values to work. Every day around the globe – from Michigan to Malaysia, Dongguan to Cluj, Rosenheim to Pune – our values frame our beliefs and inform our actions:

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

OUR SUSTAINABILITY BELIEFS

We believe that:

- Businesses, communities and people are inextricably linked and more powerful when they act from a core of shared interests.
- We have an opportunity to use our assets and influence to create significant, positive change in the world. By fully leveraging our assets to this end, we will become an ever stronger partner and an increasingly fit company.
- When you tell the truth, you become part of the solution. We work hard to be transparent and authentic with others and, perhaps more importantly, with ourselves.
- Sustainability is a lens for innovation and economic fitness, contributing to the overall financial wellbeing of our company.
- People are at the center of sustainability; we begin and end our product, service and application efforts with a commitment to human-centered design and sustainability.
- There is no greater design challenge than sustainability. It demands systems-level design thinking in all aspects of our business.

ACTING ON SUSTAINABILITY

We're tackling the global challenges of sustainability to achieve our vision of strong economic, social and environmental systems.

- Strengthening sustainable development in our global operations and those of our supplier partners, including a focus on environmental and human health, social responsibility and economic prosperity
- Ensuring that our 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
- Investing in education and training to increase stakeholder and employee engagement
- Engaging with suppliers, dealers, customers, researchers and environmental agencies to share and distribute best practices and discover new ideas

ENGAGING WITH STAKEHOLDERS

We've set 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. We've been on a quest to understand sustainability and what it means to our stakeholders, now and in the future. 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 relating to sustainability
- Identified sustainability aspects material to our business to help us advance our social and environmental performance to align with the expectations of our many stakeholders, shareholders and partners.
- Partnered with leading organizations to understand and explore emerging issues such as circular economy and integrated reporting
- Empowered employees through education and partnerships to understand their role in advancing the mission and goals of our company – as well as those of our partners, customers and communities

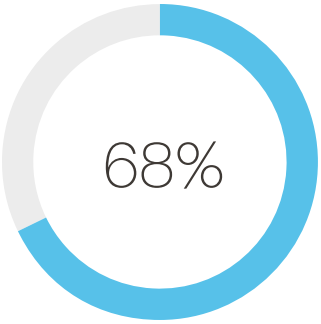
Targets + Performance

Across our global footprint, we're measuring our progress against our social, environmental and economics goals. We continuously strive to refine our metrics and expand our reporting, improving our focus on sustainability as we move toward global accuracy and amplified performance.

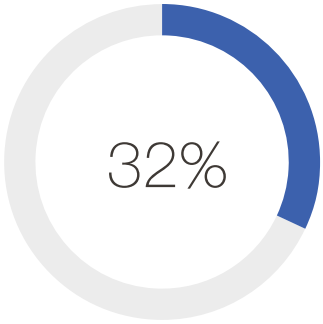
Social

Employee Retention

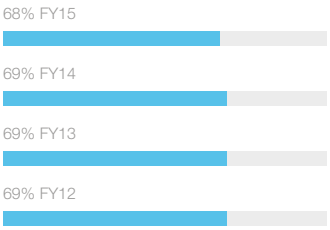
Gender Distribution

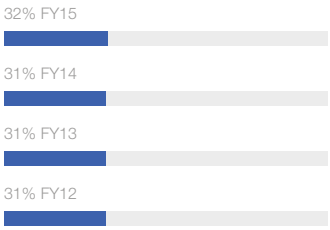


Male



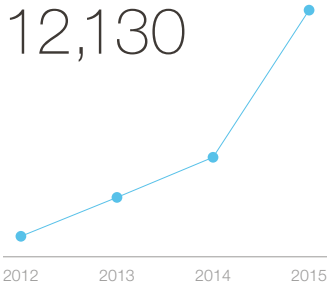
Female





Volunteer Hours Reported

12,130



Monetary and In-kind Donations

$3.2 Million

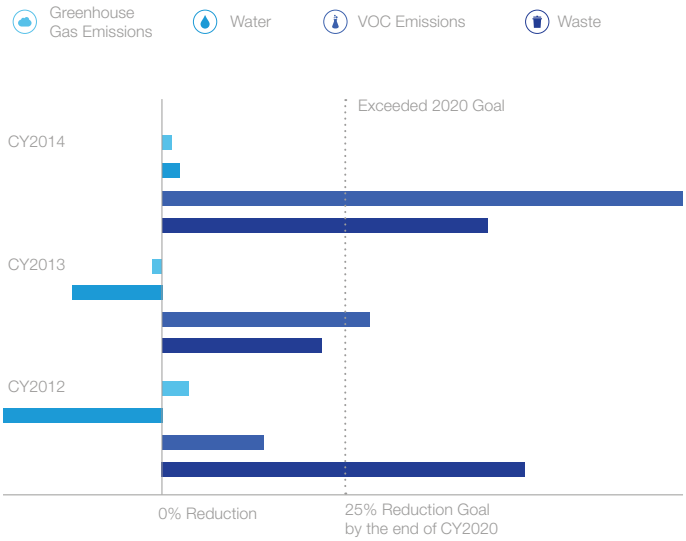
Steelcase Foundation

$1.3 Million

Steelcase Inc.

Environment

Progress Towards Goal



Greenhouse Gas Emissions

1%

Reduction

25% Reduction Goal by the end of CY2020

Water Use

2%

Reduction

25% Reduction Goal by the end of CY2020

VOC Emissions

73%

Reduction

25% Reduction Goal by the end of CY2020

Waste

46%

Reduction

25% Reduction Goal by the end of CY2020

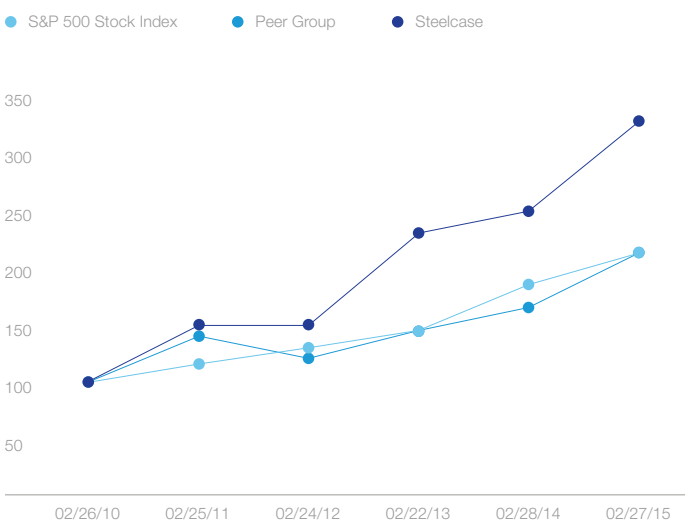
Renewable Energy

100%

investment in wind and hydroelectric renewable energy credits (RECs)

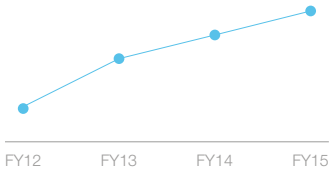
Economic

Stock Performance ($ Dollars)



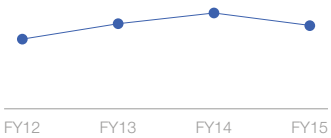
Revenue

$3.1 Billion



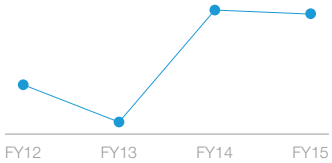
Gross Profit

30%



Net Income

$86.1 Million



Customers

Helping our customers to succeed in their businesses and meet their sustainability goals is a driving force at Steelcase. We lead the way with research-backed solutions, innovative end of use strategies, a robust supply chain, and products that deliver results.

People + Purpose

Customers often turn to us to do more than provide furniture.

We've helped customers optimize real estate and create spaces that support employee wellbeing. And though these are important elements, we're looking ahead and shifting the conversation to something larger – the promise of people.

Today, we're focusing on helping customers create spaces designed to accomplish an array of goals. From building culture to reinforcing corporate strategies to expressing brand identity, intelligently designed workplaces help connect people with their company's purpose. These spaces can help unleash creativity and innovation, collaboration and trust, helping customers unlock the full potential of their employees and create a more engaged workforce.

Steelcase is helping customers embrace these new challenges and realities on multiple fronts. Our Applied Research + Consulting team offers customers leading edge assessments of how space, process and technology can influence and support behaviors that lead to great work experiences. After working with customers to understand the type of culture they want to build or reinforce, the team uses a proprietary assessment tool to measure achievements, identify opportunities and inform strategies to connect people with purpose. These insights are then translated into concepts for workplaces that inspire and connect higher business goals with employees' everyday work experiences.

We're conducting global research on the link between employee engagement and the workplace – and have found a definitive correlation between higher engagement levels and workplaces that offer workers choice and control over where and how they work.

More than ever, the work we do is helping leading companies attract and retain the best and brightest talent, create workplaces that foster innovative ideas, and help connect individuals to meaningful and satisfying work.

End of Use Strategies

In a recent internal study, one third of Steelcase customers requested end of use and asset management services. And that's not surprising; as organizations migrate to new or different work environments, there is a greater need for programs that provide turnkey solutions and ease inherent pain points. Our suite of services helps customers take advantage of environmentally and socially responsible alternatives to landfills, including charitable reuse, resale and recycling.

Today, our programs are available in certain geographies, but we're developing strategies to support our customers' asset deployment needs regardless of their location. Increasingly sophisticated methods of gathering data and metrics amplifies our ability to serve these global customers.

Eco'Services
In France, Belgium, Switzerland and Luxembourg, we offer complete end of use services. Providing process management expertise and an extensive network of providers, Eco'Services helps assess building assets so they can be resold, donated or transported to licensed recycling organizations that manage material recovery.

Performance Management
Our Performance Management team serves large organizations with multiple locations, developing a strategic approach to managing complex facility needs. For more than 20 years, Performance Management has applied this same method to help clients with decommissioning solutions for reuse, recycling and broker options

Phase 2
Our North American program helps customers assess furniture inventory and create decommissioning plans that include options for resale, charitable reuse, or recycling, depending on age and condition of the assets – all with a "zero landfill" goal.

ReMarket™
ReMarket gives customers who lease furniture the option of returning the items at the end of the lease. These assets are then offered to our North American dealer network for resale. It allows select customers to get high-quality furniture at budget-friendly prices and is one more way we help keep furniture out of landfills.

THOUSANDS TRADE UP TO GESTURE®

Last year, we launched the Gesture® Trade Up program, giving customers the opportunity to turn in older chairs for our innovative new seating solution, Gesture. The concept was simple: Steelcase removed the used assets, refurbished or recycled them and issued a credit to the former owners to purchase their new chair. Thousands of chairs were recycled or refurbished with new, sustainably designed parts.

ECO'SERVICES DELIVERS RESULTS

Eco'Services completed one of the largest projects in its history during 2014; a 35-floor, 2500 workstation project for a major governmental building in Paris. The three-month project was successful in sending over 618,000 cubic feet of furniture – enough to fill more than seven Olympic-size swimming pools – to certified recyclers.

6,800+

workstations managed by Eco'Services in 2014

70%

of all furniture handled by Eco'Services in 2014 was sent to certified recyclers. The remainder was charitably donated or resold.

