

# UN Global Compact Communication On Progress Steelcase 2020

Steelcase Inc.  
UN Global Compact - Communication on Progress  
Letter of Continued Support from Steelcase's Chief Executive Officer

August 1, 2020

Steelcase leads the way in creating great employee experiences by offering a range of architecture, furniture and technology products and services designed to help people reach their full potential. We drive sustainable social, economic and environmental change through our decisions and actions.

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, and we map these activities to the UN Sustainable Development Goals.

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

A handwritten signature in black ink, appearing to read 'J. P. Keane', with a stylized flourish at the end.

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



# Promise + Progress

Impact Report 2019



Steelcase

Steelcase strives to bring value to all our stakeholders: customers, employees, shareholders, partners, communities and the environment.

We do this every day, in every location around the world by designing products and solutions which benefit workers and support wellbeing—delivering goods and good. We partner with customers to help them achieve their sustainability goals. We consult and collaborate with experts, pioneers and visionaries across disciplines. And we do this while living our most foundational values to tell the truth and treat people with dignity and respect.

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**Steelcase was founded on a set of values that continue to guide our strategic choices, anchor innovation and inform the way we conduct our business. More broadly, those values lead us to connect people with their potential, and we're privileged to do that around the world for our employees, customers and communities.**

Each year we report on the work we're doing to be good corporate citizens. From the moment of our founding to the meetings that guide current decision making, our focus has always been — and remains — on doing what is right. I recently came across a speech our former CEO, Bob Pew, gave in the early 1970's. It said, "Our corporate goal is spelled out in terms of people and what we, as an institution, can do for those people." Reading these words and seeing firsthand how we've lived out our values for more than a century inspires us to work together and reach for more.

In that spirit, we were delighted to take a public step to acknowledge the quiet, steady work we do every day. Along with 180 other CEOs, I had the privilege of representing Steelcase in signing the Business Roundtable's Statement on the Purpose of a Corporation. This document is consistent with our commitment to

do business in a way that elevates all our stakeholders: customers, employees, suppliers, shareholders and the communities where we live and work. This inclusive, sustainable approach reaffirms our belief that business can be a force for good in the world, and that we all have a part to play.

We've acted on that thinking by making progress in the following areas:

We continue to invest in 100% renewable energy and drive toward our operational goal of 25% reduction in our environmental footprint by 2020, with the following improvements since 2010:

Our water use has decreased by 15%

Our energy and associated greenhouse gas emissions have decreased by 32%

Our use of Volatile Organic Compounds (VOCs) has decreased by 84%

## Welcome

Our Social Innovation program is guided by the United Nations Sustainable Development Goals to directly impact the social, environmental and economic conditions of people around the world.

We repurpose waste through innovative initiatives like our partnership with Trex, which converts plastic waste from our Grand Rapids Kentwood Plant into composite decking material.

We've expanded business model growth with sustainability as a lens for innovation and lead in the development of products and materials designed for sustainability.

The more progress we make, the more opportunity we see to continue pushing ahead. For example, waste reduction is a wider

industry issue, as legislation and global events continue to impact our ability to dispose of waste. We've put together a task force aimed at solving this problem and are in active discussions with industry partners to find a solution. We anticipate a significant reduction in our waste next year thanks to the hard work and innovative solutions brought forward by our people.

This is an exciting time for sustainability and social innovation. We have the incredible opportunity to explore new approaches and solutions, all the while reimagining how we can work together to unlock human promise for more people, for years to come.



James P. Keane  
President and CEO

# Our Vision

People are at the heart of everything we do and everything we create. This truth drives our approach to sustainability. With people at the center, we can deliver meaningful, lasting economic, environmental and social change through the choices we make and the behaviors and actions we demonstrate.

## Our Corporate Values

We believe every team member, in every location, lives our shared Steelcase values.

Act with integrity

Tell the truth

Keep commitments

Excel

Treat people with  
dignity and respect

Promote positive relationships

Protect the environment





Our Vision

Accountable to Each Other and the World

Our work is governed by three key groups:

The Steelcase Board of Directors, a hardworking team of proven business leaders (including some third- and fourth generation founding family members), sets the tone for our company's future.

