

U.N. Global Compact
Communication On Progress
Steelcase 2017

19 May 2017

Steelcase Inc.

UN Global Compact – Communication on Progress

Letter of Continued Support from Steelcase's Chief Executive Officer

Steelcase is the global leader in creating great experiences for the world's leading organizations. We offer a comprehensive portfolio of architecture, furniture and technology products and services designed to unlock human promise. We actively work to create and support the social, economic and environmental conditions that help people and communities thrive.

Steelcase has been a United Nations (UN) Global Compact participant since 2009. We are committed to making the Global Compact and its principles part of our strategy, culture and day-to-day operations. We continue to engage in collaborative projects to advance corporate responsibility worldwide.

Steelcase's annual Corporate Sustainability Report provides detailed information about our strategy and performance. It describes our company's efforts to implement the ten principles and covers the UN Global Compact Communication on Progress requirements. We are fully committed to sharing this information with our stakeholders.



James P. Keane
President and Chief Executive Officer
Steelcase Inc.

Promise + Progress

2016 CORPORATE SUSTAINABILITY REPORT

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.

2016 STEELCASE CORPORATE SUSTAINABILITY REPORT

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We've been in business for over 100 years. A few years ago, we made a fundamental shift in the way we run Steelcase. We realized to be resilient, to last another 100 years, we needed to distribute decision making more broadly.

For us, leadership is about creating an organization, context and culture that rewards people for making decisions and taking risks. These elements are critical to sustainability and clearing the path for innovation.

One may think if not pushed from the top, sustainability initiatives could lose momentum. I'm delighted we found the opposite is true, even with some of the biggest decisions we've faced.

Here are few highlights of those initiatives:

- Strengthened our 100% renewable energy portfolio by executing a 12-year virtual power purchase agreement (VPPA) for 25 megawatts of wind power from Southern Company subsidiary Southern Power's Grant Plains Wind Facility
- Expanded our end-of-use services—helping customers with their own sustainability goals and diverting millions of tons of furniture from the landfill
- Doubled volunteering to over 38,000 hours of people making a difference in their communities
- Drove down our VOCs, water and waste, making progress on our ambitious 2020 goals while concurrently expanding global production

In all instances, senior leaders were available to coach, encourage, nurture and defend the ideas. And the ideas were certainly part of delivering on Steelcase's strategy—but they weren't top-down initiatives.

Employees around the company are continuing to advance and prepare ourselves for the future. We're pushing ourselves to think differently through the lens of creating a more circular economy. Looking beyond operations to new ways to transform our business models will drive growth and deliver more value to our stakeholders.

Our purpose is to unlock human promise. What we learned over the years is our sustainability progress accelerates when we take these words to heart. I'm proud of what we accomplished and, in particular, of the employees who showed us what is really possible.

When the ideas come from everywhere and everyone sees it as their job, we unleash the true potential of sustainable business innovation.

Thanks for taking a look at our 2016 Corporate Sustainability Report.



Jim Keane
President+ CEO

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.

OUR CORPORATE VALUES

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, Munich 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:

- 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.

We've been on a quest to understand sustainability and what it means to our stakeholders, now and in the future.

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 the potential of sustainability through the eyes of 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 and opportunities—as broad as circular economy and as critical as advanced materials.
- 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.

ACTING ON SUSTAINABILITY

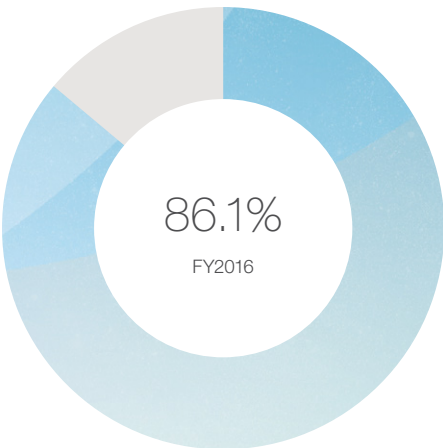
We're tackling the global challenges of sustainability to achieve our vision of strong economic, social and environmental systems—through the products we create, the way we operate, and the investments we make.

- 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.
- Working to ensure 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 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.

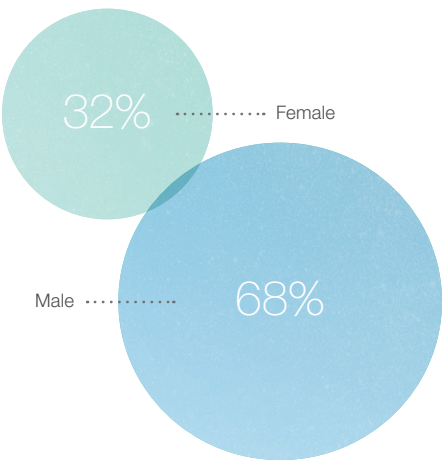
Targets + Performance

Across our global footprint, we're measuring our progress against our sustainability goals. We strive to enhance our reporting and refine our metrics, using our progress to inspire change and drive our performance.

EMPLOYEE RETENTION



GENDER DISTRIBUTION



VOLUNTEER HOURS

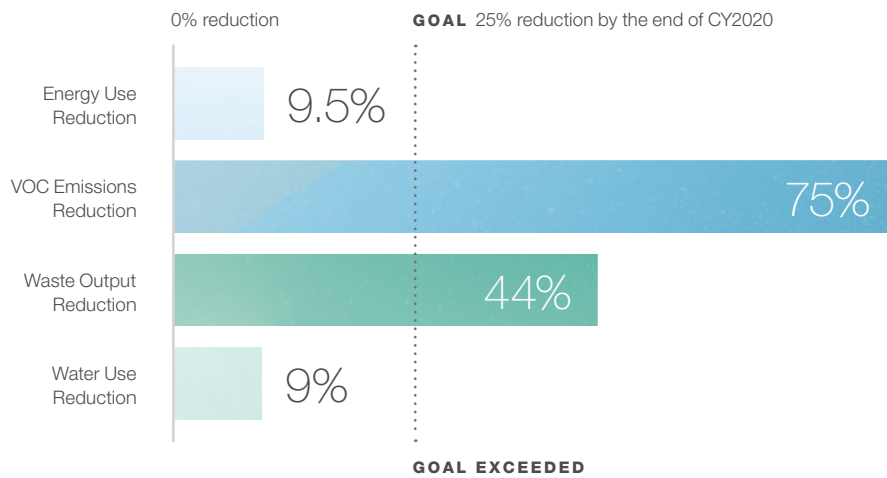


Volunteering at West Michigan Center for Arts and Technology (WMCAT)

PROGRESS TOWARDS ENVIRONMENTAL GOALS

Since 2010

RENEWABLE ENERGY



STOCK PERFORMANCE (\$ DOLLARS)

MONETARY + IN-KIND DONATIONS

FY2016

\$4.2 Million

Steelcase Foundation

\$1.7 Million

Steelcase Inc.

GROSS MARGIN

FY2016

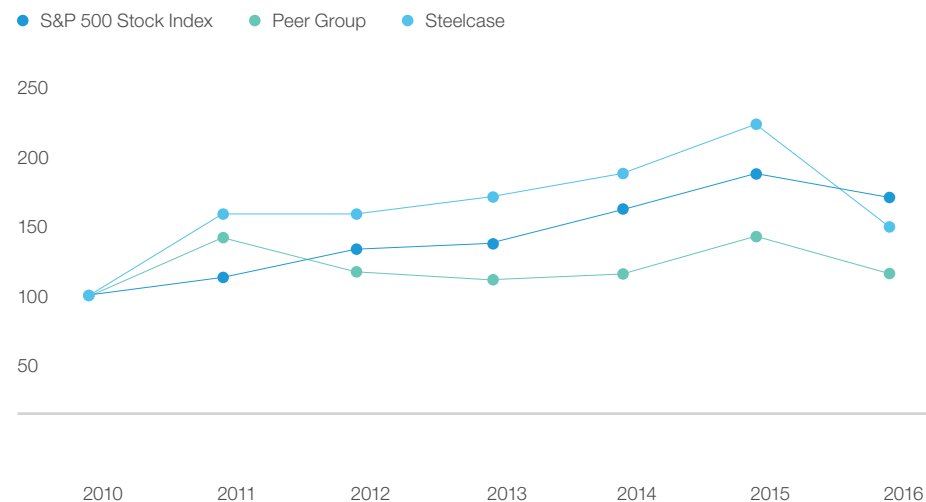
\$3.1 Billion

31.7% margin

NET INCOME

FY2016

\$170.3 Million



Customers

The more we know, the more we expect. That's true of our company, and it's equally true of our customers.

With access to more information than ever, knowledge around opportunities and issues keeps expanding—and the criteria do, too. Our customers rely on us to provide solutions backed by innovation and research, helping them to achieve their business goals. More often than not, those goals include sustainability initiatives that are integral to their organization's brand equity, growth and success.





CUSTOMERS

End-of-Use Strategies



Performance.

It's a word we hear often from customers focused on a workplace strategy that includes end-of-use options. They realize any formula for product performance must acknowledge the importance of responsible alternatives to landfills.

FEATURED IMAGES

From manufacturing through end-of-use options, we help our customers meet their sustainability goals. Eco'Services assisted a multinational catering company in France as they relocated their operations, recycling over 40% of their furniture assets.





30,600 m³

This year, Eco'Services alone handled 30,600 cubic meters of materials—including 8,300 work stations—which equates to enough furniture to completely fill eight Olympic-sized swimming pools.



Over one-third of Steelcase clients now specifically request end-of-use services to help them remain good stewards of resources.

That means acting purposefully to divert used materials for charitable reuse, resale and recycling. So it's not surprising that our customers are interested in our options for rerouting tons of waste from landfills, and directing it toward solutions that benefit them, the environment and next-generation furniture users.

A Suite of Services

In addition to our existing programs and services, we're developing strategies to support our customers' asset redeployment needs as we explore and innovate toward a circular economy.

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 like furniture 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 redeployment 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 affordable prices and is one more way we help give valuable assets new life.

\$2.3 Million

In 2015, Performance Management executed more than 1,300 requests for decommissioning furniture, helping organizations save more than \$2.3 million through reuse of existing furniture assets.

Additionally, 6.4 million pounds of furniture was diverted from landfills through recycling, charitable reuse and resale activities.



Sustainable Procurement Strategies

We understand that when customers purchase our solutions, they're expecting our help in meeting their sustainability goals. 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 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—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® AND WELL BUILDING STANDARD™ CONTRIBUTIONS

We help customers leverage our products in the certification of their buildings. When seeking LEED certification, Steelcase products contribute through:

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

Similarly, the WELL Building Standard has been a growing influencer in the new and existing building market. Its focus on factors around the wellbeing of people aligns strongly with Steelcase's purpose and principles. Our furniture and workspace design insights can contribute in the WELL concepts of:

- Air
- Light
- Fitness
- Comfort
- Mind

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

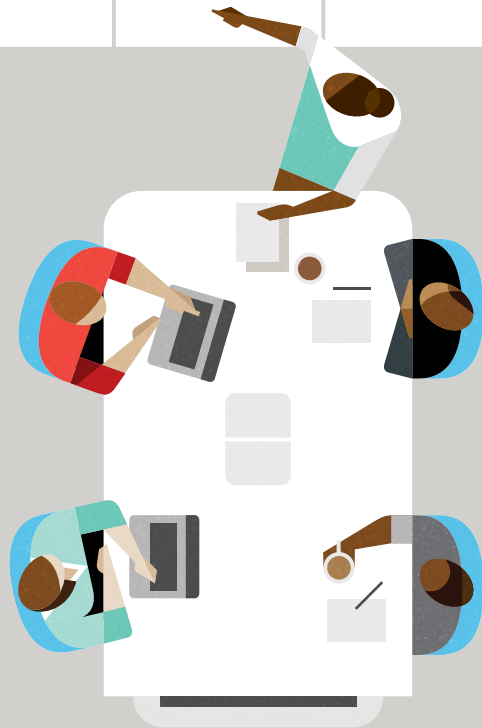
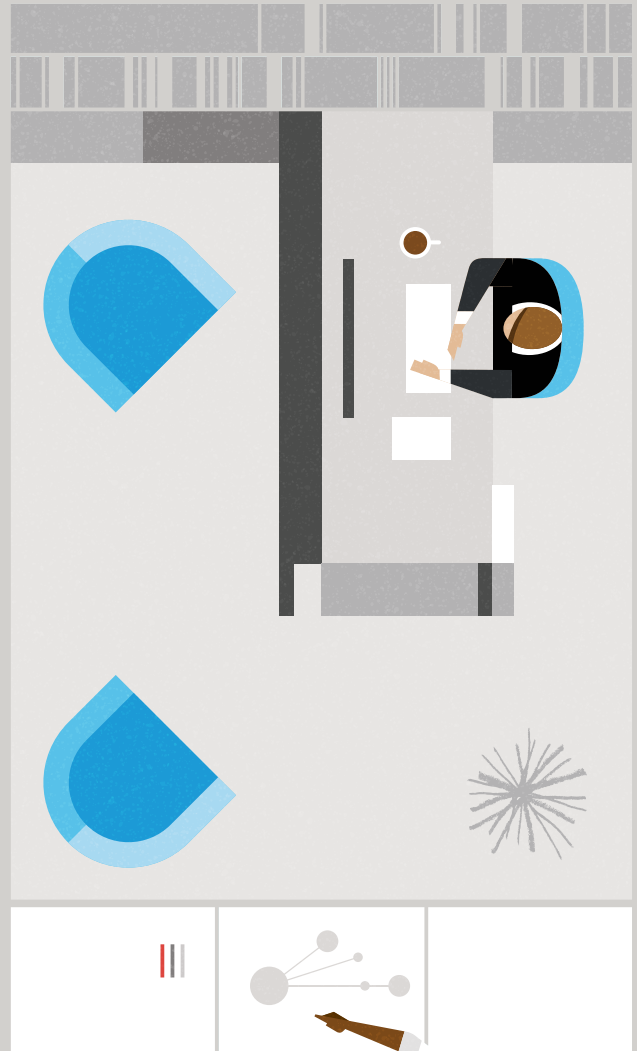
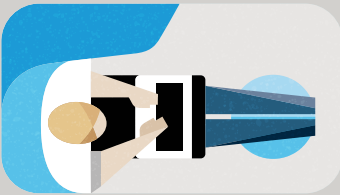
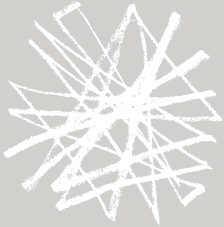
While we're proud to have earned the endorsement of the world's leading product certifications, that's not our primary intent. We aim to set high level performance criteria to deliver the highest value and performance through sustainable design. To meet these high standards, we partner with respected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

271

In 2015, Steelcase generated 271 environmental metrics reports for over 130 clients across 18 industries.

225+

Product Environmental Profiles available. Specific product environmental profile information can be found on our website in the Resource Center, and by request.



CUSTOMERS

People + Purpose

It wasn't that long ago that a business was defined simply as where workers congregated to perform a service or create a product to turn a profit.

As longtime students of the workplace, Steelcase is deeply invested in understanding how businesses can be successful and attuned to their employees' needs. For more than a century, we've been helping companies create workplaces that connect people to productive and satisfying work that supports their wellbeing. In the process, we've brought our insights to product and applications design, sharing them with customers, designers and others who are interested in knowing more about what we do, why we do it and how our work might benefit them.

Thanks to these insights, we're helping customers create spaces designed to accomplish their strategic 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. They can help customers unlock the full potential of their employees and create a more engaged workforce.

Steelcase Global Workplace Report

Just 13. That's the percent of workers worldwide that consider themselves highly engaged. Findings like this—drawn from a report on the global work experience commissioned by Steelcase—are re-defining what we know and how we're using fresh insights to explore satisfaction in work environments all over the world.

The workplace report reflects not only our drive to understand how to create more effective workplaces, but also our desire to improve the work lives of people who spend time in work environments.

The study, performed in conjunction with the global research firm Ipsos, considered responses from 12,480 workers in 17 countries. It provides never-before acquired data revealing that high workplace satisfaction correlates directly with high

Findings like this are re-defining what we know and how we're using fresh data to explore satisfaction in work environments all over the world.

employee engagement, validating that the physical workplace is a strategic asset to improve engagement.

The report also offers a detailed analysis of the key differentiators between engaged and disengaged employees, and provides strategies to help organizations create more resilient and engaged employees.

Among the discoveries:

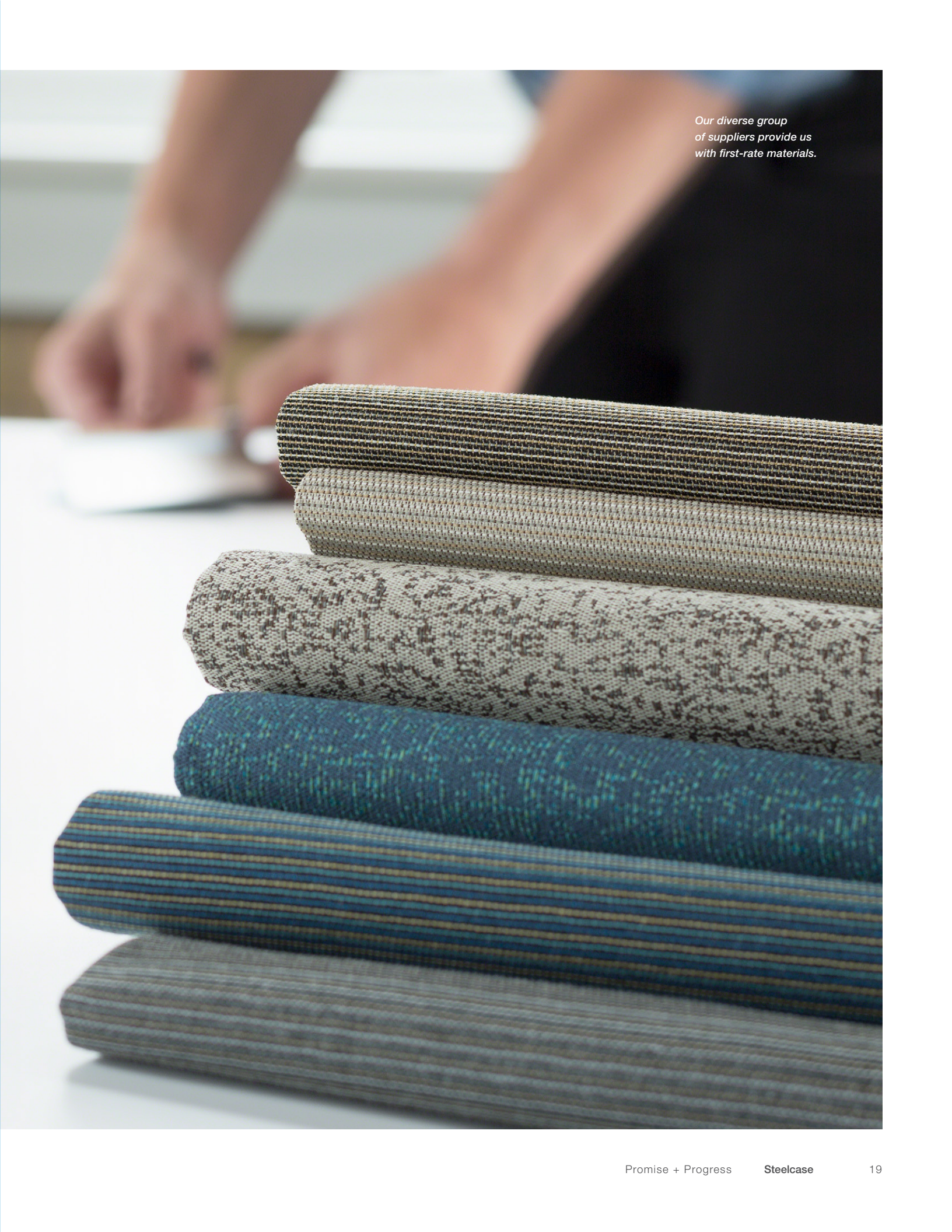
- **Employee engagement positively correlates with workplace satisfaction.** When workers enjoy their environment, they're likely to engage in more productive ways.
- **Engaged employees tend to have more control over their experiences at work.** This includes access to privacy when they need it, which helps increase empowerment. That translates to the ability to more easily concentrate, and work individually or with teams without disruption.
- **Fixed technology is still king.** Despite the high global adoption of mobile devices for personal use, the vast majority of study participants said their organizations provide twice as much fixed technology versus mobile options.
- **Traditional work styles persist.** Across the globe, the most common workplace design features a combination of open spaces and private offices, but more than three-quarters of global employees say they work in either individual or shared private offices.

These discoveries, combined with decades of Steelcase workplace research, offer organizations specific actions they can take to create a workplace that helps boost employee engagement and drive business performance.



Partners

Creating lasting change takes a committed team. In today's world, where resilience and success are closely tied to strong partnerships and networks, we're fortunate to work with some of the best in the business.



*Our diverse group
of suppliers provide us
with first-rate materials.*



2x

Steelcase nearly doubled the number of its diverse suppliers between FY15 and FY16.



PARTNERS

Suppliers

Our suppliers help ensure that we provide inspiring and innovative solutions for our customers by delivering superior materials, technology, expertise and more. We depend on them to adhere to the highest standards for quality, safety and sustainability.

Together, Steelcase and our supplier partners strive to meet and exceed global standards, improve efficiencies and effectiveness and intelligently manage resources and costs. Together, we share knowledge and insights, discuss opportunities and initiatives. We remain inspired by the collective actions of our partners who contribute to their local communities.

The bedrock of our relationships with suppliers is the Supplier Code of Conduct. Available in five languages and implemented globally, suppliers are asked to commit to Steelcase's social responsibility standards, establishing a universal set of expectations wherever we do business. The Code of Conduct is addressed in three phases: a supplier questionnaire, select site visits from Steelcase, and a written contract.

A Global Gathering

This past spring, more than 450 representatives from 20 countries met at Steelcase's Global Supplier Conference, the largest gathering of Steelcase suppliers and procurement specialists in the company's history. The agenda? Cultivating a mindset of partnership, looking ahead at future opportunities to stay relevant and emphasizing our shared goal of doing things better—together. Over the course of two days, participants covered a variety of topics including risk, culture and strategy.

Supplier Diversity

Resiliency and success can only happen when we cultivate a diversity of perspectives, experiences and ideas. For over 25 years, Steelcase's Supplier Diversity Program has been committed to investing in minority-, women- and veteran-owned businesses in the United States by integrating them into our procurement processes. We place emphasis on infrastructure and spend reporting, communication, networking, supplier development and mentoring.

Our corporate goal is to increase annual expenditures with diverse businesses, and we expect our Tier 1 suppliers to do the same. In the last year, we've nearly doubled the number of diverse suppliers we partner with. And we're proud to be a member of the National Minority Supplier Development Council, which represents some 12,000 certified Minority Business Enterprises.

Resilience
and excellence
can only happen
when we cultivate
a diversity of
perspectives,
experiences
and ideas.

25 Years

Through our Supplier Diversity Program we have invested in minority-, women- and veteran-owned businesses for over 25 years.

PARTNERS

Dealers

More than 750 Steelcase dealers around the world deliver our global research and innovative product solutions to local customers.

These partners are experts in the Power of Place, ready to tackle the toughest workplace challenges.

Together, we share leading insights and support the creation of smart spaces that inspire and engage employees in today's evolving world.

Our dealers offer a diverse menu of services, including consultation, regional asset management, workplace installation, skilled labor and design services, integrated technology, audiovisual solutions, floor coverings, moving services and more to support varied workplace needs.