Sustainable Procurement Strategies

We understand that when customers purchase our solutions, they're expecting our help in meeting their economic, social and environmental sustainability goals.

225+

Product Environmental Profiles available

250+

Customized Environmental Metrics Reports provided

That's why we create strong partnerships with our customers to better understand their objectives, and with our suppliers to deliver materials that support human and environmental health. Insight and innovation springs from those relationships, creating healthier work environments and delivering results that customers expect.

Design for the Environment

Our design approach begins with closed-loop thinking. We strive to measure the impacts of our options at every step along the path – from design, manufacture, delivery, use and reuse, recycling and end of use. Whether we're dissecting the chemical profiles of materials and components we use or offering turnkey solutions for furnishings that are no longer needed, we're making careful choices that amplify performance and extend the lifespan of our products.

LEED® Contributions

We continue to help customers leverage our products in the LEED certification of their buildings. Steelcase products can contribute through:

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

Specific product environmental profile information can be found on our website in the Resource Center, or by request.

Environmental Metrics Reports

By providing customized metric reports for customers, we deliver the information they need to assess their past furniture choices and make informed decisions about future purchases. We collect, measure and share environmental impacts, as well as provide detailed reporting on sustainability certifications, recycled content, material makeup and product weight.

Third-Party Certified Products

While we're proud to have earned the endorsement of the world's leading product certifications, that's not our primary intent. We aim to set high-level performance criteria to deliver the highest value and performance through sustainable design. To meet these high standards, we partner with respected third-party certifiers who help us give our customers assurance on issues such as indoor air quality, materials chemistry, closed-loop textiles, and sustainably harvested wood.

Partners

Creating lasting change takes a committed team, and we're fortunate to work with some of the finest suppliers, dealers and community organizations to forge a more sustainable future.

Dealers

With more than 800 Steelcase dealers around the world, our sphere of influence isn't limited to our global business centers and manufacturing plants. As an extension of our company, we actively support our dealers and encourage their sustainability efforts. The result is a vibrant network of independent businesses making positive impacts in their communities while serving the best interests of our customers.

Our partnerships with our suppliers begin with shared understandings about our key guiding principles, our promise to our dealers, and our dealer's promise to us. From this foundation, we work closely together to serve the business, employee and community needs everywhere we have a presence.

To help dealers tackle pressing issues and take leadership positions in line with our corporate vision, a dedicated Steelcase team works closely with dealers on challenges ranging from talent management to diversity and inclusion. We continue our long-term support for dealers in the United States and Canada to build minority ownership and hiring practices that reflect the communities where they operate.

To ensure that dealers can attract and develop the highest caliber of talent, we share best practices and conduct development sessions. We continue to support our dealers with the education and resources for success.

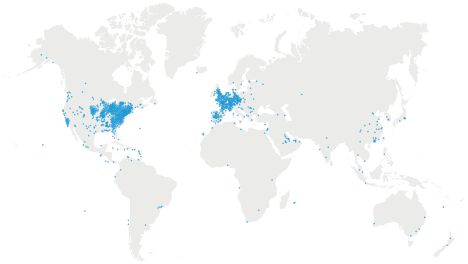
Now in its fifth year, our Platinum Partners program recognizes superior dealer performance. This program was extended beyond North America this year and is now available to dealers in Europe, Middle East, and Africa which boast nearly 300 active Steelcase dealers. To earn this elite status, dealers must meet stringent criteria including sales and customer performance and organizational strength.

In the United States and Canada, Steelcase has over 35 dealer locations with minority classification, including:

28
woman-owned dealerships

11
minority-owned dealerships

2
veteran-owned dealerships



SUCCESS STORY

Across our dealer network, sustainability is thriving with innovative programs including recycling, waste reduction and employee wellbeing. From electric vehicle charging stations for employees and customers to donating time and resources to local organizations, our dealers continue to inspire us. From a dealer who's installing more than 1600 solar panels on their roof to provide 90 percent of their energy, to the dealer who recently hired a sustainability project manager, our dealer network extends our commitment into communities and customers' lives around the globe and we could not be more proud to call them partners

Suppliers

We depend on our suppliers to adhere to the highest standards of quality.

We deepen our partnerships by asking suppliers to agree to our Supplier Code of Conduct, committing to Steelcase's social responsibility standards and expectations. The Code of Conduct is available in five languages, setting a universal set of expectations, wherever we do business. We're working with our suppliers to obtain their commitment to this common set of values and expectations.

The Code of Conduct is addressed in three phases: a supplier questionnaire, a possible site visit from Steelcase, and a written contract. Since its inception, we have

- Logged 518 completed supplier questionnaires
- Implemented 165 contracts requiring adherence to the Code of Conduct with existing and new suppliers

Though we've met our goal of rolling out the Code of Conduct globally, we continue to collaborate with our supply chain partners to encourage greater results. The opening of our latest manufacturing facility in the Czech Republic has introduced us to a new eco-system of suppliers. As we build our relationships with them, they are joining the hundreds of existing suppliers in ensuring high-quality products delivered through high standards of business practice.

Across the globe, we're working with suppliers to support Steelcase's sustainability goals and their own, and their efforts continue to accumulate and inspire us. We partner with these visionary suppliers to share industry-leading ideas and best practices, creating a virtuous cycle of positive outcomes and improved conditions. Here are just a few examples of the work of some of our suppliers this past year:

- Recycled 100% of their plastic, paper and wooden skids
- Transitioned transportation from trucking to rail to conserve fuel
- Improved air quality within their plants
- Attended LEAN manufacturing classes with Steelcase consultants to learn more about available tools and how to introduce them into their workplaces

SUSTAINABILITY SPOTLIGHT

Balancing Transparency and Privacy in A Big Data World

"Across the globe, we're working with suppliers to pursue their own sustainability goals, and their efforts continue to accumulate and inspire us."

The promise of Big Data is manifesting in many positive ways: from allowing new patterns to be visible to offering innovation potential at unimaginable scale. But there's an inherent tension in this new age of transparency and sharing, one that we wrangle with every day as we seek to be sustainability champions. For years, we've been committed to sharing information about the chemical makeup of the materials we use in our products. Because our simplest product can easily involve at least 50 discreet suppliers, and a cascading number of sub-suppliers, full disclosure requires close cooperation across our entire supply chain.

This means our supply chain partners must be willing to release closely-held information about the chemical inventories of products, leading us to negotiate privacy agreements so we gain access to the very information we need. Unfortunately, this means we know the chemical make-up of materials, but we can't legally share it with others.

We understand that materials assurance might not always come in the most transparent way our customers expect. But know that we're working to detect and eliminate materials of concern, and that through this sharing exchange everyone wins by giving up a little information. The exchange is working: it's benefitting human and environmental health and delivering material and design innovation.

In this era of Big Data, the question of creating transparency or preserving private information is not the only one. The real question is: How can we create an abundant and sustainable future by finding a place where transparency and privacy co-exist? Stay tuned - we're working on it.

Learn more: 360 Magazine Issue 68

Communities

We value our global relationships, but understand that change happens on the local level. We're actively sharing our resources, time, talents, materials and leadership to tackle entrenched issues like education and environment.

Employee Impacts

We consider each and every one of our more than 10,000 worldwide employees as concentric circles, spreading our reach and creating positive change in the communities where we live, work and play. Together, we're having a positive impact on local conditions, creating hope and inspiring others.

From Malaysia to Mexico, Dubai to Grand Rapids, employees have organized social responsibility committees charged with identifying and tackling local needs. These grassroots efforts combine to create change on a larger scale, fueled by our employees' skills, talents, passions and energies. Together, our employees are affecting

- Literacy programs
- Orphanages
- Mentoring
- Environmental cleanup days
- Go Green days
- Nonprofit boards and foundation

This year, we launched a new global volunteering program aimed at incentivizing employees to not only volunteer, but report their hours of service. Employees who logged their community service hours were entered into a quarterly drawing for the chance to win a $250 donation to the nonprofit of their choice. Thanks to this program, we are better understanding the true extent of our employee outreach, allowing us to quantify and improve our social investment and celebrate individual and collective contributions. No matter where we are, we're committed to making our mark on the communities we serve and the communities that serve us.

300 STEELCASE VOLUNTEERS PARTICIPATE IN DAY OF CARING

Steelcase employees in Grand Rapids rolled up their sleeves to participate in the United Way's Day of Caring, a program encouraging community members to donate their time and talents to local organizations in need. Roughly 300 employees volunteered for 28 agencies, helping beautify school play spaces, pick fresh food for local pantries, offer professional skills to administrative facilities, and so much more.

REYNOSA MAKES WISHES COME TRUE

In Mexico, Santa and Steelcase have the same address. Steelcase employees in our Reynosa facility collaborated with a local orphanage and received Letters to Santa written by the children of Casa Hogar MAMI. Employees chose a letter and worked like elves to deliver some holiday magic.

Social Investment

Our long-standing involvement in communities and charitable organizations continues to produce meaningful results – from funding research on student achievement gaps to protecting and maintaining local parks.

Together, The Steelcase Foundation and Steelcase Inc. donated $4.5 million in 2014, including nearly half a million dollars in matching employee gifts.

Steelcase Inc. contributed over $1.3 million to more than 100 organizations ranging from Habitat for Humanity to the West Michigan Environmental Action Council. With a focus on helping groups extend their offerings and further their impact, Steelcase prioritizes investment in:

- Arts and culture
- Diversity and inclusion
- Economic Development
- Public urban education
- Environment
- Healthcare
- Human Services

The Steelcase Foundation, with its focus on education in Western Michigan, supports public schools, after-school programs, and innovative approaches to systemic economic and social issues. Of $3.2 million granted in 2014 by the Foundation, educational initiatives received $1.7 million – creating opportunities for the next generation of skilled workers to learn, grow and thrive.

Across the globe, Steelcase employees generously give of their time, expertise and resources to a myriad of causes ranging from renovating orphanages to mentoring young leaders. Last year, these contributions totaled nearly $475,000 and more than 12,000 hours – the equivalent of more than 3,000 full-time work weeks. Local Social Impact Committees identify pressing community needs and provide support, creating resilience and momentum, hope and meaning, spreading our impact across our entire footprint.

Giving in 2014

$3.2 million

Steelcase Foundation

$1.3 million

Steelcase Inc.

$474,000

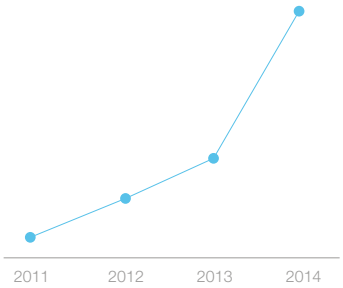
Matching employee gifts

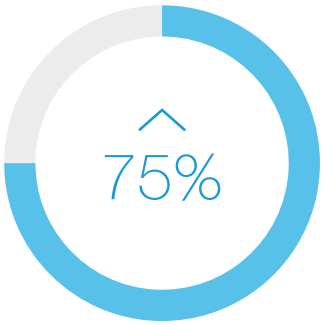
SUSTAINABILITY SPOTLIGHT

Active Learning Centers

Volunteer Hours Reported in 2014

12,124 Steelcase Employee Volunteer Hours, a 75% increase since 2013





From instilling a culture of curiosity among our 10,000 employees across the globe to funding classroom grants and investing in urban education, Steelcase supports education as a core part of our sustainability philosophy. Learning is essential to who we are and what we do, but we also recognize it's our responsibility to help create the same opportunities for the next generation. That's why we're engaging with partners in innovative programs across sectors to reveal new possibilities.