Our Executive Leadership Team delivers long-term stakeholder value and enables sustainable business fitness through our mission of unlocking human promise.

The Sustainability Steering Committee cultivates a culture of sustainable innovation by elevating the value of our sustainable business practices within the company.

While these formal governance models provide structure and accountability, every Steelcase team member is responsible for thinking and acting sustainably. From the smallest daily choices to the largest investments, our employees are empowered to innovate. By working individually and together, they act as stewards of our shared resources and contribute to an environment of safety and wellbeing for themselves, colleagues, communities and the world.

We proudly share these commitments with the world as a signatory of the UN Global Compact, demonstrating our public commitment to meet “fundamental responsibilities in the areas of human rights, labour, environment and anti-corruption,”<sup>1</sup> and our alignment with the UN’s Sustainable Development Goals.

<sup>1</sup> United Nations  
<https://www.unglobalcompact.org>

How do our initiatives align with the UN’s Sustainable Development Goals?  
See pp. 64-65 for a chart.





# Our Sustainability Promise

We unlock human promise by transforming work, worker and workplace. Delivering on this promise takes continuous and coordinated efforts. We believe our actions help create the social, environmental and economic conditions that allow people and communities to thrive. We're putting those beliefs into action.



## Our Sustainability Promise



### Sustainability in Action

At Steelcase we believe business can be a force for good, and by leveraging our scale and resources around the globe, we can make a real difference to our employees and in the communities where we live and work.

Every day, we're partnering with our customers, dealers and supplier partners to bring new products, new materials and new ways of working to market.

Through all our actions, we're striving to conserve resources, reduce waste and promote closed-loop business systems.

### Sustainability Beliefs

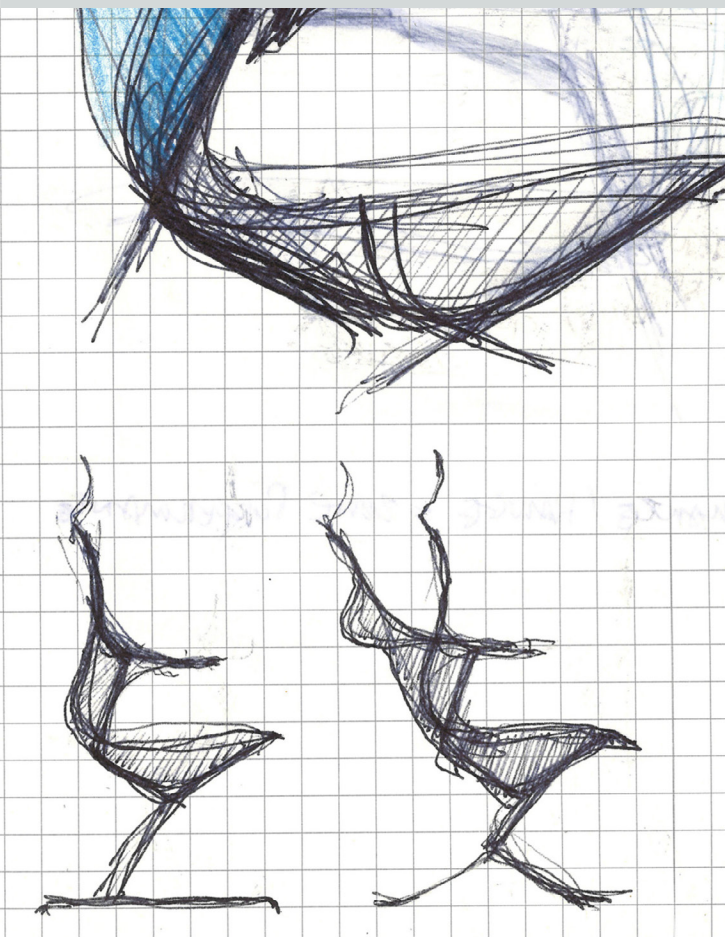
By fully engaging every team member in our shared beliefs and sustainable business goals, we become an ever-stronger partner and an increasingly better-performing company.

Together and through our individual actions, as part of Steelcase and our local and global communities, we live these beliefs:

Solutions begin with finding — and sharing — the truth. We work hard to be transparent and authentic with others and with ourselves.