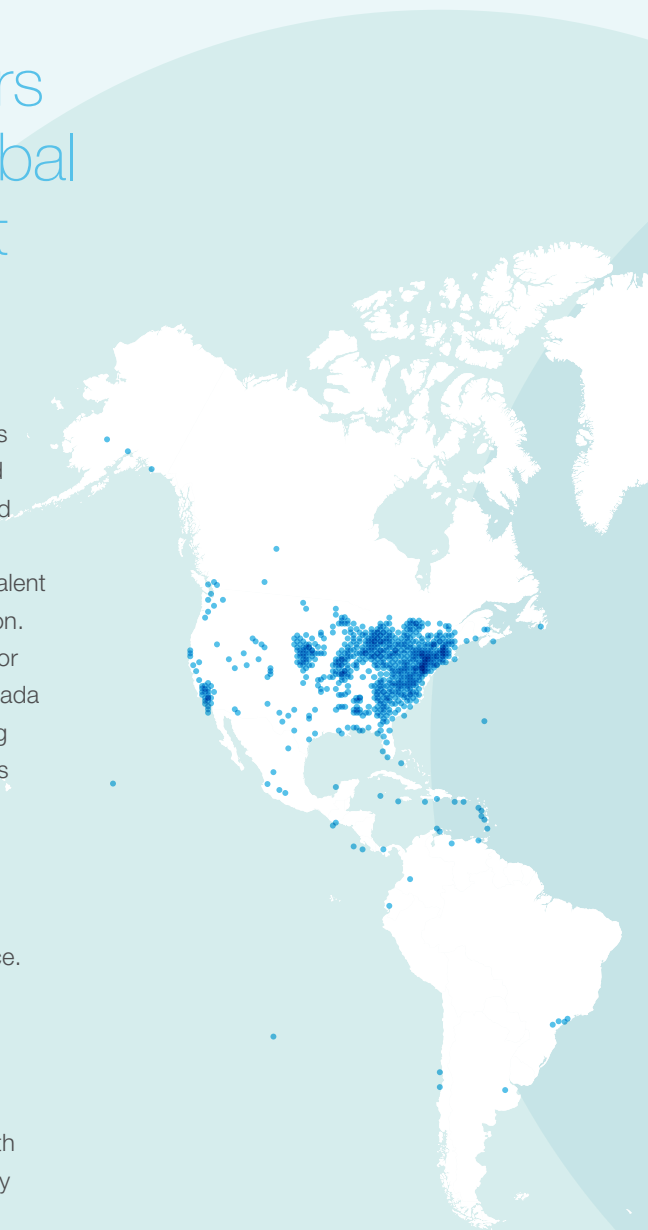
Most dealerships are independent businesses, owned and operated by people deeply committed to the communities they serve. Our role is to be a close partner, providing guidance on leading workplace research, a breadth of quality products, attractive incentives and more. Dealers are also connected to the knowledge and support of other Steelcase dealers network wide.

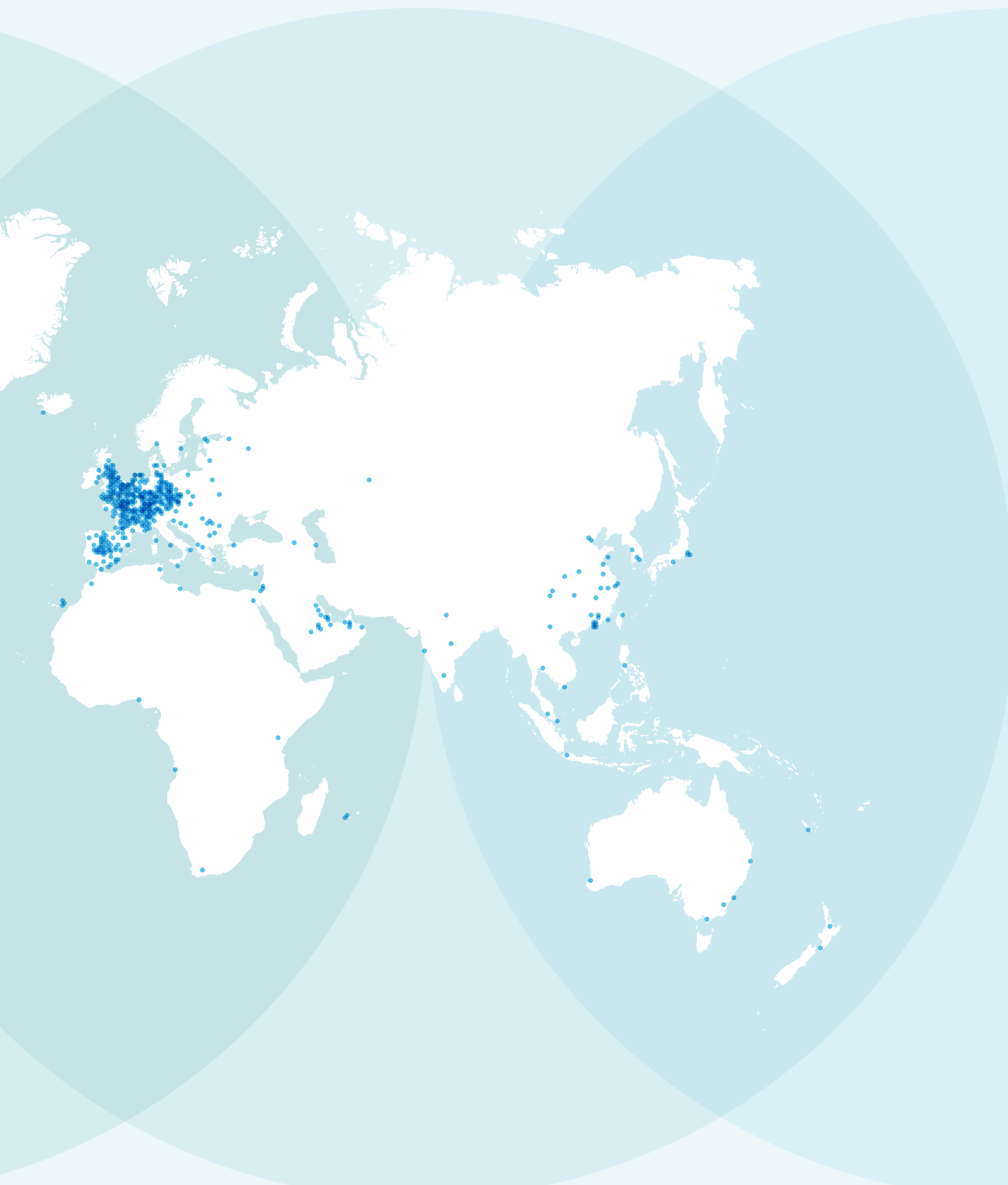
To help dealers tackle pressing issues and take leadership positions aligned with our corporate vision, a dedicated Steelcase team works closely with dealers on challenges ranging from talent management to diversity and inclusion. We continue our long-term support for dealers in the United States and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

Platinum + Premier Partners

All of our dealer partners meet high standards for quality and performance. But that doesn't mean that we stop striving to meet even higher goals.

Some dealerships stand out as extraordinary partners—engaging with Steelcase, customers and community to deliver exceptional value to the people and places they touch. They continuously strive to find new ways to grow and differentiate themselves. They raise the bar on creating great customer experiences and seek to build a unique competitive advantage. These dealerships are recognized as Steelcase Platinum and Premier Partners.





**DEALER
DIVERSITY IN THE
UNITED STATES**

11

Minority-owned
dealerships

32

Women-owned
dealerships

2

Veteran-owned
dealerships

6

HUBZone
dealerships

Communities

At Steelcase, we're passionate about serving people. We realize, in addition to our customers, our employees and our partners, we can have a powerful, positive impact on the many communities we call home throughout the world.

Our efforts are grounded in our culture: the belief that every human being has incredible promise, and deserves opportunities to be and do their best.

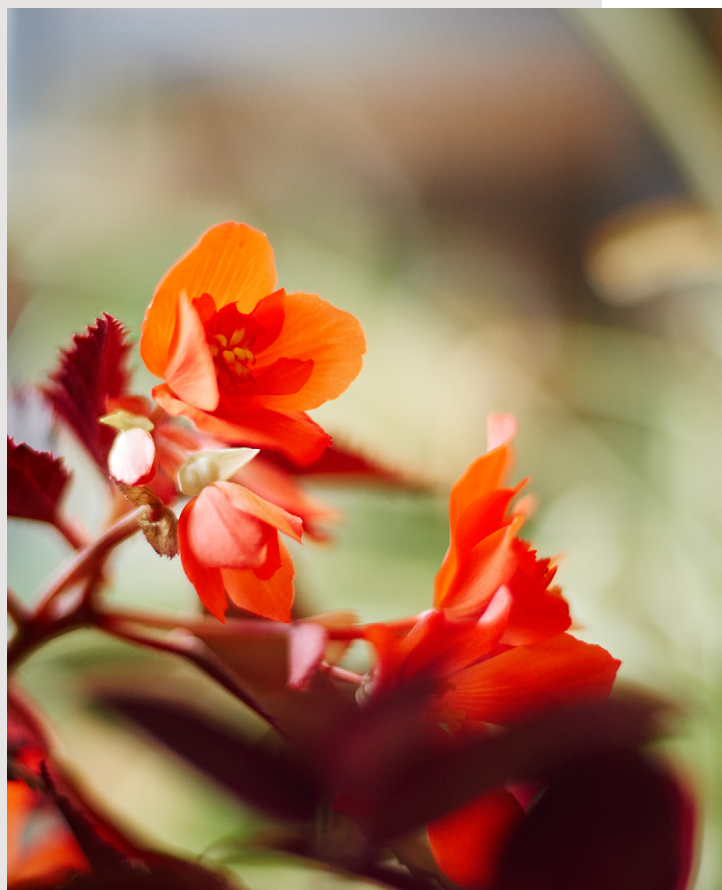


COMMUNITIES

Social Investment



When you're in the people business, you seek ways to reach deep and wide to create conditions that help people succeed.



LEFT

Ceramics studio at West Michigan Center for Arts and Technology (WMCAT), a program for engaging teens with arts and technology

RIGHT

Detail of plants in the WMCAT ceramics studio



LEFT

*Music corner at HQ,
a drop-in center for homeless
and runaway teens*

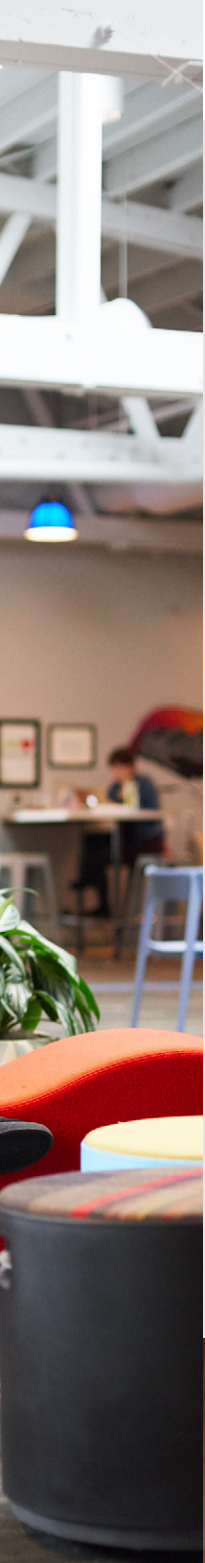
TOP

Library at HQ

RIGHT

Laundry facilities at HQ





For our customers, this means turning insights into innovations that unlock the promise of people at work. For our communities, it means donating our time, talent and resources to help create environments where people can thrive.

As we see it, our legacy is as much about creating good as it is about creating goods. It's a belief that has proven resilient, guiding our company throughout the 100+ years we've been in business.

One of our strong channels for investing in communities is the Steelcase Foundation, which focuses on the areas of human service, health, education, community development, the arts and the environment, giving particular concern to people who are disadvantaged, disabled, young and elderly as they endeavor to improve the quality of their lives.

Funds to create more accessible public education have increased from 35 to 53 percent of the Foundation's annual grant disbursement alongside significant investments in health and human services, economic development and the arts.

BRIDGING THE GAP

Jamie Rykse seemed destined for a life of pain and heartache. She was homeless at 14, twice served time behind bars, and fought an incessant addiction to cocaine.

Today, Jamie directs "Bridging the Gap," a program in Grand Rapids, Michigan's Heartside district that has helped dozens of at-risk men and women earn their GEDs and launch new lives. For free.

With help from a Steelcase Foundation grant, she's transformed a fledgling program into a stronghold for literacy and education, and serves as an inspiration for people who are struggling through poverty, homelessness and lack of education.

Steelcase is proud to support programs like Bridging the Gap and people like Jamie. Her vision and empathy are evidence that an opportunity to learn can change lives and influence futures.





LEFT, TOP + RIGHT
Screen printing at WMCAT

BOTTOM
Ceramics studio at WMCAT

As a global company we have rich capabilities to create real change.