In December 2014, Steelcase Education launched a new grant program to fund and research up to 15 Active Learning Center classrooms in schools and universities across the United States and Canada. The response exceeded all expectations - we anticipated perhaps 200 applicants. Instead we received 533 applications, which we narrowed down to 12.

Each Active Learning Center grant covers the furniture, integrated technology, design, installation and post-occupancy evaluation for one of three classroom types designed for 28-32 students. Grants were valued between $35,000 and $50,000, with support services provided pro bono by regional Steelcase dealers.

Each recipient agreed to provide dedicated space, participate in Steelcase Education training and a community of practice, and conduct and share the results of an impact study over the next two years.

Learn more: How Classroom Design Affects Student Engagement

Employees

We honor the unique talents, skills and perspectives of our employees, knowing full well that their contributions are what propel us. We’re creating a workplace that truly seeks to unlock the full potential of every individual.

Diversity + Inclusion

Leading global organizations not only embrace multiple perspectives, they leverage them for innovation and growth.

We're actively promoting social justice and inclusion across our footprint, including economic, gender, race and sexual orientation equality, to ensure a more promising future for our company and all our employees – no matter where they live and work.

In the United States last year, perhaps no other social issue changed more rapidly than Lesbian, Gay, Bisexual, and Transgender (LGBT) equality. From state court rulings to the Supreme Court, new laws quickly spread across the country faster than many anticipated. Steelcase has long participated in the fight for equal rights for the LGBT community, and in 2014 joined our trusted partner, the American Civil Liberties Union (ACLU), and other leading Michigan companies to oppose multiple religious freedom restoration bills that would threaten LGBT rights in the state. Along with other leading businesses, Steelcase argued the proposed bills would restrict their ability to attract and retain talented employees and institutionalize discrimination.

In our home community of Western Michigan, Steelcase continues our tradition of involvement through sponsorships and donations of resources, expertise and product. For the 15th year, we co-hosted the Urban League's community breakfast to honor Dr. Martin Luther King, Jr. and we continued as a lead sponsor for the Grand Rapids Community College Diversity Lecture series, bringing top thought leaders to the area to discuss the day's most provocative issues.

100 ON THE CORPORATE EQUALITY INDEX

Each year, the Human Rights Campaign Foundation publishes its Corporate Equality Index, benchmarking corporations on equality for gay, lesbian, bisexual and transgender employees. Steelcase was proud to earn a perfect score of 100 in all categories, including equal employment opportunities, equivalency in spousal and partner benefits, competency training, public engagement and responsible citizenship.

HRC Corporate Equality Index Rating Criteria

- Prohibits discrimination based on sexual orientation
- Prohibits discrimination based on gender identity or expression
- Offers partner health/medical insurance
- Has parity across other 'soft' benefits for partners
- Offers transgender-inclusive health insurance coverage
- Firm-wide organizational competency programs
- Has employer-supported employee resource group
- Positively engages the external LGBT community

Employee Wellbeing

Across our company's footprint, the emphasis on employee wellbeing is stronger than ever. We've been consciously moving toward a more comprehensive definition of wellbeing – including physical, mental and emotional aspects – and expanding opportunities for all employees to explore and improve their total wellbeing.

One of our most visible commitments to wellbeing is the new 1,600 sq. ft. Wellbeing Hub in the Grand Rapids, Michigan Global Business Center. The dedicated space creates a destination complete with free exercise and coaching classes, an on-site nurse, health information and a new consultant called a Wellbeing Navigator. Many tools and services are free to employees, including body composition screening, nutrition and weight management classes and life coaching. Private spaces allow for personal one-on-one sessions, or simply offer a quiet space for a moment of reflection. Future plans call for mini-hubs in global locations and the recruitment of on-site wellbeing champions.

In three of our North American manufacturing plants, wellbeing is more visible and accessible than ever thanks to larger and better equipped workout and coaching spaces. The Kentwood and Wood Plants in Michigan both received new fitness equipment, showers, private rooms and additional classes, building on their existing wellbeing programs. Our Athens, Alabama facility also expanded its fitness room with updated equipment and access to showers.

In addition to these programs, we initiated a policy in the United States and Canada that allows parents to take three weeks of paid leave following the birth or adoption of a child. Steelcase understands that work and home roles continue to intersect and overlap, and we're taking proactive steps to support all aspects of our employees' lives. This new policy reinforces our commitment to supporting both parents as primary caregivers and our employees' ability to respond to business needs. In its inaugural year, bonding leave has been a popular new benefit, helping numerous families adapt to their new addition and routines.

WELLBEING AROUND THE WORLD

In Europe, the Middle East and Africa, wellbeing committees are taking the lead by offering week-long activities focused on different dimensions of wellbeing. Physical wellbeing is encouraged through well-attended weekend outdoor activities from hiking to skiing, with Steelcase footing the cost for employees. In Cluj, Romania, the local Employee Experience Committee stocks break areas with fresh fruit to help keep energy levels and vitality high all day.

In North America, more than 200 employees at the Athens, Alabama plant participated in the first annual Employee Health and Fitness Day. With a goal of educating and encouraging healthy activities that people can easily incorporate into their daily schedules, the event featured healthy snacks, body composition readings, one on one coaching, free blood pressure checks, massage, battle ropes and consultations about all the options available in the Steelcase benefits package.

SUSTAINABILITY SPOTLIGHT

Wellbeing Hub

In Asia Pacific, the employee exercise of choice has been yoga. From Australia to Malaysia to China, employees and even customers have been taking advantage of yoga classes at Steelcase facilities and with Steelcase fitness partners. In fact, yoga has proven so popular that programs have been extended to continue to meet growing demand.

In today's fast-paced business environment, performance is more important than ever. Growing, learning, practicing, leveraging natural talent, taking risks, embracing mistakes and confronting deficiencies. These are the vital skills needed to move Steelcase into the future as an innovative and fit company. As a company, we're supporting our employee's personal fitness with our new Wellbeing Hub in our Grand Rapids, Michigan Global Headquarters, helping our team contribute their full potential.

Steelcase plays a key role in employee wellbeing, focusing on all three aspects: physical, emotional, social. For example:

- We can find space to connect or reflect
- We have policies that let us express our personal brand
- We can take time to recharge or care for family members when needed
- Around the globe we are encouraged to take time to support our communities
- Health and safety is an important focus in Operations
- In the U.S. we have many offerings to encourage our physical wellbeing: fitness rooms, team contests, awareness-raising with biometrics, incentives for healthy habits and more

The new Wellbeing Hub offers resources, spaces and tools to help employees including:

- Body assessments and progress trackers
- Personal support, from chronic disease management to financial or career counseling
- Team activities, including yoga, meditation and food management
- Opportunities to re-energize yourself, including a nap station and massage

Our partners are committed to this project, and we have dedicated resources to support this simple concept: a place to support our employees' personal situation, aspirations and passions and a place to show our customers that we walk the talk.

We will learn from the Wellbeing Hub, and duplicate the idea in other locations when possible. We believe that when our employees are growing and thriving, our organization will become a more innovative and sustainable entity.

Learning + Development

We're investing in and expanding the innovative, global learning and development programs available to our employees.

We believe delivering new ways of learning will help create the positive, sustainable change in ourselves that will help us do the same in the world.

In coming months, we'll be making a shift at Steelcase as the company moves toward becoming a hands-on, real-time learning organization. Instead of learning moments taking place solely inside classrooms or seminars, employees will be encouraged to take charge of their own development - finding opportunities to learn and grow every day in more informal ways. This new model will allow employees to receive faster feedback, leverage internal leaders as informal facilitators, and create a culture of coaching. The goal? To create a more agile, competitive organization that keeps pace with the fast rate of change.

Taking a rapid, real-time development approach to creating curriculum, the Global Leadership Development Experience was a program prototyped with participants from North America, Europe, the Middle East, Africa and Asia Pacific. Emerging leaders connected across geographies to develop new skills and tackle enterprise-wide challenges with fresh energy and imagination. Participants formed cohort groups and served as mentors and coaches to one another, enriching the learning experience and sharing their collective learning and wisdom. Graduation was marked with a two-day event at the Global Business Center in Grand Rapids, Michigan, featuring remarks from CEO Jim Keane and other senior leaders who addressed three of the company's cultural pillars – empathy, humility and trust.

SPOTLIGHT ON SALES TRAINING

Supporting growth in the Americas, more than 40 new sales professionals each completed a six-week core onboarding curriculum, designed to deliver superior experiences for clients and sales professionals alike. In addition, four new hires completed a tailored three-month experience designed to bring high-potential recent university graduates into the sales organization, injecting additional new energy and fresh perspective.

7,980

employee training hours dedicated to our Global Business Standards around the world in 2014

Workplace Health + Safety

Good health and safety practices are as important to our company as production efficiency and quality – meaning that business decisions are always made considering the health and safety of our employees and our customers.

A proactive health and safety culture that engages employees and supports a cross-functional and participative approach to prevent injuries is fundamental to our journey toward optimal wellbeing for our employees.

Our European plants are benefitting from key initiatives in our Rosenheim, Germany location. Local leaders implemented a new health and safety program that identified risk "hot spots," executed solutions and measured progress. For instance, an initial assessment revealed the assembly department would best benefit from additional attention, so leaders and employees held a joint safety kaizen meeting to brainstorm needs and priorities. Kaizen, Japanese for "continuous improvement," is an organized approach to evaluating problems, designing solutions, and achieving success. Thanks to this technique, the plant now features enhanced safety elements such as anti-fatigue mats, as well as an organized method for leaders and employees to share and ideate new safety solutions.

Since more than half of all accidents can be linked to unsafe employee behaviors, designing workstations that encourage safety is a priority as we continue to move toward an incident-free work environment. In coming years, we will expand our efforts to explore occupational risk assessments and behavior-based safety in process design, accident analysis, and ergonomic assessments of workstations.

In North America, an expanded orientation process includes a more comprehensive safety orientation – new employees spend a full week performing classroom work and floor observations before being assigned to a workstation. This process is helping prepare employees for more productive and safe experiences.

"At Steelcase, we're committed to providing a healthy and safe workplace for our employees, customers and business partners."

MASSAGE OFFERED IN U.S. PLANTS

All our American manufacturing plants now offer employees regular, free, 15-minute massages to help treat minor injuries. Most employees saw significant improvement after only three visits.

Environment

We're working to leave a lasting legacy that benefits all of humanity. That's why we're conserving more, using less, sourcing more responsible materials, and finding better ways to work and be a leading voice.

Innovative Products + Solutions

Three pillars – materials chemistry, life cycle assessment and end of use design strategies – guide our efforts to innovate, improve, and deliver on our product promises.

These three pillars help us avoid and eliminate materials of concern, without compromising performance, and contribute to international research efforts aimed at helping other product designers and providers perform better. Most importantly, they help deliver greater benefit to our customers through human centered and environmentally fit products and services.

Materials Chemistry

As new programs emerge, and as existing certifications elevate material-related expectations, we remain committed to push today's boundaries through leading by example. We're challenging and collaborating with material developers to increase literacy and inspire materials innovation – all while assessing our current materials, processes and products to identify new opportunities for improvement.