Sustainability is a lens for innovation and growth, contributing to the overall financial wellbeing of our company.

Among the great design challenges is building a more sustainable, circular economy. It demands systems-level design thinking in all aspects of our business.





# Targets + Performance



## Employee Growth + Retention FY2019

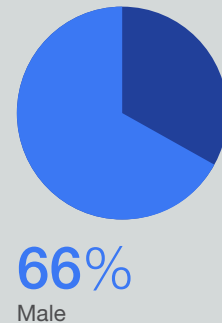
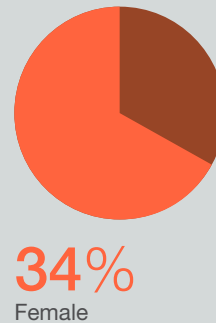
**3,100+**  
New hires globally

**84%**  
Retention in  
the Americas

**84.3%**  
Retention in  
Asia Pacific

**93.5%**  
Retention in  
EMEA

## Gender Distribution FY2019

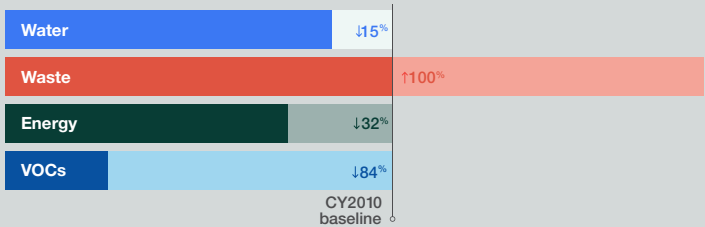


## Employee Volunteerism

**100,000+**  
volunteer hours  
since 2015



Progress Towards Environmental Goals



Investments in renewable energy are equivalent to 100% of our global electricity use.