\$5.9 Million

Total giving in 2015

SHARING OUR RESOURCES

Steelcase Inc. gave more than \$1.7 million to worthy organizations and non-profits during 2015, funding projects and initiatives related to arts and culture, diversity and inclusion, economic development, and the environment.

In 2015, the Steelcase Foundation approved grants totaling more than \$1.6 million for education, nearly \$1.52 million for human services, \$362,400 for arts and culture and \$70,000 toward health services. In all, the Foundation granted \$3,736,323 to 47 separate organizations, and another \$517,455 in matching funds.

During the past year, the Foundation provided grants to a variety of new and ongoing initiatives including:

- Providing physical, emotional and informational support to women during the birthing process through a community-based doula program.
- Nurturing a literacy-rich environment for toddlers via a collaboration with libraries.
- Engaging urban teens with hands-on learning opportunities at the West Michigan Center for Arts and Technology (WMCAT) where they can explore art, photography, fashion, video game design and more.
- Establishing a one-of-a-kind downtown drop-in center for homeless and runaway teens (HQ).
- Building a culture of college readiness among high schoolers and children in elementary grades through an ambitious “Challenge Scholars” program that already is showing signs of being a life-changer for kids who otherwise might have dropped out of school.

Whether we’re investing directly or through the Steelcase Foundation, we’re deliberately choosing to apply our time, talents and resources to create conditions that empower people. We’re big believers in the principle that stronger communities and a better world happen one person at a time, and we know that as a global company we have rich capabilities to create real change.

TOP
HQ drop-in center

BOTTOM
Screen printing at WMCAT



50 Years

Steelcase has partnered with the United Way for more than 50 years to support and invest in local communities.



COMMUNITIES | SOCIAL INVESTMENT

COMMUNITIES

Employee Impacts

As a company, we're more than 10,000 strong. But our impact is exponential whenever and wherever we can work with others to advance hope and promise. Whether it's through endeavors focused on holistic health and wellbeing, education, the arts, diversity or genuine inclusion, our intent is always to create meaningful impact.

In China, our employees work to create libraries in schools where there are none. In Hong Kong, we have a pilot program to benefit single mothers in need. In India, we sponsor blood drives. Elsewhere around the globe, we've provided furniture to an orphanage, painted the dormitory of a school for children with special needs, and partnered with others to quell the advance of cancer and other debilitating diseases. These are just a few of the many ways employees have engaged their passion to make a local difference, globally.

Despite successes, we know there's always more to do and more to achieve. So we keep working to put people first and stopping to remind ourselves that true impact grows by helping others advance and succeed.

Making a Difference, Indeed

In 2015, Steelcase employees globally volunteered 38,913 hours. Our Friends InDeed program encourages employees to volunteer during the workweek for local charities. Collectively, and as individuals, we continue to reach out and support economic development efforts that create and retain jobs, as well as nonprofit organizations focused on issues such as urban education, diversity, the arts and the environment.

38,913

Total volunteer
hours in 2015

220%

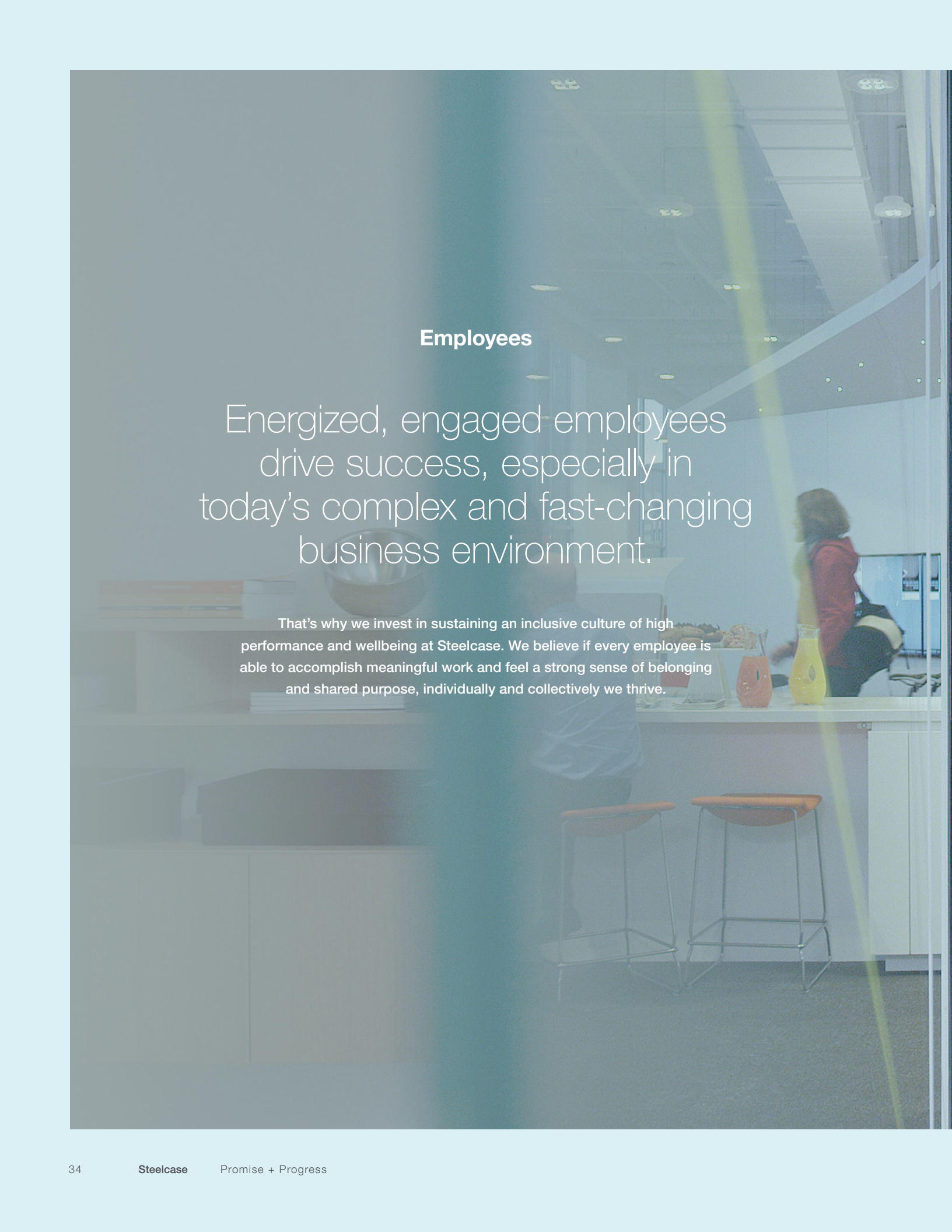
Increase from 2014

OUR LITTLE BROTHERS AND SISTERS

In 2013, Steelcase pitched in through its Social Responsibility Committee in Monterrey, Mexico, to assist the longtime effort, known locally as "Nuestro Pequeños Hermanos," or NPH, which translates to "Our Little Brothers and Sisters." The program today serves some 700 youths.

In just a few years, Steelcase employees in Monterrey have come together to update the organization's kitchen, refurbish a crumbling bathroom, transform offices with Steelcase furniture and serve in a variety of other empowering ways.

According to Cecilia Ruiz, a former missionary who joined Steelcase in 2010 and directs our collaborative efforts there, "We have a great team that's made this all possible, people who expect nothing in return in exchange for what they're doing. We're giving back with service, and to people who never had the opportunities the rest of us have. How awesome is that?"



Employees

Energized, engaged employees
drive success, especially in
today's complex and fast-changing
business environment.

That's why we invest in sustaining an inclusive culture of high performance and wellbeing at Steelcase. We believe if every employee is able to accomplish meaningful work and feel a strong sense of belonging and shared purpose, individually and collectively we thrive.



Diversity + Inclusion

Being resilient and successful in today's environment of change requires an array of inputs, insights and ideas.

By weaving together the varying threads of perspective and experience, we strengthen the social fabric that set our employees and our company up for success.

The evidence isn't just anecdotal: studies indicate companies that embrace diversity are more likely to outperform their less diverse counterparts. To truly harness the power of diversity and ensure an equitable working environment for all, we're taking an intentional, strategic approach to cultural transformation and employee engagement.

Cultivating a culture that embraces and is strengthened by diversity creates an environment where employees are encouraged to bring their whole selves to the workplace. By fostering diversity, we ensure that we're equipped to tackle the biggest challenges and opportunities facing organizations—both today and in the future.

But diversity is just a part of the equation. Where diversity encourages representation, inclusion ensures individuals feel empowered and involved. A culture that is both diverse and inclusive means that diversity is not only expected, but embraced and celebrated as well.

This year, we've continued to sharpen our focus on diversity, hosting conversations with employees to truly understand what it's like to work at Steelcase. Thanks to these thoughtful discussions, we're encouraging questions and dialogue to build greater understanding and more meaningful relationships. And we're focusing on building awareness, being thoughtful of local and global diversity needs, and developing consciousness around individual and systemic biases.

We're also looking outside our organization to ensure we're surrounding ourselves with the best ideas out there. In addition to promoting diversity among our dealer and supplier partners, we're diversifying our networks, looking in new places to find partners, develop relationships and recruit talent.

Guided by our goals and values, we're continuing to move forward with the commitment of our leaders, the strength of our networks and, most importantly, the attitudes and actions of our employees.

100

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 again in all categories, including equal employment opportunities, equivalency in spousal and partner benefits, competency training, public engagement and responsible citizenship.

50+

Focus Groups

This year, we engaged hundreds of employees in a group dialogue about equity, diversity and inclusion in multiple global locations.

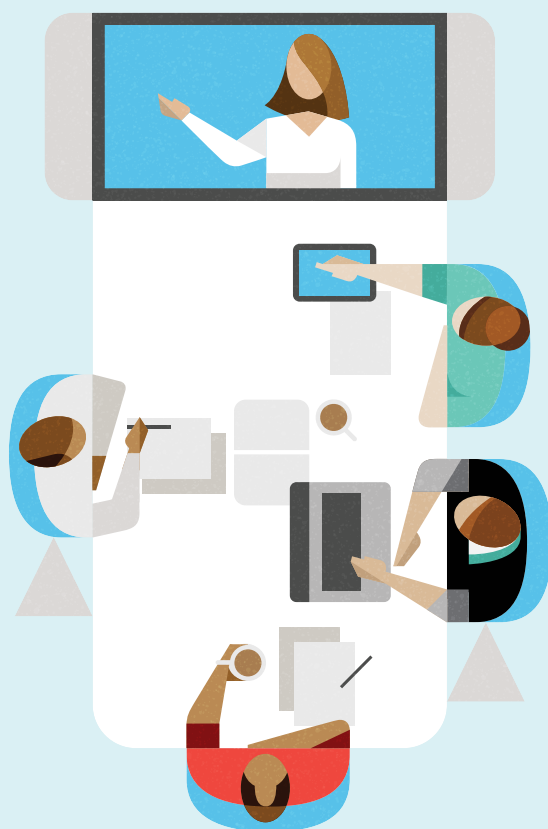


Companies that embrace diversity are more likely to outperform their less diverse counterparts.



FEATURED IMAGES

Since our company's founding, we've placed a great emphasis on thinking and acting with integrity. Diversity and inclusion are time-honored values at Steelcase.



Employee Wellbeing

Wellbeing is determined by much more than the results of a physical exam or biometric screening. It comprises physical, cognitive and emotional factors that are often interrelated, and sustaining wellbeing over time requires a supportive physical and social environment.

When You Feel Well, You Work Well

Wellbeing at work depends on a host of physical, cognitive and emotional factors. For businesses, it's a bottom-line issue: when employees' wellbeing needs are met, they can perform at their peak.

Steelcase research into workplace wellbeing confirms the importance of an ecosystem of diverse spaces that allow employees to choose settings that meet their needs, which vary throughout the day.

The Wellbeing Hub in our Global Business Center in Grand Rapids, Michigan, recognizes the importance of interludes of healthy rejuvenation and respite during the workday, as well as access to onsite health services. It's a welcoming space, with settings for exercise or yoga, screening rooms, an onsite nurse and classes dedicated to weight management, financial literacy, family planning and more.

Prescription for Wellbeing: Less Stress, More Fun

You might be greeted in the morning by pancakes topped with mango, nectarine and banana bits.