We're advocating for better chemical standards through public policy and partnering with academic institutions and innovative companies to find answers to today's challenges. We're pushing for solutions at scale and translating advances in the lab into practical applications, because we know green chemistry will play a vital role in building a sustainable future.

Innovative Products + Solutions (cont.)

Life Cycle Assessments
For years, we've performed life cycle assessments (LCAs) to measure and analyze the environmental footprint of our products. As an early adopter, using internationally recognized methodology, our LCA practice helps us identify potential opportunities for improvement and aids us in understanding how to best apply, expand, and integrate better practices and decision-making.

In addition to performing LCAs on products, our dedicated internal teams have been conducting life cycle research in areas like post-industrial and post-consumer recycled materials. Their research has resulted in many useful insights – things like better leveraging post-industrial recycled content, such as foam in the B-Free™ Cube and nylon in the Gesture® chair and the new Think® chair.

Our ongoing research collaborations with industry and academia are helping advance data sets and practices that will benefit manufacturers and consumers well beyond our industry. By sharing our findings and continuing to learn through local and regional conferences we also learn as we support the expansion and growth of the LCA practice throughout other global industries.

End of Use and Recycling
Thanks to our approach to products, we can offer customers ever more material selections, ever higher recycling performance and increasingly better end of life options. We make products built to last, and sometimes, they even outlast our customers' needs. Though we design our products to be adaptable, they will eventually reach a time when they are no longer optimal. That's when we can help customers make responsible choices. See our End of Use Strategies section of this report for more information on how we're working with our customers to help manage their furniture inventory and keep products out of landfills by selling, refurbishing, donating, or recycling their excess assets.

STEELCASE WINS GC3 CHAMPIONS AWARD

Steelcase was honored with the Green Chemistry & Commerce Council (GC3) Champions Award, a distinction is given to individuals and organizations for outstanding leadership, support and promotion of green chemistry. The award was given to recognize Steelcase's leadership in advancing safer chemistry and a healthier planet.

THINK RETHOUGHT

The newly redesigned Think stands as an example of what can be achieved with a life cycle approach and a mind for continuous improvement. The newly incorporated recycled content significantly reduces carbon emissions. In the U.S. alone, the emission reduction is equal to 2.5 million miles driven, or 100 trips around the world, per year.

50+

Cradle to Cradle Certified™ products

30+

Published Environmental Product Declarations (EPDs)

"For years, we've performed life cycle assessments (LCAs) to measure and analyze the environmental footprint of our products."

EDUCATING THE NEXT GENERATION

Externally, the demand for green chemistry is larger than the supply – so we're committing resources to creating educational curriculums in local schools to ensure today's students are exposed to green chemistry principles, creating the next generation of highly skilled employees. Partnering with Beyond Benign, a non-profit reimagining how chemistry is taught in schools, Steelcase hosted a half-day Advanced Green Chemistry workshop for school teachers. Demonstrating some of the ways Steelcase incorporates green chemistry principles into products and manufacturing processes, teachers then brainstormed how these practices could be translated into curriculum or labs for students.

Energy Use + Efficiency

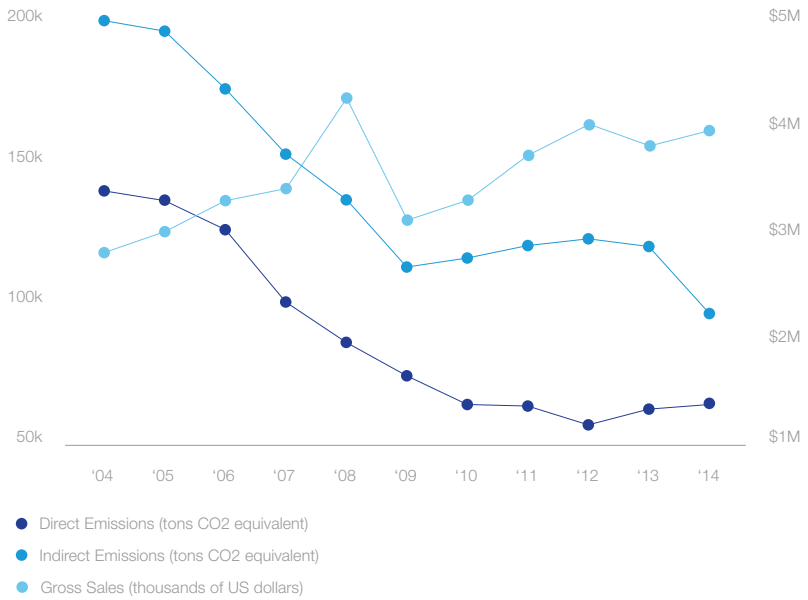
As we've worked to increase our investments in renewable energy resources, we're still taking a hard look at the energy we're using to power our operations and their associated greenhouse gas emissions. Today, we're celebrating modest decreases in our global energy use and global greenhouse gas emissions. As a global company with high production levels and energy needs, we know that each percentage point reduced adds up across our global operations – and brings us closer to our goal of 25% reduction by 2020.

A significant step toward meeting this goal includes utilizing the most current resources and standards for measuring and monitoring our global energy and emissions figures. We're adopting the new World Resources Institute guidance for greenhouse gas reporting, and have begun expanding our data gathering to include some of our indirect impacts. We're expanding the scope of our metrics so we can more accurately track our usage and develop comprehensive strategies to pursue further reductions.

One of the strategies we're pursuing to hit our energy goals is installing new remote meters in our North American plants. Using money received from our corporate recycling efforts to purchase this advanced equipment, we're now able to monitor our electrical usage every fifteen minutes instead of waiting 30 days for the utility bill. And while monthly statements typically only show total building usage, these meters allow us to track individual areas, processes or machines, giving us a more accurate picture of energy usage than ever. This new ability means we can now detect hot spots and respond to issues with immediate corrective actions, including preventive maintenance.

Using the data, we're able to figure out better ways to measure, understand, share, and report the details of our energy usage and impact, better equip and empower our employees to work together in reducing usage and hitting goals, and better develop targeted reduction goals and solutions. As we learn best practices and optimize this new data, we will explore additional investments and strategies to install remote meters in additional locations.

Steelcase Greenhouse Gas Emissions 2004-2014



Renewable Energy

When it comes to our renewable energy commitment, we've made great progress in a few short years. What started as local investments is now a global, cohesive clean energy portfolio composed of wind and hydroelectric power Renewable Energy Credits (RECs).

Last year, we took an important step by purchasing RECs equivalent to 100 percent of our global electricity consumption. And that was big news. While we're pleased with our progress, we know there's always more work to be done. That's why we enhanced our renewable energy strategy to include an increased focus on localized purchasing.

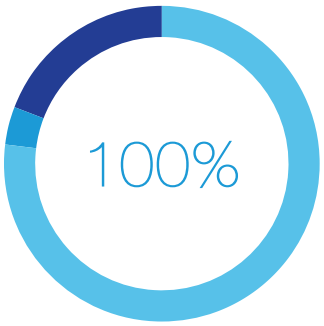
As a major manufacturer, we acknowledge our energy footprint and are committed to recognizing it by investing in renewables, locally, nationally and globally. That's why, whenever possible, we're purchasing renewable energy credits produced in the regions where we operate. As more countries make investments into renewable energy technologies, we're looking forward to the day when every country we operate in has a thriving renewable energy infrastructure.

And while we're focusing on investing in and expanding our renewable energy portfolio, we remain committed to reducing the energy we use. For more information on our efforts in energy optimization, see the Energy Use and Efficiency section in this report.

STEELCASE RECEIVES EPA GREEN POWER AWARD

For the second time, Steelcase won the Green Power Leadership Award from the EPA Green Power Partnership. A founding member of the Green Power Partnership in 2001, and a previous winner in 2009, Steelcase was honored to receive the award, which acknowledges leading actions that organizations take to advance green power development.

2014 Renewable Energy Credits



- Americas (159,940,445 kWh)
- APAC (7,379,513 kWh)
- EMEA (40,007,982 kWh)

Transportation + Packaging

Delivering our products and people safely to their destinations while minimizing our environmental footprint requires continual, intentional effort. With our innovative packaging and shipping practices, as well as efficient operations, we're putting our beliefs into action.

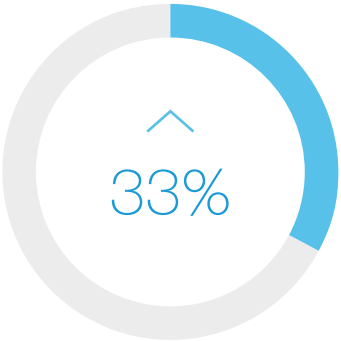
Our packaging team takes a methodical approach to uncovering opportunities for improvement and innovation. It begins with our rigorous testing model for packaging methods featuring four distinct levels, each tougher than the last. From dropping boxes to vibrating tables, crush tests to temperature changes, our engineers ensure our packaging protects customers' products and arrives intact. Thanks to our efforts, more product is arriving safely to customers, creating fewer incidents of damage and wasted materials.

Though we have a number of successful methods to pack and ship products, we're constantly testing in the search for materials with superior performance. Over the last few years, we've moved toward knockdown packaging, lightweight corrugated paper, and recycled and recyclable materials. We're actively reducing synthetic materials and polyurethane packaging, opting instead for recyclable materials. We're investigating a more flexible stretch film to protect items during shipment. So far results are positive: 30 percent less material used and significantly less machine usage time. And we're installing a machine that custom cuts corrugated material – meaning less waste and potential savings.

When it comes to our vehicle fleet, we're optimizing travel routes to shorten distances and improve fuel use. In Europe, we've added hybrid cars to our fleet, and in North America, our tour buses run on biodiesel. Thanks to these initiatives, we're on the road to meeting our energy efficiency goals. And it's not just our trucks taking fewer trips — it's also our people. Through our high-definition videoconferencing technology and alternative work strategies, we're minimizing employee travel and reducing our environmental footprint. In addition to reducing travel costs and emissions, employees see their families more — an important part of supporting our people.

DELIVERING MORE PRODUCT - AND MORE RESULTS

Thanks to a new method of packaging our media:scape® units in Europe, the Middle East and Africa , we're seeing sizable increases in the amount of product we're able to ship. For overseas shipping containers, we're now able to transport 300% more product than before – meaning a significant reduction in materials, fuel, and greenhouse gas emissions.



The increase in V.I.A.® units that can be shipped in each truck thanks to some innovations in packaging glass corners

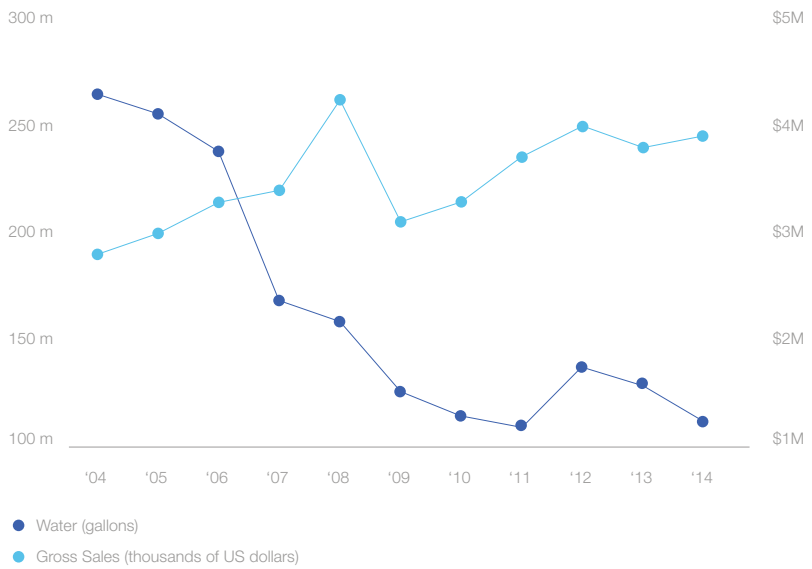
Water Conservation

Compared to many other industries, our operations don't require much water – but that doesn't mean we're less focused when it comes to conserving this vital resource. We're committed to reducing our water footprint 25% by the year 2020.

In the last few years, we experienced higher than normal water use due to increased production levels and new manufacturing facilities coming online around the world. Thanks to some new innovations and a continued focus on our existing water reduction strategies, since 2010 we've reduced our water consumption by 2% across our footprint, moving us closer to our long-term goal.

One of the highlights is a new process in our Stribro, Czech Republic plant. We are introducing an innovative method for applying powder coat paint that has significantly reduced wastewater discharge. The plant is located in a rural area and has a zero process water discharge restriction. We worked to design a method that will reduce the plant's total waste water output from two tanker trucks per day to one cubic meter of waste water per week. Based on the method's success, we're hoping this process can be duplicated in other facilities.

Water Usage vs. Gross Sales 2004 - 2014



Looking ahead, we're examining how best to optimize and integrate our Environmental Management Systems so individual facilities can more easily see, share and brainstorm successful ideas and solutions. With efforts like this, we're excited about increasing the collective power of our employees and partners around the globe – realizing new possibilities through their knowledge and ingenuity.

18.7 million

gallons of water reduced in 2014

2% reduction

in water use since 2010

Waste Reduction

Over the years, we've successfully diverted thousands of tons of materials from landfills.

In fact, thanks to our Environmental Management Systems and the dedication of our internal teams, we've reduced our waste by 46% since 2010. This surpasses our current goal of reducing our waste by 25% by the year 2020. While we're celebrating our progress so far, we're still focused on the possibilities ahead.

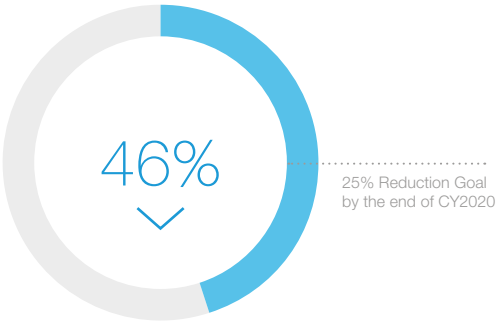
Optimizing waste can mean reducing the amount of materials needed to build a high-quality product, finding new ways to measure and cut fabric or simply adjusting our production processes so we reduce inventory through make-to-order practices. We're constantly implementing new and improved waste reduction strategies in our facilities to ensure we're taking advantage of every option available, whether it's reusing, recycling, composting or incineration for energy recovery. Additionally, we actively search for solutions when our waste might be another person's asset. For example, if we accumulate excess inventory, we donate materials such as wood tops, drawer pulls, and other components to organizations like Habitat for Humanity so they can be put to good use.

In the last few years, we've widened our lens and turned our attention to improving performance at our distribution centers. This past year, we saw significant progress in implementing more robust recycling strategies and processes in these locations, thanks to the lessons we learned by piloting them in our plants. We're working with distribution center leadership to establish recycling teams and empower employees to make proactive changes in their work areas. We're providing training on quality recycling and composting techniques as well as engaging facilities employees to audit processes.

Building on these successes, we're looking ahead now and asking how we might continue to expand these efforts into other areas of our value chain. Our future goals include working with suppliers to minimize their waste streams, and expanding our composting efforts into more facilities.

SUSTAINABILITY SPOTLIGHT

Rethinking How The World Moves Forward



Reduction in waste since 2010

17,286

Tons of material recycled globally

149.9

Tons of food waste composted

In sustainability circles, there's a conversation gaining momentum about a new business model that minimizes waste, maximizes resource recovery and creates economic growth through innovation. This model – known as the circular economy – trumps the current take, make, and throw away mentality of current business and consumption models through its environmental benefits alone.

But there are also economic benefits to consider: leading think tanks estimate the circular economy could create 100,000 new jobs in the next five years and contribute $1 trillion to the global economy by 2025.

Recently, Steelcase participated in The Circular Economy 100, an international, multi-industry group including Unilever, Phillips, Cisco and Renault and lead by the Ellen MacArthur Foundation. The goal is to accelerate transitions to these more streamlined business models as we all recognize we're operating in a world of finite resources.

For example, though some businesses are using energy more efficiently, the world as a whole demands more, tapping into our limited supply of fixed resources. With nearly 3 billion people in developing countries expecting to enter the global middle class in the next 15 years, the linear economy model simply won't be able to meet expanding consumer needs.

We know firsthand that innovation is complex and challenging: moving forward means leaving behind time-honored ways of doing things. But there are dramatic opportunities for growth and innovation moving ahead. By abandoning increasingly obsolete economic frameworks, we have the singular chance to realize positive change at a scale and speed rarely experienced before.

Learn more: 360 Magazine Issue 70

Ourselves

We're taking a close look at ourselves and putting economic, social and environmental sustainability at the center of our strategy.

Governance

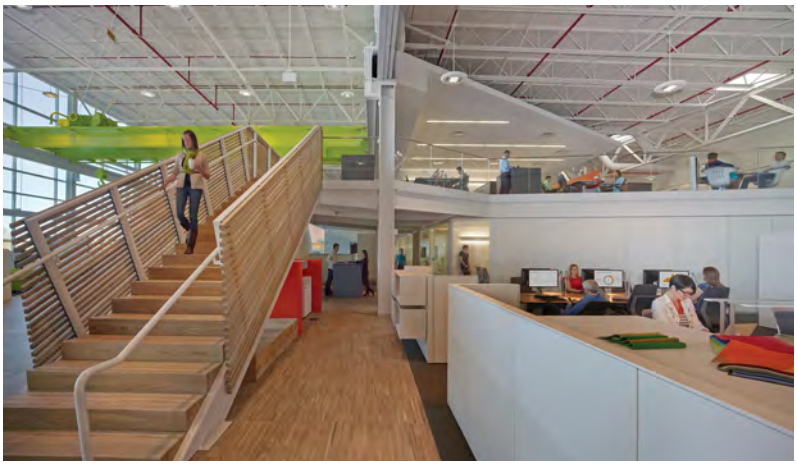
Our leadership team remains committed to our mission to unlock human promise, to deliver long-term shareholder value, and drive sustainable business fitness. A hardworking combination of proven business leaders and third generation founding family members set the tone for our company's future.

Our Global Sustainability Steering Committee, in particular, sharpened its focus in 2014, developing new cultural, communication and process strategies to better leverage our sustainability efforts and advance our value proposition, brand reputation and business fitness. The committee is exploring long-term investments that will help fuel even deeper engagement through

- broader sustainable business literacy
- frameworks, case studies and benchmarking to make more explicit connections between sustainability, business success and corporate resilience

The Steering Committee's role is to encourage and empower employees, whose efforts will continue to drive our collective success.

Each and every Steelcase employee is accountable for abiding by our social and environmental sustainability policies in his or her particular role. These policies clearly express our expectations for our employees, no matter what their title or responsibilities, to be responsible stewards and to contribute toward the overall safety and wellbeing of fellow workers, their communities and the natural world.



"A hardworking combination of proven business leaders, third-generation founding family members, and other Board of Directors members set the tone for our company's future."

Our sustainability aspirations are ambitious. Everyone must be actively engaged in strengthening our performance and reaching or surpassing our goals.

THANK YOU

Our path to sustainability is a shared endeavor, touching all levels of our organization in all corners of the globe. Our successes come from individual employees, from departments, from regions, from offices, from manufacturing lines, from customers, from our dealers, from our suppliers, and from our partners.

The end of this report is not the end. We'd love to keep the conversation alive. Please reach out to us at sustainability@steelcase.com and share your sustainability dreams.

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Global Reporting Initiative (GRI) Index

The Global Reporting Initiative (GRI) Index is a sustainability reporting framework that allows companies the opportunity to self-report on a variety of material subject areas. The GRI Index provides increased transparency and accountability when it comes to economic, environmental, social and governance information.

Not Reported | Partially Reported | Fully Reported

Strategy and Analysis

1.1	Welcome address	Corporate Sustainability Report pp. 4-5 (Welcome from Jim Keane)
1.2	Description of key impacts, risks, and opportunities	Annual Report pp. 6-10; Corporate Sustainability Report pp. 6-7 (Our Sustainability Promise)

Organizational Profile

2.1	Name of the reporting organization	Steelcase Inc.
2.2	Primary brands, products, and/or services	Annual Report pp. 1–3
2.3	Operational structure of the organization	Annual Report pp. 1–3
2.4	Location of organization's headquarters	Steelcase is headquartered in Grand Rapids, Michigan, U.S.A.
2.5	Number of countries where the organization operates	Steelcase Locations

2.6	Nature of ownership, legal form	Steelcase Inc. (SCS) is a publicly traded company listed on the New York Stock Exchange.
2.7	Markets served	Annual Report pp. 1–4
2.8	Scale of reporting organization	Annual Report Intro
2.9	Significant changes during the reporting period	Steelcase transferred a factory in France to a third party that will use the facility for its own products. We also began the process of closing one of our German plants, and we opened a new greenfield factory in the Czech Republic. Annual Report
2.10	Awards received	Awards

Report Parameters

3.1	Reporting period	This report covers the calendar year 2014 (CY2014), spanning January 1, 2014, to December 31, 2014 and the company's fiscal year 2015 (FY2015), spanning February 25, 2014, to February 22, 2015. Key environmental impact metrics (energy, GHG emissions, VOCs, water and waste) are tracked on a calendar year basis for 2014 (CY2014).
3.2	Date of most recent previous report	The most recent Steelcase Corporate Sustainability Report was published in November 2014 and covered calendar year 2013 (CY2013) and Steelcase's fiscal year 2014 (FY2014 – February 25, 2013 to February 22, 2014).
3.3	Reporting cycle	Steelcase publishes a corporate sustainability report annually.
3.4	Contact point for questions regarding the report or its contents	sustainability@steelcase.com

3.5	Process for defining report content	In preparing the content of this report, Steelcase reviewed its operations through the lens of the ISO 26000 corporate social responsibility standard and the Global Reporting Initiative's (GRI) Sustainability Reporting Guidelines. The report was prepared with insight from significant stakeholder research and as well as other measurement systems to identify sustainability aspects of the business. Through that process, Steelcase identified significant impacts and developed objectives and targets that guide efforts to improve performance. This is an ongoing process that requires continued learning, evaluating, and adapting systems to ensure that Steelcase is living its core values and meeting sustainability commitments.
3.6	Boundary of the report	This report covers Steelcase's global operations in Americas, Europe, Middle East, and Africa (EMEA) and Asia Pacific (AP) to the extent to which data was available. As a part of this report, we have outlined our commitment to further developing our global social and environmental practices and reporting capabilities. Please see Corporate Sustainability Report pp. 6-7 (Our Sustainability Promise).
3.7	Specific limitations on the scope and boundary of the report	See 3.6
3.8	Basis for reporting on situations that can significantly affect comparability	See 3.6
3.9	Data measurement techniques and the bases of calculations	The data in this report was collected with the help of global subject matter experts within each key function and the Steelcase Corporate Sustainability Steering Committee. Steelcase collects data from each of its global locations through the web-based systems, company databases and other non-automated methods. Environmental data related to energy, greenhouse gas emissions, waste, water and VOCs was collected through a web-based management system. Data inputs include utility bills, pull tickets from recycling and waste hauling service providers, and the company's environmental management system. Steelcase's scope of inclusion follows the guidelines established by the World Resources Institute as adopted by the EPA Climate Leaders Initiative. Human resources-related data is provided by the Global Talent Management team.
3.10	Re-statements of information provided in earlier reports	See 3.11
3.11	Significant changes from previous reporting periods	No significant changes.