Or find on your desk a framed placard announcing, "Some of the most wonderful people are the ones that don't fit into boxes ... be authentic!"

Or receive a thank-you card from nearby schoolkids for the 160 books you helped provide on "World Book Day."

Welcome to the Steelcase Global Business Center in Cluj, Romania, where the prescription for success relies not only on attention to work, but also on healthy doses of positivity aimed at increasing wellbeing.

Thanks to a committee of nearly two dozen employees, Steelcase employees in Cluj can expect an activity nearly every week that challenges the conventional definition of a workplace.

Employees have opportunities to join a learning club, borrow from the Steelcase library, weigh in on an "All Ideas Matter" posting board, load up on popcorn for a movie night, or sign up for friendly competitions focused on everything from photography to treasure hunts to board games to paper-plane throwing contests.

And nobody's birthday goes unnoticed, either.

It's all part of a plan to create and sustain a supportive social environment at work. What's more, it's all employee-led—a simple but deliberate effort to enhance workplace wellbeing by providing opportunities for socializing, relaxation and fun.

\$100

In the United States, all regular full- and part-time employees have a \$100 wellness reimbursement account to encourage healthy habits, whether it's buying an activity tracker, joining a gym or trying out Tae Kwon Do.

More Time Together

Employees in North America who are expecting children, whether by birth, adoption, or surrogacy, can also expect a little extra from Steelcase. In addition to standard family medical leave and our existing maternity leave programs, moms and dads can take advantage of three additional weeks of paid bonding leave.

EMPLOYEES

Learning + Development

We're dedicated to providing work environments and opportunities that help our employees develop personally and professionally. We focus on instilling a culture of curiosity, identifying innovative approaches to education and challenging each individual to reach their highest potential.

To truly integrate learning insights and develop an educated, engaged workforce, development cannot be relegated to a single department. Instead, learning and development must be embedded throughout an organization's culture, its processes and its leadership.

We strive for continuous improvement by experimenting, innovating and creating. Our employees seek new ideas, ask questions and work with an open mind.

Incorporating the insights of Steelcase Education researchers, we're focused on new ways of teaching and learning that harness the latest findings on how it's done best in the digital age.

Through new technologies, our learning is now mobile and multiplatform. Information can be accessed at our employees fingertips, anytime. At the same time, we know there are still

compelling reasons to bring people together in environments designed for active learning, personal interaction and human-to-human feedback. We also recognize learning is often spontaneous and informal, as likely to occur over a cup of coffee or social media as in a corporate classroom.

Learning Globally

We're focused on creating new training programs and ideas that move the company's culture forward across national boundaries, building cross-cultural capabilities and understanding so we can achieve our strategic intent of being a truly integrated global company.

One of the most visible and exciting programs we've introduced to employees and leaders around the world is the Global Awareness Workshop. Every employee also has access 24/7 to an online tool and resource called the Culture Wizard, which includes assessments, country-specific information, cultural information and online courses. We're also expanding the language training accessible to our employees.

These new learning opportunities aim to build stronger global understanding and higher levels of collaboration and productivity.





We're dedicated to providing work environments and opportunities that help our employees develop personally and professionally.



EMPLOYEES

Workplace Health + Safety

Good health, quality of life, and safety practices are as important to our company as production efficiency and quality. We're committed to a proactive health and safety culture that engages everyone in preventing injuries and enabling wellbeing.



Like wellbeing, health and safety are multidimensional. Efforts to protect and enhance the health and safety of our employees in meaningful ways must be multidimensional and holistic. That's why we're exploring and enacting a variety of measures aimed at involving employees, establishing positive behaviors and promoting clear lines of communication.

A few of our recent initiatives include:

ATHLETIC TRAINERS

At several production facilities, athletic trainers are available to assist employees who have manual jobs with body mechanics, ensuring proper form, expert evaluation and access to resources.

BLUE LIGHTS

Forklifts on the manufacturing floor have a number of auditory beeps and alarms to alert pedestrians when they're on the move. Now, all of our forklifts sport visual cues as well: blue LED beams now precede an advancing forklift, creating distinctive visual cue when the machinery is approaching.

ID BADGES

In addition to standard identification for employees in our manufacturing facilities, badges now contain inserts with vital information such as emergency contacts, zone leader, insurance information and more. It ensures essential information is never far away.

EMERGENCY RESPONSE

AMBASSADORS

We've increased the number and accessibility of emergency response equipment, such as Automated External Defibrillators (AEDs), and expanded the number of employees who have received training to use this technology.





Identifying and understanding the root cause of near misses is essential to preventing accidents and injuries in the future.

Near Miss, New Mission

An integral aspect of a proactive safety culture involves partnering with employees long before unsafe situations arise.

Oftentimes, accidents are preceded by near misses—moments where an incident could have occurred but, thankfully, didn't. Identifying and understanding the root cause of near misses is essential to preventing accidents and injuries in the future.

Enter the Health, Safety and Environment teams in our Sarrebourg, France and Madrid, Spain production facilities. Their mission? Create a culture of safety by engaging employees, asking them to log each and every near miss they encounter, no matter how small.

Recognizing that each near miss presents a learning opportunity, a shared document was created where employees can document near misses they observe. This collective awareness further emphasizes that safety is not the responsibility of just one team; it is inherent to and expected of every member of the production facility.

Each near miss is reviewed and researched, leading to solutions, behaviors and policies that create safer working environments. There's some fun as well: workers are eligible to win a variety of prizes when they log incidents.

The real prize, however, is a strong, supportive culture where employees are always on the lookout for the wellbeing of their colleagues, ensuring that health and safety are always top of mind.

Environment

We're working to leave a lasting legacy with lasting benefits. That's why we're conserving more, using less, sourcing more responsibly and finding better ways to be a leading voice.



*Bioswale at
Steelcase facility in
Grand Rapids, Michigan*



Innovative Products + Solutions

We're inspired by people, empowered by possibilities and fueled by a passion for insight-led design. We rely on a human-centered approach to design, uncovering insights that translate into careful attention for people, our planet and the living things it supports. We design products for circularity by avoiding and eliminating materials of concern, optimizing performance throughout the life cycle and for remaking, recovery, and end of life strategies.

Materials Chemistry

When it comes to the ingredients that make up our products, we remain committed to leading by example. For over a decade, we've been digging deep into the materials we use in our products, understanding their impacts and sharing what we find. We're investing in material innovation, exploring opportunities to continue developing our knowledge and ensuring our products and solutions are state of the art.

Collaborating with those that touch product development at every level—suppliers, designers, engineers and others—we're working to increase literacy and inspire innovation. At the same time, we're assessing our current materials, processes and products to identify new opportunities for improvement.

With an aim to drive change beyond our own operations and industry,

We make products built to last, and sometimes they even outlast our customers' needs.

we're advocating for better chemical standards and partnering with academia and leading companies to find answers to complex challenges. We have also engaged young minds around the topic of green chemistry to spark interest and energize the next generation of progress.

Life Cycle Assessment

Life Cycle Assessments (LCAs) are an integral aspect of our product development process, allowing us to measure and analyze the environmental footprint of our products. As an early adopter, 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.

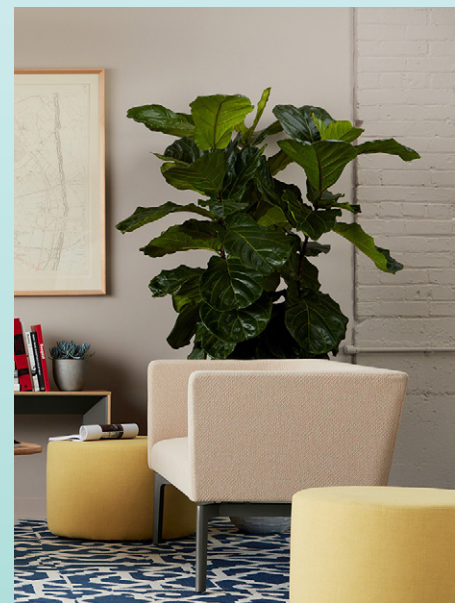
In addition to performing LCAs on products, we have been conducting life cycle research in areas to further the practice and application of life cycle product performance as a whole. We're building data sets to improve availability of robust data for other LCA practitioners, researching recycled materials and partnering with leading

organizations to develop guidelines around social LCAs, learning from the journey we've been on and building toward new opportunities for all.

End-of-Use and Reuse

Thanks to our approach to product design, we continue to offer customers more material selections, higher recycling performance and expanded end of life options. We make products built to last, and sometimes they even outlast our customers' needs. That's when we can help customers make responsible choices. The End-of-Use Strategies section of this report outlines some of the ways we're working to extend the value of assets through resale, refurbishing, donating or recycling.

These three pillars drive new ideas and innovations that help to prepare Steelcase and our customers for operating in a more circular economy. We're creating greater value, not just for our customers and our company, but also for our suppliers, partners and the world community in which every human is a key stakeholder.



1800+

Materials assessed to the
100 parts per million level

50+

Cradle to Cradle
Certified™ products

30+

Environmental Product
Declarations (EPDs)

A RESILIENT, RECONFIGURABLE OFFICE

Turnstone®, a Steelcase brand, helps entrepreneurs leverage their culture and their space to accelerate business results, focusing on insight-led simplicity and making spaces matter. Bivi™ addresses the needs of highly mobile and collaborative teams who need flexibility without fuss.

With an emphasis on a lightweight, user-friendly design, Bivi allows workspaces to be reconfigured quickly and easily. A number of options allow Bivi to be personalized, such as bike racks and plant holders. And by accommodating four different working postures, employees' ergonomic and wellbeing considerations remain top priority.

This agile modularity means that one piece of furniture can suit a variety of needs, adapting alongside employees and organizations as their work evolves.



High Five

Steelcase, Turnstone® and DesignTex® together received five Best of NeoCon® awards at the annual competition held during NeoCon, one of the industry's largest trade shows.

Innovation awards were given to Turnstone's Bassline™ tables with reclaimed wood and Steelcase's New Black Collection upholstery, gold awards for Steelcase's High Density Storage and for Bespoke by DesignTex, and a silver award for the Steelcase® Workplace Advisor.

Transportation + Packaging

Through research and innovation, we're constantly seeking and implementing new and improved transportation methods to assure we continue to meet world-class performance and safety standards while minimizing our environmental footprint.

While we don't count two-wheelers part of our mainstream fleet, we've used bicycles on rare occasions to deliver products where traditional means proved impractical. When it comes to customers, we go the extra mile.

Our packaging and transportation initiatives are part of our holistic approach to optimize every phase of the product lifecycle.

Steelcase's packaging and transportation specialists are key partners in the product development process. Collaboration is critical to working towards orders being delivered in perfect condition, on time and with every consideration of environmental impact.

We use a wide range of methods to improve how we deliver on that promise, collaborating with dealers and transporters, and constantly refining strategies. For example, our incident management system allows us to stay up to date with our deliveries and road conditions on a minute-to-minute basis.

It accounts for everything from weather forecasts to traffic patterns, enabling us to quickly adjust transport routes—ensuring trucks spend less time idling and more time delivering orders.

Local and regional considerations are factored into transportation and packaging solutions for products so all shipments—whether they're heading to Montreal, Munich or Melbourne—receive the same levels of attention and protection. It begins with our rigorous, four-level testing model for packaging methods. We measure everything from vibrations to drops, crush tests to temperature changes, and even have a simulation track that allows us to mimic real road conditions.

This same attention extends to the materials we use to pack and ship product. While simultaneously increasing the recycled content of our packaging materials, we're piloting new methods to increase material yield.

At our Kentwood, Michigan plant, we're sending corrugated cardboard through a machine that cuts boxes to custom sizes as needed. This has reduced our warehouse space requirements by 35 percent, saves us 40 percent on material, and has resulted in yearly savings of \$420,000. We're also experimenting with a new, thinner stretch foil as another way to reduce our materials consumption, which can also mean less packaging to recycle post-delivery.

35 Million Miles

On average, Steelcase ships more than 400,000 pieces of furniture weekly—upwards of 2.8 million per year. To deliver those products, we travel by air, land and sea a total of 35 million miles annually, equal to 1,400 times around the circumference of the earth.

Energy

As we've worked to diversify our investments in renewable energy resources, we continue to take a hard look at the energy used to power our operations and their associated greenhouse gas emissions.