3.12	Table identifying the location of the standard disclosures in the report	See 3.1
3.13	Assurance statement	At this time, Steelcase does not utilize an external organization to assess this report.

Governance, Commitments and Engagements

4.1	Governance structure of the organization	Steelcase Inc. Corporate Governance Principles
4.2	Indicate whether the Chair of the highest governance body is also an executive officer	The Steelcase Board of Directors is chaired by Robert C. Pew III. He is not an Executive Officer.
4.3	Independent and/or non executive Board Membership	The Steelcase Inc. Board of Directors has 11 members, 9 of whom are independent.
4.4	Mechanisms to provide recommendations to the Board	Board of Directors Contact Form
4.5	Link between executive compensation and sustainable performance	2015 proxy statement, pp. 26-37
4.6	Process to avoid conflicts of interest	Steelase Inc. Code of Business Conduct Policy
4.7	Board qualifications and expertise	2015 proxy statement, pp. 4-6
4.8	Missions, values, codes of conduct and principles	Steelcase Inc. Global Business Standards
4.9	Process for overseeing economic, environmental and social performance	Corporate Sustainability Report, p. 39 (Governance); Steelcase Inc. Governance

4.10	Process for evaluating board performance	Steelcase Inc. Corporate Governance Principles
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization	Steelcase takes a precautionary approach toward environmental management. We follow insights gained from decades of research, leverage partnerships with leading companies and organizations, and our experiences and feedback from customers, giving us valuable guidance and perspective. It is for these and many other reasons we have taken a leading role in finding creative and responsible ways to operate and design products and applications. Please see the Corporate Sustainability Report, pp. 11-13 and 29-37 (Customers and Environment sections).
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses	Steelcase participates in the following initiatives: • AFNOR NF Environment certification program • BIFMA level® certification program • Blue Angel certification program • Carbon Disclosure Project • Circular Economy 100 (CE100) • Cradle to Cradle® certification program • Eco-Management and Audit Scheme (EMAS) • Forestry Stewardship Council Chain of Custody certification • Global Reporting Initiative (self-declared) • ISO 14001 • ISO 26000 • LEED® certification program • OEKO-TEX® certification program • OHSAS 18001 • Programme for the Endorsement of Forest Certification • Renewable Energy 100 (RE100) • SCS Indoor Advantage™ certification program • Sustainable 50 • U.S. EPA Green Power Partnership • UN Global Compact

4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: • Has positions in governance bodies • Participates in projects or committees • Provides substantive funding beyond routine membership dues • Views membership as strategic	There are a number of organizations around the world that we are members and active partners in. Here are a few: • Business and Industrial Furniture Manufacturers Association (BIFMA) • Business Leaders for Michigan • Business Roundtable • Circular Economy 100 (CE100) • Design Industry for Fighting Aids (DIFA) • Gilda's Club, Leadership and Incubation • Grand Rapids Community College Diversity Speaker Series Sponsor • Greenbiz Executive Forum (GBEN) • Michigan Manufacturing Association • Michigan Minority Supplier Development Council • National Association of Manufacturers • National Association of World Affairs, Executive Leadership Council, Diversity Executive • National Civil Rights Museum • National Minority Supplier Development Council • Renewable Energy 100 (RE100) • Sustainable Brands • Student Advancement Foundation • Talent 2025 • United Way • University Prep Academy • West Michigan Center for Arts & Technology (WMCAT) • West Michigan Envrionmental Action Council
4.14	List of stakeholder groups engaged by the organization	The stakeholder groups we engage with are our customers (global businesses and organizations), the architectural and design community, employees, academic and research institutions, dealer partners, supplier partners, governmental agencies, industry organizations, NGOs, community partners, nonprofits, investors and media. Please see Corporate Sustainability Report pp. 6-7 (Our Sustainability Promise).
4.15	Basis for identification and selection of stakeholders with whom to engage	Corporate Sustainability Report pp. 6-7 (Our Sustainability Promise)
4.16	Approaches to stakeholders engagement, including frequency of engagement by type and by stakeholder group	Steelcase regularly conducts research to understand our stakeholder expectations around sustainability. We use the results of this research to drive our business strategies and engage with stakeholders on the topics that are most relevant to their priorities. We continue to engage with stakeholders, moving forward through informal discussions, surveys, focus groups and social media. For more information, please see our Corporate Sustainability Report pp. 6-7 (Our Sustainability Promise).

4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting	Corporate Sustainability Report pp. 6-7 (Our Sustainability Promise)

Economic

EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments	Please see the following resources for this information: • Operating Costs: Annual Report, p. 16 • Employee & Exceutive Compensation: Annual Report, pp. 43 -45, 88 • Donations/Community Investments: Corporate Sustainability Report, p. 19-21 (Community section) • Retained Earnings: Annual Report, p. 42 • Payments to Capital Providers and Governance: Annual Report, p. 43
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	Climate change poses many potential risks to the environment, business, people and the communities in which we work, live and serve. At this time, these risks are difficult to predict and quantify. However, we work to minimize our impact on the climate through a global initiative to reduce our emissions and measure our performance through a metric-based system. Steelcase monitors its global greenhouse gas emissions and has several goals in place for continuously improving our reduction rates. In addition, we invest in renewable energy by purchasing Renewable Energy Credits (RECs) equivalent to 100% of our global electricity consumption. Please see our Corporate Sustainability Report, pp. 32-33 (Renewable Energy and Energy Use & Efficiency).
EC3	Coverage of the organization's benefit plan obligations	Annual Report pp. 28, 65 - 73
EC4	Significant financial assistance received from government	We have not received significant financial assistance from the government.
EC5	Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation	Steelcase pays all entry level employees wages that are equal to or exceed the local legal minimum wage at the significant locations of operation.

EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations	There are a number of factors involved in the evaluation and selection of our supplier partners. Quality, performance, safety, price, location and social and environmental impact are all weighed. Our value-based supplier assessment process aims to consider all factors in order to make the best possible decision for Steelcase, our customers and from a social and environmental perspective. Local suppliers are often selected. Please see our Corporate Sustainability Report p. 16 (Suppliers) and visit our Supplier Overview page for more information.
EC7	Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation	As a global enterprise, Steelcase supports a diverse workplace. Our goal is to attract and retain the best talent around the world. To accomplish this goal, we work to develop and promote internal employees and we engage with local recruitment sources to provide top candidates. Every Steelcase global location has identified and works directly with these sources to attract the best local talent. Currently, we do not track the proportion of locally hired senior management. Currently, we are implementing a tool that allows us to track the source of candidates.
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement	Corporate Sustainability Report, p. 20 (Social Investment)
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts	Steelcase and The Steelcase Foundation make donations to support various art, education and environmental organizations in the geographies where Steelcase operates. Please see Corporate Sustainability Report, p. 20 (Social Investment).

Environmental

EN1

Materials used by weight or volume

Due to the complexity of manufacturing Steelcase products, material weight and volume vary significantly by product type and options selected. Steelcase calculates materials used by products on an individual basis.

Some of the key materials we use in our products are:

- Aluminum
- Fabric
- Fiberglass
- Foam
- Glass
- Laminates
- Paint
- Plastic parts
- Steel and steel parts
- Woodcore

In the Americas, please see Product Environmental Profiles (PEPs) for more information. In the Europe, Middle East and Africa Region, PEPs and Environmental Product Declarations (EPDs) can be provided upon request. In the Asia Pacific region, PEPs can be provided upon request.

EN2

Percentage of materials used that are recycled input materials

Steelcase uses a broad range of materials in its products – many of which contain recycled materials. Percentages of recycled content in products are reported in Product Environmental Profiles (PEPs). The primary materials used that contain recycled content are steel, aluminum, composite wood and select textiles. For information on products in the Americas, see PEPs. PEPs are available by request in the EMEA (Europe, Middle East and Africa) and AP (Asia Pacific) regions. Where available, Environmental Product Declarations (EPDs) can be provided upon request. Please see our Corporate Sustainability Report, pp. 29-31 (Innovative Products and Applications) for more information.

EN3

Direct energy consumption by primary energy source

Please see our Corporate Sustainability Report, pp. 32-33 (Energy Use and Efficiency and Renewable Energy) for more information.

SCOPE 1	TERAJOULES
Natural Gas	321.3
Propane	0.5
Coal	211
Diesel Fuel	39.9
Gasoline	1.2
Jet Fuel	48.6

EN4	Indirect energy consumption by primary source	Please see our Corporate Sustainability Report, pp. 32-33 (Energy Use and Efficiency and Renewable Energy) for more information.

INDIRECT CY2014	GIGAJOULES	TONNES CO2 EQV
Electricity	299,040.1	47,121

EN5	Energy saved due to conservation and efficiency improvements	The company set a goal to reduce its environmental footprint by 25% by the end of 2020. From 2010 to 2014, we reduced energy consumption by 1%. Please see our Corporate Sustainability Report, pp. 32-33 (Energy Use and Efficiency and Renewable Energy) for more information.
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives	Most Steelcase products do not consume energy, but the company is optimizing products that impact energy in the use phase, such as lighting. Steelcase conducts life cycle assessments on key products to understand the impacts of their whole life cycles. This effort offers insights in the development of new products and helps the company develop action steps to reduce the embodied energy in all phases of the products life including the use phase. Please see our Corporate Sustainability Report, pp. 32 and 29-31 (Energy Use and Efficiency and Innovative Products and Applications) for more information.
EN7	Initiatives to reduce indirect energy consumption and reductions achieved	Corporate Sustainability Report, pp. 32-33 (Energy Use and Efficiency and Renewable Energy)
EN8	Total water withdrawal by source	Globally, Steelcase used approximately 112 million gallons of water in 2014. The primary sources of water are the municipal water systems where Steelcase facilities are located. The company set a goal to reduce our global environmental footprint by 25% by the end of 2020. Water use has declined 2% during the period from 2010 to 2014. Please see our Corporate Sustainability Report, p. 35 (Water Conservation) for more information.
EN9	Water sources significantly affected by withdrawal of water	Globally, Steelcase used approximately 112 million gallons of water in 2014. The primary sources of water are the municipal water systems where Steelcase facilities are located. The company set a goal to reduce our environmental footprint by 25% by the end of 2020. Water use has declined 2% during the period from 2010 to 2014. Please see our Corporate Sustainability Report, p. 35 (Water Conservation) for more information.
EN10	Percentage and total volume of water recycled and reused	The company set a goal to reduce its environmental footprint by 25% by the end of 2020. Water use has declined 3% during the period from 2010 to 2014. Please see our Corporate Sustainability Report, p. 35 (Water Conservation) for more information.

EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Steelcase is committed to investing in and enhancing habitat protection. Refer to Habitats Protected or Restored (EN13) and Strategies, Current Actions, and Future Plans (EN14) for examples of those initiatives.
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	Steelcase's goal is to minimize potential environmental impacts of our products, services and operations. At this time, biodiversity is not a material issue to our business and operations. For more information about how we consider environmental impacts in the creation of our products, please see our Corporate Sustainability Report, pp. 29-31 (Innovative Products and Applications).
EN13	Habitats protected or restored	Steelcase is committed to investing in and enhancing habitat protection. Examples of these programs include: • Native species plantings and low-impact landscaping at the wood furniture manufacturing plant (LEED Silver Certified) • Creating a bioswale utilizing native plants at the WorkLab (LEED Platinum Certified) and Innovation Center (LEED Platinum Certified) in Grand Rapids, Michigan, USA • Low-impact native landscaping at the company WorkLab in Schiltigheim, France
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity	By conducting life cycle assessments, Steelcase works to understand the impacts of its key products throughout all stages of their complete life cycle. These insights inspire innovation and new approaches in the development of our products. See EN26 and our Corporate Sustainability Report, pp. 29-31 (Innovative Products and Applications) for more information.
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	Steelcase's approach to embedding sustainability into its business systems is holistic, research-based and measurable. Every step of the way – from design, manufacture, delivery and product life cycle – Steelcase considers the impact of its products and processes on human and environmental health. The company's product development process is based on three foundational platforms for sustainable design: materials chemistry, life cycle assessment and end of use. Please see our Corporate Sustainability Report, pp. 29-31 (Innovative Products and Applications) for more information.
EN16	Total direct and indirect greenhouse gas emissions by weight	Please see our Corporate Sustainability Report, pp. 32-33 (Energy Use and Efficiency and Renewable Energy) for more information.
EN17	Other relevant indirect greenhouse gas emissions by weight	Steelcase follows protocols and reported its GHG emissions through the Carbon Disclosure Project (CDP). The CDP approach uses World Resources Institute protocols.

EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	Corporate Sustainability Report, pp. 32-33 (Energy Use and Efficiency and Renewable Energy)
EN19	Emissions of ozone-depleting substances by weight	Nearly 20 years ago, Steelcase phased out all ozone depleting substances in the manufacture of its products.
EN20	NOx, SOx, and other significant air emissions by type and weight	These emissions are included in the measurements we track for Greenhouse Gas (GHG) emissions. Steelcase reports all measurements in CO2 equivalents. Please see our Corporate Sustainability Report, pp. 32-33 (Energy Use and Efficiency) for more information.
EN21	Total water discharge by quality and destination	Please see our Corporate Sustainability Report, p. 35 (Water Conservation) for more information.
EN22	Total weight of waste by type and disposal method	Steelcase tracks and reports according to the following categories: landfill, incineration, compost and recycle. For waste reduction initiatives, please see our Corporate Sustainability Report, p. 36 (Waste Reduction). For how we help our customers with end-of-use strategies, see our Corporate Sustainability Report, p. 12 (End of Use Strategies).
EN23	Total number and volume of significant spills	There were no significant spills during the reporting period.

TYPE	DISPOSAL METHOD	2014 TONS
Composting	Composted	99.48
Hazardous Waste	Hazardous Waste Disposal Facility	88.58
Incineration/ Cogeneration	Incinerated	4,392.70
Coal Ash	Landfilled	29.50
Enamel Cake Waste	Landfilled	120.32
Landfill Waste	Landfilled	3,678.61
Non-Steel Materials	Recycled	4,185.78

EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally	Lean manufacturing processes, powder coat finishing operations and improved steel utilization and recycling have contributed to the significant reduction of hazardous waste and the reduction of the amount of waste sent to landfills. The majority of hazardous waste is sent to local treatment facilities, exceptions being where legal standards require export. For waste reduction initiatives, please see our Corporate Sustainability Report, p. 36 (Waste Reduction). For how we help our customers with end-of-use strategies, please see our Corporate Sustainability Report, p. 12 (End of Use Strategies). TYPE: Hazardous Waste DISPOSAL METHOD: Hazardous Waste Disposal Facility 2014 TONS: 88.58
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff	None.
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	Steelcase's approach to embedding sustainability into its business systems is holistic, research-based and measurable. Every step of the way – from design, manufacture, delivery and product life cycle – Steelcase considers the impact of its products and processes on human and environmental health. The company's product development process is based on three foundational platforms for sustainable design: materials chemistry, life cycle assessment and end of use. For our operational initiatives and progress, please see our Corporate Sustainability Report, p. 29-31 (Innovative Products and Applications).

EN27	Percentage of products sold and their packaging materials that are reclaimed by category	Designing products for disassembly and recyclability is an embedded approach in Steelcase's product development process. It ensures that Steelcase products, packaging and components can be recycled or repurposed at the end of useful life. To explore our sustainability product design platforms, please see our Corporate Sustainability Report, p. 29-31 (Innovative Products and Applications). Steelcase offers a convenient way for businesses to responsibly dispose of furniture and equipment. With options ranging from refurbishing and resale, to donation or recycling, Steelcase has helped extend the useful life of thousands of furniture products and millions of tons of raw materials, dramatically reducing the amount of product waste dumped into landfills. For details on how we help our customers with end-of-use strategies, please see our Corporate Sustainability Report, p. 12 (End of Use Strategies). Steelcase has a comprehensive packaging strategy that focuses on a number of different tactics to reduce, reuse and recycle packaging. We begin by seeking to eliminate or minimize packaging wherever possible. We utilize tools such as blanket wrap and palletizing to minimize the amount required. Next, we look at the types of packaging that are used, seeking materials that contain recycled content and are recyclable. Where packaging is used, we partner with our independent local dealers to assist our customers in recycling packaging materials. Some materials such as blanket wraps are returned to us. Other materials are recycled in local markets. For packaging initiatives, please see our Corporate Sustainability Report, p. 34 (Transportation and Packaging). At present, Steelcase does not have a global system that can track the total percentage of products or packaging that have been reclaimed.
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	It is a Steelcase Inc. policy to work in full cooperation with the agencies that regulate our business to ensure that it is compliant with applicable laws and regulations. As part of this full cooperation, Steelcase is routinely inspected by various regulatory agencies, including the U.S. Environmental Protection Agency and agencies in other countries where we have operations. To support compliance efforts, Steelcase has dedicated internal compliance personnel who regularly conduct internal environmental reviews of operations as they relate to specific codes and regulations. Should internal reviews identify an item that is a compliance concern, it is Steelcase policy to voluntarily report that concern to the appropriate agency and then work cooperatively with that agency to resolve the matter. Occasionally, this voluntary proactive approach may actually trigger a notice of violation due to the way in which government regulations are structured. Public filings identify any situations that meet reporting thresholds required by the Securities and Exchange Commission. Recent filings with the SEC are available on the Investor Relations section of the Steelcase web site.

EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce	Please see our Corporate Sustainability Report, p. 34, 29-31 (Transportation and Packaging and Innovative Products and Applications). Scope 1 and 2 Greenhouse Gas (GHG) resulting from transportation of products and materials are included in the Carbon Disclosure Project (CDP) filing. We continue to work on expanding to include Scope 3 contract carrier product transportation impacts.
EN30	Total environmental protection expenditures and investments by type	Steelcase's business strategy is to systematically embed sustainable decision making and investments into all business systems. These investments are integrated into the operations of the company and therefore cannot be reported by line item.

Human Rights

HR1	Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening	Our core values are reflected in our Global Business Standards, which embody the fundamental principles that govern our ethical and legal obligations as we do business around the world. Steelcase agreements and contracts require adherence to all applicable laws. In keeping with our core values, Steelcase supports fundamental principles of human rights set forth in the United Nations Universal Declaration of Human Rights and related international covenants in every aspect of our business, each region of the world in which we operate, relationships with our employees, clients and suppliers, and communities where our employees live and work. In 2013, Steelcase globally launched the Steelcase Supplier Code of Conduct. In FY2015, we implemented 165 contracts with suppliers that require compliance to the Steelcase Supplier Code of Conduct. Please see our Corporate Sustainability Report, p. 16 (Suppliers) and our Supplier Resources page for details on human rights policies and practices in our supply chain.
HR2	Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and actions taken	In FY15, we continued implementing our supplier qualification process which included 518 supplier questionnaires, 29 onsite supplier assessments and 165 contracts requiring compliance with the Steelcase Supplier Code of Conduct. We also translated the documents into Spanish, French, and German to support better understanding by our supplier partners.
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	Globally, employees are required to take policy and compliance training regarding our Global Business Standards. As of 2014, eighty (87) percent of all employees globally have received this training, for a total of approximately 7980 employee hours in 2014. New employees receive this training as a part of the onboarding process.

HR4	Total number of incidents of discrimination and corrective actions undertaken	Per the Steelcase Global Business Standards, any reports of discrimination are investigated within 48 hours of the complaint. The Steelcase Integrity Line enables employees to make anonymous reports. As such, Steelcase does not disclose this information.
HR5	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights	See HR1. At Steelcase, acting with integrity is a key principle that has guided our individual and corporate business thinking, decisions and behavior for over 100 years. It is a legacy handed down from the founders of our company and remains the cornerstone of our business philosophy today. As outlined in our Global Business Standards and supplier relations document, Steelcase does not tolerate the use of child labor, forced labor or discriminatory practices within its operations or within the operations of affiliated partners. We comply with applicable laws and industry standards on working hours. We respect the right of individuals to form and join trade unions and to bargain collectively. Please see our Supplier Diversity page and our Corporate Sustainability Report, p. 23 (Diversity+ Inclusion) for more information.
HR6	Operations and significant suppliers identified as having significant risks for incidents of child labor and measures taken to contribute to the effective elimination of child labor	See HR5
HR7	Operations and significant suppliers identified as having significant risks for incidents of forced labor and measures taken to contribute to the effective elimination of all forms of forced or compulsory labor	See HR5
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations	One hundred (100) percent of our global security personnel are trained in Steelcase's human rights policies and procedures.
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken	There are no known incidents involving the rights of indigenous people.
HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments	To date, we have not been subject to any human rights reviews or conducted any impact assessments. See HR1.

HR11	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms	Steelcase provides a variety of mechanisms designed to aid employees in voicing concerns or receiving assistance with sensitive issues in the workplace. They can consult/connect with: • Leader, if appropriate • Designated Human Resources Business Partner • Global Business Standards (GBS) Integrity Line (see below) – confidential service that allows employees to ask questions, raise concerns or clarify issues Anonymity is crucial to the success of this process; therefore, we do not report on these issues.