As a global company with high production levels, we know that each percentage point reduced adds up across our global operations—and brings us closer to our goal of 25% energy reduction by 2020.

We've adopted the new World Resources Institute guidance for greenhouse gas reporting, and are expanding our data gathering to include a selection of our indirect impacts. By expanding the scope of our metrics, we can more accurately influence, track our usage, and develop comprehensive strategies to pursue further reductions.

Driving Efficiency

One of the many strategies we're pursuing to hit our energy goals is the installation of advanced meters to track electric use in select facilities. In collaboration with the U.S. Department of Energy's "Better Plants Program," we're collecting feedback on our electrical energy use, which enables us to perform preventative and corrective measures in real time.

Using the data, we've been able to find better ways to measure, understand, share and report the details of our energy usage and impact, empower our employees to work together in reduction strategies and help develop targeted future goals. Considering the success of this program, we are investigating opportunities for implementing similar technologies at all of our major facilities, which will improve overall energy data tracking.

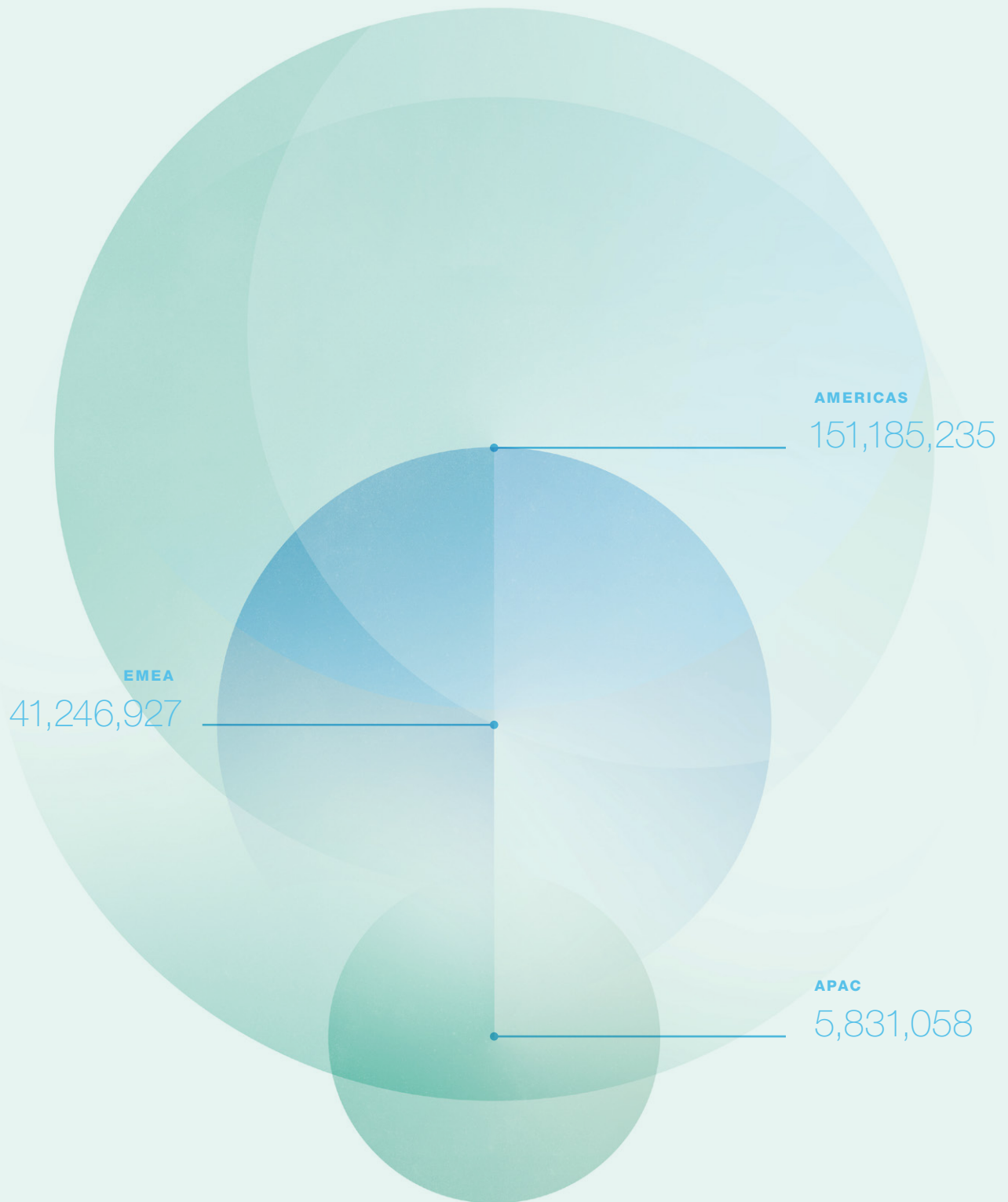
In our Kentwood, Michigan facility we've recently installed a state-of-the-art lighting control system. This system allows us to pinpoint which lights were activated and when. Using insights from this technology, we were able to remove lights, install improved equipment and enhance light. This investment has reduced our lighting consumption by 76.8%, or about 4 million kilowatt hours per year.

76.8%

Reduced lighting
consumption, equal to
about 4 million kilowatt
hours per year.

2015 RENEWABLE ENERGY USAGE (IN KWH)

198,263,220



Investing in Renewables

When it comes to our renewable energy commitment, we’ve made great progress in a few short years. What started as a collection of regional investments is now a global, cohesive clean energy portfolio in the form of Renewable Energy Credits (RECs) and a virtual power purchase agreement (VPPA).

In 2014, we took an important step by investing in renewable energy 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 to be done.

That’s why we continue to diversify our investments. This year, we executed a 12-year VPPA for 25 megawatts of wind power from Southern Company subsidiary Southern Power’s Grant Plains Wind Facility. This will make up nearly half of Steelcase’s renewable energy purchases and directly support the construction of a new clean energy facility expected to come online next year.

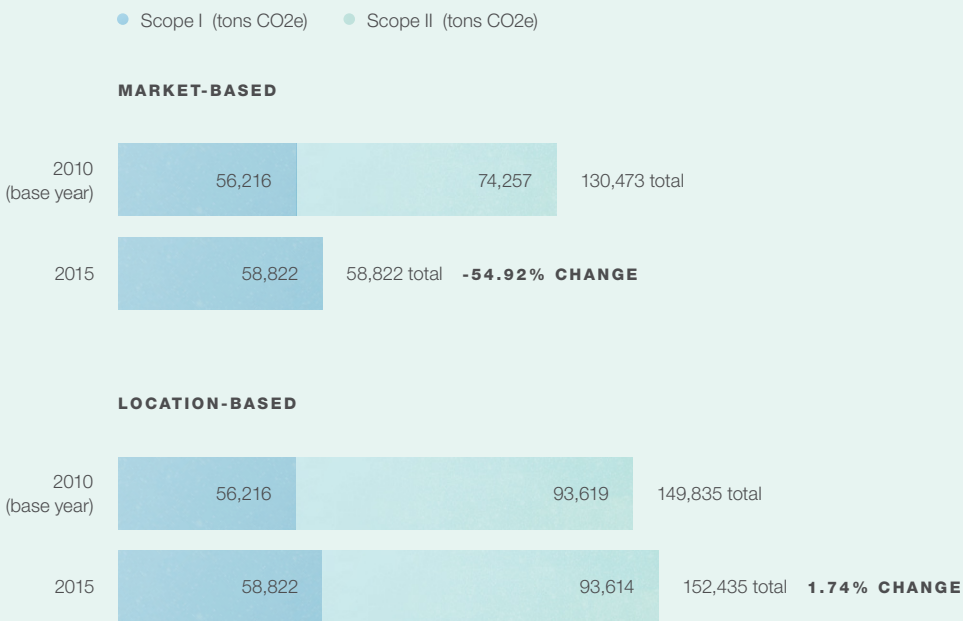
And while we’re focused on diversifying our own renewable energy portfolio, the work doesn’t stop there. We’re engaging in conversations and sharing insights from this work with our suppliers, our partners and other leading organizations.

We are committed to investing in renewables, locally, nationally and globally. Whenever possible, we’re purchasing renewable energy in the regions where we operate. We look forward to a day when all countries have a thriving renewable energy infrastructure in place.

GREENHOUSE GAS EMISSIONS (GHG)

In accordance with updated reporting guidelines from the World Resources Institute, we are reporting our GHG emissions using both market-based and location-based methods.

The market-based method reflects emissions from electricity purchased, and includes REC purchases. The location-based method relies on average emissions data for the local energy grids where electricity consumption occurs.



ENVIRONMENT

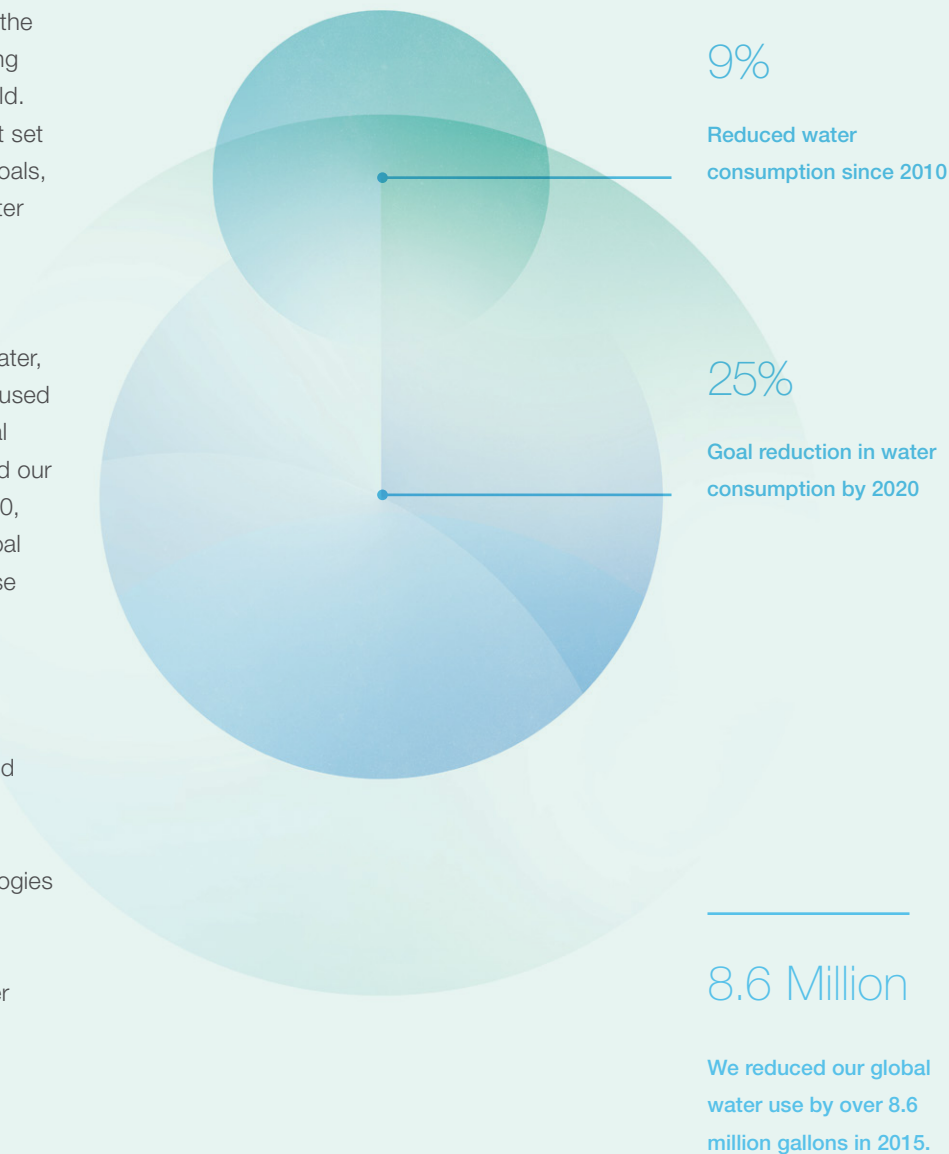
Water Conservation

Steelcase is committed to delivering the best products in the world by ensuring they're the best products for the world. In 2006, we formally pledged our first set of environment footprint reduction goals, aiming to significantly reduce our water use on a global scale.

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've successfully reduced our water consumption by 9% since 2010, moving us closer to our long-term goal of another 25% reduction in water use by 2020.

These successes don't happen by chance. They happen thanks to the dedication of our facility teams around the world, our robust Environmental Management System and the implementation of innovative technologies and solutions. From alternative paint materials to new spray methods, we're advancing toward even smarter water practices.

Looking ahead, we're continuing to examine how best to ensure that individual facilities can more easily see, share and brainstorm successful ideas and solutions. The collective power of the knowledge and ingenuity of our employees and partners around the global will help us realize new possibilities to conserve precious water resources.



ENVIRONMENT

Waste Reduction





Over the years, we've successfully diverted thousands of tons of valuable materials from landfills such as steel, cardboard, plastic, glass, food waste and more.

In fact, thanks to the perseverance of our global teams, we've reduced our waste output by 44% since 2010, far surpassing 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 or composting.

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 our Wood Plant in Kentwood, Michigan, excess wood is also being provided to local school woodworking programs, getting a second life and supporting a new generation of craftspeople.

We continue to widen our lens, building on past successes and asking ourselves how we might continue to expand these efforts into other areas of our value chain. From our facilities to our distribution centers, from suppliers to partners, we're using the lessons we've learned in our own facilities to share best practices and expand successes wherever we can.

44%

Reduced waste output since 2010.

23,877 Tons

Total amount of materials recycled globally by Steelcase in 2015.

153 Tons

Total food waste composted by Steelcase in 2015.



Ourselves

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

Our leadership team is committed to our mission to unlock human promise, to deliver long-term shareholder value and drive sustainable business fitness.

Our Board of Directors, 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.

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

Steelcase has publicly reported our vision, goals and progress related to our sustainability initiatives for over a decade. As a complement to our annual Corporate Sustainability Report, the GRI Index provides stakeholders with additional information related to our sustainability strategy and progress.

Steelcase is continually evolving its sustainability reporting practices to best reflect corporate goals, standards and objective, as well as remain consistent with external guidelines and expectations. We took another step in this journey by moving to the Global Reporting Initiative G4 Reporting Guidelines.

Sustainability Materiality Overview

In 2016, Steelcase completed our first comprehensive sustainability materiality assessment, covering environmental, social and governance issues. Areas identified as material are those which significantly impact Steelcase's ability to meet its strategic goals and/or significantly influence the decisions and evaluations of stakeholders.

The process for identifying material issues and defining reporting content is outlined in the following document. It generally follows GRI guidelines and adheres to the Principles for Defining Report content.

STEP 1: IDENTIFICATION

A list of potentially material sustainability issues was developed through internal and external research, including benchmarking and reviewing relevant reporting standards. This list was refined after considering the expectations and interests of our stakeholders. The Steelcase Sustainability Steering Committee validated this list taking into account the business and sustainability strategy.

STEP 2: PRIORITIZATION

Each potentially material issue was evaluated based on the following criteria:

- Influence on external stakeholders' decisions and assessments
- Impact on the business

Existing research was used to evaluate each issue. Where research needs were identified, additional surveys, secondary research, interviews and workshops were conducted to collect information and feedback. The results were plotted on a matrix to illustrate the relationships of material issues to business impact and influence on stakeholders' decisions and assessments.

Methods to engage with and collect input from internal and external stakeholders will continue to evolve. As additional research is conducted and new data becomes available, these insights will be integrated into existing processes and engagement strategies.

STEP 3: VALIDATION

Key internal senior decision makers validated the sustainability materiality issues included within this report.

STEP 4: REVIEW

This was Steelcase's first sustainability materiality assessment. A comprehensive review process will take place after this report is published in preparation for the next reporting cycle. The findings will inform future assessments and ensure alignment with stakeholder expectations and the business context.

GENERAL STANDARD DISCLOSURES

Strategy + Analysis

- | | | |
|-------------|---|---|
| G4-1 | Provide a statement from the most senior decision-maker of the organization (such as CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and the organization's strategy for addressing sustainability | Corporate Sustainability Report, p. 5 (Welcome from Jim Keane) |
| G4-2 | Description of key impacts, risks, and opportunities | Annual Report pp. 6–10 ;
Corporate Sustainability Report, pp. 6–7 (Our Sustainability Promise) |

Organizational Profile

- | | | |
|-------------|--|--|
| G4-3 | Name of the reporting organization | Steelcase Inc. |
| G4-4 | Primary brands, products, and/or services | Annual Report, pp. 1–3 |
| G4-5 | Location of organization's headquarters | Steelcase is headquartered in Grand Rapids, Michigan, U.S.A. |
| G4-6 | Report the number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report | Annual Report, p. 11 |
| G4-7 | Report the nature of ownership and legal form | Steelcase Inc. (SCS) is a publicly traded company listed on the New York Stock Exchange. |
| G4-8 | Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries) | Annual Report, pp. 1–4 |
| G4-9 | Report the scale of the organization | Annual Report Intro |

GENERAL STANDARD DISCLOSURES

- G4-10**
- Report the total number of employees by employment contract and gender
 - Report the total number of permanent employees by employment type and gender
 - Report the total workforce by employees and supervised workers and by gender
 - Report the total workforce by region and gender
 - Report whether a substantial portion of the organization's work is performed by workers who are legally recognized as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors
 - Report any significant variations in employment numbers (such as seasonal variations in employment in the tourism or agricultural industries)

EMPLOYEES BY EMPLOYMENT CONTRACT AND GENDER

	Americas	Asia Pacific	Europe, Middle East and Africa	Total
Female Hourly	810	119	198	1126
Female Salaried	1466	363	623	2451
Female Total	2276	482	820	3577
Male Hourly	3476	370	661	4506
Male Salaried	1918	394	1072	3384
Male Total	5394	764	1733	7891

PERMANENT EMPLOYEES BY EMPLOYMENT TYPE AND GENDER

	Americas	Asia Pacific	Europe, Middle East and Africa	Total
Female Dealer Employee	-	-	74	74
Female Employee	2228	470	613	3311
Female Non-Employee	48	12	133	192
Female Total	2276	482	820	3577
Male Dealer Employee	-	-	94	94
Male Employee	5259	758	1317	7335
Male Non-Employee	134	6	322	462
Male Total	5394	764	1733	7891

TOTAL WORKFORCE BY REGION AND GENDER

	Americas	Asia Pacific	Europe, Middle East and Africa	Total
Female	2276	482	820	3577
Male	5394	764	1733	7891
Total	7669	1246	2553	11468

Self-employed workers other than employees or supervised workers do not make up a substantial portion of the organization's work.

There are no significant variations in employment numbers throughout the calendar year.

GENERAL STANDARD DISCLOSURES

G4-11 Report the percentage of total employees covered by collective bargaining agreements

Approximately 100 employees in the U.S. are covered by collective bargaining agreements. Outside of the U.S., 1,900 employees are represented by workers' councils that operate to promote the interests of workers.

Americas:

- Steelcase Transport: 100%
- PolyVision: 65%
- Designtex: 32%

France, Germany, and Spain: 100%

Mexico: 80%

G4-12 Describe the organization's supply chain

[Annual Report, pp. 4–5](#)

G4-13 Report any significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain

Steelcase changed our sales structure to be more regional in nature and better able to deploy resources across borders. It included several production moves, closure of a German factory, quickly ramping up production at a new plant in the Czech Republic and significant changes to our operations distribution network across Europe. Please see our [Annual Report](#) for more information.

G4-14 Report 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. 10–17 and 48–58](#) (Customers and Environment).

G4-15 List externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses

Steelcase participates in the following initiatives:

- AFNOR NF Environment certification program
- BIFMA level® certification program
- Blue Angel certification program
- CDP
- Circular Economy 100 (CE100)
- Civic 50
- Cradle to Cradle® certification program
- Eco-Management and Audit Scheme (EMAS)
- Forestry Stewardship Council Chain of Custody certification
- Global Reporting Initiative
- 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
- World 50
- U.S. EPA Green Power Partnership
- UN Global Compact

G4-16 List memberships of associations (such as industry associations) and national or international advocacy organizations in which the organization: holds a position on the governance body, 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 Environmental Action Council

For more information on our partnerships and commitments, please see our [Corporate Sustainability Report, pp. 24–33](#) (Communities), and the [Community Relations](#) page on our website.

GENERAL STANDARD DISCLOSURES

Identified Material Aspects + Boundaries

G4-17 List all entities included in the organization's consolidated financial statements or equivalent documents; Report whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report

Please see our [Annual Report](#); Not applicable

G4-18 Process for defining the report content and the Aspect Boundaries

Please see the [Sustainability Materiality Overview](#) on page 1 of this report.

G4-19 Material Aspects identified in the process for defining report content

Business Integrity, Consumer Health + Safety, Diversity, Inclusion + Equal Rights, Employee Wellbeing + Development, Energy + Emissions, Sustainable Business Integration, and Waste

G4-20 For each material Aspect, report the Aspect Boundary within the organization

All material aspects apply to all Steelcase operations.

G4-21 For each material Aspect, report the Aspect Boundary outside the organization

As a part of our sustainability reporting and materiality assessment, Steelcase considers a number of external entities, groups of entities and elements which, based on Steelcase's operations and activities, are likely to have a significant relationship with our material aspects. These relationships are considered wherever Steelcase has significant operations.

	CUSTOMERS	PARTNERS	COMMUNITIES	EMPLOYEES	ENVIRONMENT
Business Integrity	x	x	x	x	x
Consumer Health + Safety	x	x	x	x	
Employee Wellbeing + Development	x	x		x	
Energy + Emissions	x		x	x	x
Diversity, Inclusion + Equal Rights	x	x		x	
Sustainable Business Integration	x	x		x	x
Waste	x		x	x	x

GENERAL STANDARD DISCLOSURES

G4-22 Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements

This is Steelcase's first year reporting to GRI G4. Though the scope and boundaries of the report have not changed, inclusion of material aspects are new.

G4-23 Report significant changes from previous reporting periods in the Scope and Aspect Boundaries

This is Steelcase's first year reporting to GRI G4. Though the scope and boundaries of the report have not changed, inclusion of material aspects are new.

Stakeholder Engagement

G4-24 Provide a list of stakeholder groups engaged by the organization

The stakeholder groups Steelcase engages with are global businesses and organizations (customers), 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).

G4-25 Report the basis for identification and selection of stakeholders with whom to engage

Stakeholder groups were defined and identified based on their connection to Steelcase's business. The degree of engagement depends on the potential impact each group has on the business.

G4-26 Report the organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process

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 through informal discussions, surveys, focus groups and social media. For more information, please see our [Corporate Sustainability Report, pp. 6–7](#) (Our Sustainability Promise).

G4-27 Report 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; Report the stakeholder groups that raised each of the key topics and concerns

[Corporate Sustainability Report, pp. 6–7](#) (Our Sustainability Promise)

GENERAL STANDARD DISCLOSURES

Report Profile

G4-28	Reporting period (such as fiscal or calendar year) for information provided	This report covers the calendar year 2015 (CY2015), spanning January 1, 2015, to December 31, 2015 and the company's fiscal year 2016 (FY2016), spanning February 28, 2015 to February 26, 2016. Key environmental impact metrics (energy, GHG emissions, VOCs, water and waste) are tracked on a calendar year basis for 2015 (CY2015).
G4-29	Date of most recent previous report (if any)	The previous Steelcase Corporate Sustainability Report was published in November 2015 and covered calendar year 2014 (CY2014) and Steelcase's fiscal year 2015 (FY2015), March 1, 2014 to February 27, 2015.
G4-30	Reporting cycle (such as annual, biennial)	Steelcase publishes a corporate sustainability report annually.
G4-31	Provide the contact point for questions regarding the report or its contents	sustainability@steelcase.com
G4-32	Report the 'in accordance' option the organization has chosen	Steelcase is reporting at the "Core" level for the 2016 GRI report.
G4-33	Report the organization's policy and current practice with regard to seeking external assurance for the report	At this time, Steelcase does not utilize an external organization to assess this report.