Labor Practices & Decent Work

LA1	Total workforce by employment type, employment contract, and region, broken down by gender	The global total employee headcount as of August of 2015 is approximately 10,300. Gender percentages globally: • Male: 68% • Female: 32%
LA2	Total number and rate of new employee hires and employee turnover by age group, gender, and region	Total new hires worldwide: approx. 2300 Approximate attrition rates by region: • Americas: 17% • Asia Pacific: 26% • EMEA: 22% Approximate attrition by Gender: • Male: 21% • Female: 16% Approximate attrition by generation: • Silents: 28% • Boomers: 12% • Gen X: 15% • Gen Y: 33%
LA3	Benefits provided to full time employees that are not provided to temporary or part time employees, by significant locations of operations	Full-time employees working in Steelcase locations in the United States, Mexico and Latin America, Germany, France, Belgium and China have full benefit access to medical, prescription drugs, dental, vision, short- and long-term disability, employee basic and supplemental life insurance, spouse and child life insurance, employee accidental death & dismemberment (AD&D), spouse and child AD&D, flexible spending accounts for healthcare and dependent day care, education assistance, adoption assistance, employee assistance program, employee discounts and a 401(k) retirement plan. These benefits are also available to part-time employees in these locations, with the exception of China. Temporary employees in Germany and France also have access to these benefits, while the remaining locations have benefits based on the individual temp agency overseeing those employees

LA4	Percentage of employees covered by collective bargaining agreements	Americas: • Steelcase Manufacturing: 0.5% • PolyVision: 60% • Designtex: 32% France, Germany, and Spain: 100% Mexico: 80% union
LA5	Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements	Minimum notice periods are as follows: In the United States, France and Germany – 60 days. In Belgium, the minimum notice period for white-collar workers is 90 days for every starting period of five years of service. For blue-collar workers, notice is based on the amount of time with the company, starting with 42 days for those serving under five years and up to 196 days for those with the company 25 years or longer. In China and Malaysia, the minimum notice period is 60 days.
LA6	Percentage of total workforce represented in formal joint management-worker H&S committees that help monitor and advise on occupational H&S programs	Nearly 15 percent of our total workforce worldwide is represented in formal joint management-worker health, safety and wellness committees. These committees help monitor and advise on occupational health and safety programs.
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work related fatalities by region and by gender	Rates of occupational diseases and injuries by region are as follows: • Americas: 3.01 • Europe, Middle East & Africa: 3.20 • Asia Pacific: 0.44 Lost time days by region are as follows: • Americas: 0.49 • Europe, Middle East & Africa: 0.77 • Asia Pacific: 0.10 There were no work-related fatalities reported during the recording period. Steelcase does not track this information separately by gender.
LA8	Education, training counseling, prevention, and risk-control programs in place to assist workforce members, their families or community members regarding serious diseases	Each Steelcase employee in the United States has the ability and is encouraged to visit a dedicated website for information on disease prevention, counseling, education and training. In all other countries where Steelcase is located, employees have access to this information through government programs.
LA10	Average hours of training per year per employee by gender, and by employee category	Not Reported.

LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career ending	The Steelcase University offers a variety of training and development courses and programs on campus and online. It enables employees around the world to take them and track progress for their personal and professional development. We also provide a Career Development tutorial to guide employees through the process of identifying their career ambitions, strengths, and networks and develop action plans to achieve their goals. Additionally, the University also offers a retirement program to help employees think through their transition, financial planning and tools. U.S.-based employees have access to a phased retirement program. For those who exited the company due to position elimination and plant closings, we offer services from a professional outplacement company, including career counseling, tools and techniques for job searching and courses to update skill sets. Furthermore, we support the French requirement to provide learning for employability outside Steelcase. Please see our Corporate Sustainability Report, p. 26 (Training and Development) for more information.
LA12	Percentage of employees receiving regular performance and career development reviews, by gender	Steelcase believes that successful implementation of our corporate strategies requires alignment between our corporate goals and the performance goals of individual departments and employees. This shared and focused direction enables each of our individual and team efforts to truly impact our organizational success. Steelcase uses a process tool called MAPP – Measurable Annual Performance Plan. The MAPP is a one-year performance plan linked to our annual corporate goals. It addresses three key areas of performance management: • Goal alignment • Performance measurement • Ongoing feedback and coaching Employees at Steelcase are encouraged to establish a general career direction and a plan for their next Steelcase job or role. The company's career development process is one about self-discovery, direction setting and decision making. Hourly employees are evaluated using supervisor notes and the Steelcase Employee Performance System (SEPS) as the feedback tools for performance.

LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership and other indicators of diversity	Total average age of all employees: • Global: 42 • Americas: 42 • Asia: 35 • EMEA: 42 Total gender breakdown globally: • Male: 68% • Female: 32% Estimated U.S. minority breakdown: • Salaried: 11% • Hourly: 32% • All U.S.: 21%
LA14	Ratio of basic salary and remuneration of women to men by employee category, by significant location of operation	Steelcase routinely assesses discrepancies in compensation with the intent of meeting both legal requirements and corporate values regarding equal pay.
LA15	Return to work and retention rates after parental leave, by gender	We strive to help our employees achieve a work/life balance. Please see our Corporate Sustainability Report, p. 24 (Employee Wellbeing) for more information.

Product Responsibility

PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures	Steelcase conducts material assessments and life cycle assessments on key products to understand the impact of our products over their entire life cycles – material extraction and selection, production, transport, use and end of use or next life. We use that information to inform the development of new products. Information is published in Product Environmental Profiles for North America, and by request in the EMEA and Asia Pacific regions. Environmental Product Declarations are available by request for products that have gone through a life cycle assessment and third-party review process. For more information, please see our Corporate Sustainability Report, pp. 29-31 (Innovative Products and Applications).
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements	Not reported.

PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes	No significant incidents.
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	In the Americas and EMEA regions, we survey our customers regarding their satisfaction in a variety of areas from our products and our representatives capabilities to our performance as a company. In the Americas, our dealers assisted in our new Customer Experience Measurement (CEM) system, which allows our customers to provide feedback on how we're doing. This system enables clients to provide feedback on various aspects of products and services provided by Steelcase and our dealer network through an online survey. Results are shared with management and key employees both at Steelcase and within the dealer organizations. For 2013, customers provided an average overall satisfaction score of 8.5 out of 10 for Steelcase and dealers combined. Customers were about equally satisfied with Steelcase (8.7) and dealers (8.6) In our EMEA region, various customers throughout the region are surveyed for their satisfaction in a number of areas, such as our portfolio offerings, our representatives and the company's ability to offer workplace solutions. Solution Fulfillment Team reach out the EMEA dealer network on a yearly basis with a Voice Satisfaction Survey. In 2014, the results for those markets are as follows (3.0 = Meets Expectations, and 4.0 = Above Expectations): • United Kingdom: 3.7 • France: 4.1 • Rest of International: 3.8 • DACH (Germany, Austria and German speaking Switzerland): 3.8 Learning from these surveys not only helps us improve our performance but also allows us to better understand the needs of our customers as we want to ensure our dealers and customers are not just "served" but are truly satisfied.
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	Steelcase communications are prepared in consultation with environmental technical and regulatory specialists knowledgeable of the Federal Trade Commission, Environmental Protection Agency, and other global regulatory standards, accepted practices and requirements for such communications. Communications are submitted to the Steelcase legal department where they undergo an additional review to ensure technical accuracy and conformance with regulatory standards and guidelines.

PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	None.
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	None.
PR9	Monetary value of significant fines for noncompliance with laws and regulations concerning the provision and use of products and services	No significant incidents.

Society

SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs	Steelcase and the Steelcase Foundation (independent) utilize a process to assess the priority and value of gifts provided. The Steelcase Foundation offers funding for human services, health, education, community development and arts and education. The foundation provides assistance to a broad array of organizations. Please see our Corporate Sustainability Report, p. 20 (Social Investment) for more information.
SO2	Percentage and total number of business units analyzed for risks related to corruption	All business units are regularly analyzed by the Internal Audit Department.
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures	Globally, all salaried and hourly employees are required to take policy and compliance training regarding our Global Business Standards. We have updated the GBS course materials and plan to roll out training by the 4th quarter of FY2015. In addition, Foreign Corrupt Practices Act training is required for sales and other employees where applicable.

SO4	Actions taken in response to incidents of corruption	There were no significant incidents of corruption during the reporting period. Please see Code of Business Conduct for practices and policies on the issues of: • Compliance with Laws, Rules and Regulations (Including Insider Trading Laws) • Conflicts of Interest • Financial Reporting and Controls, Records Management and Communication • Protection and Proper Use of Company Assets • Confidential Information • Competition and Fair Dealing • Payments to Government Personnel • Corporate Opportunities • Reporting Illegal or Unethical Behavior • Waivers of the Code of Business Conduct • Compliance Procedures
SO5	Public policy positions and participation in public policy development and lobbying	Steelcase actively lobbies for public policy issues that impact Steelcase at local, state and federal levels in the United States.
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country	None. Steelcase Inc. does not make financial or in-kind contributions to support political parties.
SO7	Total number of legal actions for anticompetitive behavior, anti-trust, and monopoly practices and their outcomes	Annual report p. 10
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	Annual Report p. 10
SO9	Operations with significant potential or actual negative impacts on local communities	We deeply value the communities in which we work, live and serve, and continue to identify opportunities to improve the fitness of our business and strengthen our long-term competitiveness. Steelcase transferred a factory in France to a third party that will use the facility for its own products. We also began the process of closing one of our German plants, and we opened a new greenfield factory in the Czech Republic. . Please see our Corporate Sustainability Report, p. 20 (Social Investment) for ways we are working to positively impact our communities.

S10	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities	See SO9. Please see our Corporate Sustainability Report, p. 20 (Social Investment).

Other KPIs

O1	Percentage of ethnic minorities in the US staff	18% ethnic minorities
O2	Total Recordable Injury Frequency Rate	Total Recordable Frequencies: • Americas: 3.01 • Europe, Middle East & Africa: 3.20 • Asia Pacific: 0.44
O3	Lost-time injury frequency rate (LTIFR)	Lost time rates by region are as follows: • Americas: 0.49 • Europe, Middle East & Africa: 0.77 • Asia Pacific: 0.10
O4	Number of fatal accidents	There have been no fatalties in the reporting period.
O5	Employee satisfaction rating	Steelcase conducted an employee survey with its global workforce in March 2012. Over 7,000 employees participated, representing approximately 72% of our global employees. Based on the insights from this survey, Steelcase formed a group to focus on evolving our culture. An extended global team of employees representing various departments participated in workshops designed to tap into what was working in our existing culture, and where we had opportunities to improve. Prototypes were created to enable employees to experiment with new behaviors. The group is engaged in similar activities with leaders across the organization who are interested in transforming their teams. In addition to these grassroots efforts, the group is working to identify opportunities and make necessary changes at the organizational level.
O6	Total giving	Steelcase Inc: $1.3M Steelcase Foundation: $3.2M Please see our Corporate Sustainability Report, p. 20 (Social Investments)

O7	Global amount of donated hours of volunteer service	In FY2015, Steelcase employees reported 12,810 hours of volunteer service – a 75% increase from the prior year.
O8	List of countries taking part in volunteer service	• Belgium • Brazil • Canada • France • Germany (Durlangen, Rosenheim) • Hong Kong • Latin America & Caribbean • Malaysia (Kuala Lumpur) • Mexico (Monterrey. Tijuana, Reynosa and Mexico City) • Romania (Cluj) • Singapore • Spain • United Kingdom (London) • United States