Governance

G4-34	Report the governance structure of the organization, including committees of the highest governance body; Identify any committees responsible for decision-making on economic, environmental and social impacts	Steelcase Inc. Corporate Governance Principles
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Ethics + Integrity

G4-56 Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics

Steelcase has developed standards and codes that embody the fundamental principles that govern our ethical and legal obligations. They pertain not only to conduct within our company, but also to conduct involving our customers, dealers, suppliers and other stakeholders. They include:

- [Steelcase Global Business Standards](#)
- [Steelcase Code of Business Conduct](#)
- [Steelcase Code of Ethics for Chief Executive and Senior Financial Officers](#)

G4-57 Report the internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity, such as helplines or advice lines

Steelcase outlines the policies and resources for employees, including the global numbers for our Integrity Line, in our [Global Business Standards](#) document.

G4-58 Report the internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity, such as escalation through line management, whistle-blowing mechanisms or hotlines

In the Steelcase [Global Business Standards](#), a general procedure is outlined for employees to follow when they have concerns about anything that might be considered unethical or unlawful. First, employees are encouraged to take their concerns to their manager or team leader. If they are unable to help, or if this is inappropriate, employees can use the Integrity Line. It ensures employees can speak out about situations that have the potential to cause legal, safety, environmental or other problems at work.

The purpose of the Integrity Line is to help resolve concerns. Every effort is made to keep this service confidential. The consultant employees speak with is not a Steelcase employee, no recording devices are used and employees are not required to give their name. If an employee chooses to file a report, they will be given a tracking number to check on the status of the report without revealing their name.

Consumer Health + Safety

G4-PR2 Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes

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. In the current fiscal year, Steelcase had no material issues occur related to non-compliance with regulations or voluntary codes concerning the health and safety impacts of products or services.

SPECIFIC STANDARD DISCLOSURES

Waste

G4-EN23 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, pp. 58–59](#) (Waste Reduction). For how we help our customers with end-of-use strategies, see our [Corporate Sustainability Report, pp. 12–14](#) (End-of-Use Strategies).

TYPE	DISPOSAL METHOD	TONS (2015)
Composting	Composted	154
Hazardous Waste	Hazardous Waste Disposal Facility	227
Incineration/Cogeneration	Incinerated	9852
Coal Ash	Landfilled	45
Enamel Cake Waste	Landfilled	274
Landfill Waste	Landfilled	3334
Non-Steel Recycling	Recycled	10581
Steel Recycling	Recycled	13297

Energy + Emissions

G4-EN3 Energy consumption within the organization

Steelcase shares in-depth information related to our energy usage and greenhouse gas emissions in our annual CDP submission. Please see our [2016 CDP response](#) for more information.

G4-EN15 Energy intensity

Steelcase shares in-depth information related to our energy usage and greenhouse gas emissions in our annual CDP submission. Please see our [2016 CDP response](#) for more information.

Diversity, Inclusion + Equal Rights

G4-LA12 Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and others indicators of diversity

Information about Steelcase's governing bodies can be found in our [Annual Report, pp. 11–12](#).

Total average age of all employees:

- Global: 42
- Americas: 42
- Asia: 36
- EMEA: 41

Total gender breakdown globally:

- Male: 68%
- Female: 32%

Estimated U.S. minority breakdown:

- Salaried: 11%
- Hourly: 32%
- All U.S.: 21%

G4-HR3 Total number of incidents of discrimination and corrective action taken

Steelcase takes seriously its commitment to maintaining workplaces compliant with applicable anti-discrimination laws and free from any type of discrimination. All Steelcase employees are expected to follow the Steelcase [Statement of Values](#) and [Global Business Standards](#) which include commitments to treating all people with dignity and respect and creating a culture of inclusion and non-discrimination.

In the current fiscal year, Steelcase had no material issues occur related to incidents of discrimination or corrective actions taken.

G4-LA13 Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operations

Steelcase routinely assesses discrepancies in compensation with the intent of meeting both legal requirements and corporate values regarding equal pay.

Employee Wellbeing + Development

G4-LA5 Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety 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.

G4-LA1 Total number and rates of new employee hires and employee turnover by age group, gender and region

Approximate total new hires worldwide: 3150

Approximate turnover rates by region:

- Americas: 15.5%
- Asia: 17.3%
- EMEA: 7.1%

Approximate turnover rates by gender:

- Male: 14.7%
- Female: 12.6%

Approximate turnover rates by generation:

- Boomers: 6.3%
- Gen X: 7.4%
- Gen Y: 27.8%

G4-LA10 Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings

Steelcase offers a variety of learning experiences across the enterprise, enabling employees around the world to engage in formal and informal learning for their personal and professional development. Steelcase also provides 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, Steelcase 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, pp. 40–41](#) (Learning + Development) for more information.

SPECIFIC STANDARD DISCLOSURES

Business Integrity

G4-S08 Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations

As a 100+ year old industry-leading company with global operations, Steelcase Inc. gets involved in periodic legal proceedings including contract disputes and other claims arising from time to time in the normal course of business.

Steelcase business practices have been sound throughout our existence, and we believe there is no past, current, or contemplated future situation that would have any material adverse effect on Steelcase's integrity, financial stability or reputation, or that should cause our customers concern regarding Steelcase's overall business practices or continuing ability to serve them.

G4-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

During the fiscal year there were no instances identified of non-compliance with regulations or voluntary codes concerning marketing communications.

G4-S04 Communication and training on 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 during FY2018. In addition, Foreign Corrupt Practices training is required for sales and other employees where applicable.

Sustainable Business Innovation

G4-EN1 Materials used by weight or volume

Some of the key materials Steelcase uses in products include steel, petroleum-based products, aluminum, other metals, wood, particleboard and other materials and components. Due to the complexity of manufacturing Steelcase products, material weight and volume vary significantly by product type and options selected. Steelcase calculates materials used by products on an individual basis.

A significant element of Steelcase's product strategy includes evaluating the materials that make up our products. For over a decade, our materials chemistry practice has been evaluating the ingredients we use for our products. Our life cycle assessment practice has produced over 30 Environmental Product Declarations, helping us identify and optimize areas of our product lifecycle to create more value and minimize impact. And with product circularity in mind, many products benefit from easy disassembly for recycling. We also offer programs to help customers find non-landfill solutions for products they no longer need. For more information on how Steelcase incorporates sustainability in our materials, products and services, please see our [Corporate Sustainability Report, pp. 12–14 and 50–52](#) (End-of-Use Strategies and Innovative Products + Solutions).

G4-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 APAC (Asia Pacific) regions. Where available, Environmental Product Declarations (EPDs) can be provided upon request. Please see our [Corporate Sustainability Report, pp. 50–52](#) (Innovative Products + Solutions) for more information.

G4-EN27 Extent of impact mitigation of environment impacts of products and services

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, pp. 12–14 and 50–52](#) (End-of-Use Strategies and Innovative Products + Solutions).

SPECIFIC STANDARD DISCLOSURES

G4-EN28 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, pp. 50–52](#) (Innovative Products + Solutions).

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 pounds of 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, pp. 12–14](#) (End-of-Use Strategies).

Steelcase has a comprehensive packaging strategy that focuses on a number of different tactics to reduce, reuse and recycle packaging. This strategy begins with eliminating or minimizing packaging wherever possible, utilizing materials such as blanket wraps or approaches like palletizing. The types of packaging used are also examined, with an aim to use materials that contain recycled content and are recyclable. When packaging is used, Steelcase partners with independent local dealers to assist customers in recycling materials. Some materials such as blanket wraps are returned, while other materials are recycled in local markets. For packaging initiatives, please see our [Corporate Sustainability Report, pp. 53](#) (Transportation + Packaging).

At present, Steelcase does not have a global system that can track the total percentage of products or packaging that have been reclaimed.

Sustainable Development Goals Index

Sustainable Development Goal	Corporate Sustainability Report	Global Reporting Initiative (GRI) Index
1 NO POVERTY	Employee Impacts, p. 33 Social Investment, pp. 26–32	
2 ZERO HUNGER	Employee Impacts, p. 33 Social Investment, pp. 26–32	
3 GOOD HEALTH + WELL-BEING	Employee Impacts, p. 33 Social Investment, pp. 26–32 Workplace Health + Safety, pp. 42–47 Innovative Products + Solutions, pp. 50–52	G4-EN15, p. 10 G4-EN23, p. 10
4 QUALITY EDUCATION	Employee Impacts, p. 33 Social Investment, pp. 26–32	
5 GENDER EQUALITY	Employee Impacts, p. 33 Social Investment, pp. 26–32 Diversity + Inclusion, pp. 36–37 Learning + Development, pp. 40–41 People + Purpose, pp. 16–17	G4-LA1, p. 12 G4-LA12, p. 11 G4-LA13, p. 11 G4-HR3, p. 11
6 CLEAN WATER + SANITATION	Water Conservation, p. 57 Employee Impacts, p. 33 Social Investment, pp. 26–32	G4-EN23, p. 10 G4-EN27, p. 14

7	AFFORDABLE + CLEAN ENERGY	Energy, pp. 54–56	G4-EN3, p. 10	
8	DECENT WORK + ECONOMIC GROWTH	Sustainability Promise, pp. 6–7 Innovative Products + Solutions, pp. 50–52 Governance, pp. 60–61 Learning + Development, pp. 40–41 Employee Wellbeing, pp. 38–39	G4-10, p. 3 G4-11, p. 4 G4-EN1, p. 14 G4-EN2, p. 14 G4-EN3, p. 10 G4-EN27, p. 14 G4-EN28, p. 15	G4-LA1, p. 12 G4-LA5, p. 12 G4-LA10, p. 12 G4-LA12, p. 11 G4-LA13, p. 11 G4-HR3, p. 11
9	INDUSTRY, INNOVATION, + INFRASTRUCTURE	Employee Impacts, p. 33 Social Investment, pp. 26–32 Governance, pp. 60–61 Sustainability Promise, pp. 6–7		
10	REDUCED INEQUALITIES	Sustainability Promise, pp. 6–7 Governance, pp. 60–61 Learning + Development, pp. 40–41 Diversity + Inclusion, pp. 36–37	G4-LA13, p. 11	
11	SUSTAINABLE CITIES + COMMUNITIES	Sustainability Promise, pp. 6–7 Governance, pp. 60–61 Employee Impacts, p. 33 Social Investment, pp. 26–32 Waste Reduction, pp. 58–59 Water Conservation, p. 57 Energy, pp. 54–56 Sustainable Procurement Strategies, p. 15		

12	RESPONSIBLE CONSUMPTION + PRODUCTION	End-of-Use Strategies, pp. 12–14	G4-EN1, p. 14	
		Sustainable Procurement Strategies, p. 15	G4-EN2, p. 14	
		Innovative Products + Solutions, pp. 50–52	G4-EN3, p. 10	
		Water Conservation, p. 57	G4-EN15, p. 10	
		Waste Reduction, pp. 58–59	G4-EN23, p. 10	
		Energy, pp. 54–56	G4-EN27, p. 14	
		Suppliers, pp. 20–21	G4-EN28, p. 15	
		Learning + Development, pp. 40–41		
13	CLIMATE ACTION	Energy, pp. 54–56	G4-EN3, p. 10	
		Learning + Development, pp. 40–41	G4-EN15, p. 10	
			G4-EN27, p. 14	
14	LIFE BELOW WATER	Water Conservation, p. 57	G4-EN15, p. 10	
		Social Investment, pp. 26–32	G4-EN27, p. 14	
15	LIFE ON LAND	Suppliers, pp. 20–21	G4-EN15, p. 10	
		Water Conservation, p. 57	G4-EN27, p. 14	
		Waste Reduction, pp. 58–59		
		Innovative Products + Solutions, pp. 50–52		
16	PEACE, JUSTICE, + STRONG INSTITUTIONS	Suppliers, pp. 20–21	G4-56, p. 9	G4-HR3, p. 11
		Dealers, pp. 22–23	G4-57, p. 9	G4-SO4, p. 13
		Governance, pp. 60–61	G4-58, p. 9	G4-SO8, p. 13
		Workplace Health + Safety, pp. 42–47	G4-PR2, p. 9	
		Learning + Development, pp. 40–41	G4-PR7, p. 13	
		Social Investment, pp. 26–32		
17	PARTNERSHIPS FOR GOALS	Sustainability Promise, pp. 6–7		
		Governance, pp. 60–61		
		Learning + Development, pp. 40–41		