Financial Overview

**\$3.4**

Billion in Revenue

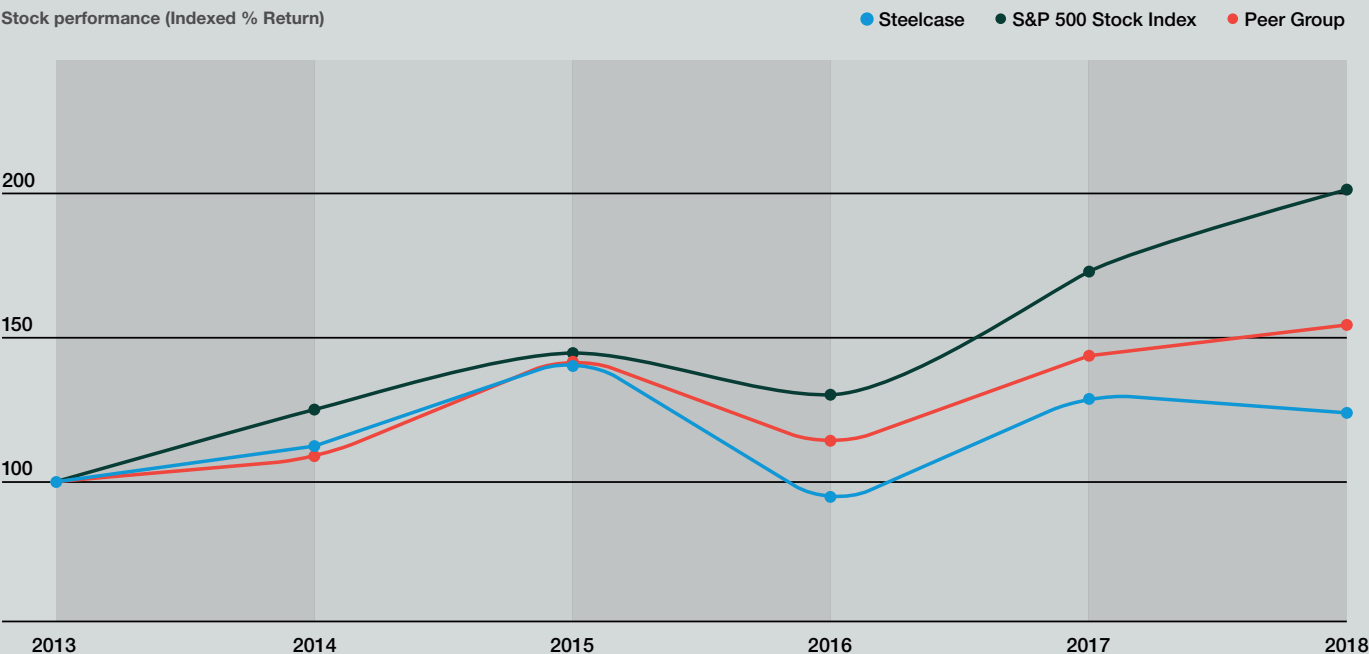
**\$126**

Million in Net Income

**\$6.8**

Million in Monetary + In-Kind Donations  
Steelcase Inc. and Steelcase Foundation

Stock performance (Indexed % Return)





People





# Culture of Opportunity

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**With 104 million people living in under-resourced communities in Latin America, tackling housing security and access to clean water and utilities is a challenging, complex issue. How can a company that makes office furniture have an impact?**

Through an innovative corporate partnership, Steelcase worked with Techo, a nonprofit that empowers families and transforms under-resourced communities to thriving communities throughout Latin America. Steelcase provided skills and leadership training to Techo program participants and helped Techo families build not just a private, safe and decent shelter — but a home.

The Steelcase Monterrey team members have been hosting training sessions in a variety of areas, including sustainability, Agile methodologies and community building, intended to positively impact how Techo operates and serves its stakeholders.

This past year, more than 30 Steelcase employees in Monterrey, Mexico, all from different functional areas, volunteered to build three houses for three different families that live in one of the areas of greatest need in the city. Working over weekends, recipient families provided the hard-working builders with home-cooked meals, an opportunity for connection and community through service.

# Social Innovation

## PROMISE

Together, we join forces with our employees to share our time, skills and resources to create positive change in communities where we live, work and serve.

## PROGRESS

Working toward scalable, systemic and sustainable social change with new initiatives around quality education, reducing inequalities and sustainable communities.

**At Steelcase we believe business can be a force for good, and by leveraging our scale and resources around the globe, we can make a real difference in the communities where we live and work. We aspire to do more to create a ripple effect that is broad and deep and profoundly inspiring. By helping others reach their potential, we more fully realize our purpose to unlock human promise, and that's what social innovation is all about.**

## Setting a New Foundation

As we continue to assess the landscape of social and environmental sustainability, our thinking around change-making has evolved and we've challenged ourselves to do more. To align our efforts with this comprehensive vision, we've expanded our once localized, transactional approach to one that embraces change for the world through a three-pillared framework:

**Employees:** We believe in connecting people to their purpose and do this by empowering employee-led programs and community volunteerism from the ground up.

**Company:** We believe in building a culture of innovation that measures long-term, sustainable results in the lives we touch inside our company and around the globe.

**Community:** We believe in transforming communities by investing in new ideas, applying our insights and activating a range of Steelcase resources to bring them to life for global impact.



Charting a New Course

Built around the United Nations’ Sustainable Development Goals, Steelcase social innovation efforts have moved us to something more holistic and far-reaching. We’ve identified the following goals as priorities for our work and continue to evaluate how we might better support equitable human advancement in each area.

Quality Education: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

Reducing Inequalities: Achieve gender equality and empower all women and girls.

Sustainable Communities and Cities: Make cities inclusive, safe, resilient and sustainable.

This is just a sampling of the work we’re doing to make lasting change a reality. With new partnerships formed regularly and hundreds of global projects in flight, we’re delighted to design equitable access to opportunity, accelerate progress and amplify impact for thousands. Together, we’re reinforcing our commitment, raising the bar and reimagining the future.

Creating a Better Tomorrow with Design Thinking

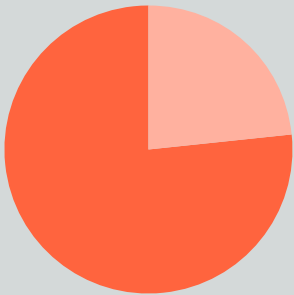
Steelcase partnered with the Public Agency initiative led by long-time community partner, West Michigan Center for Arts + Technology (WMCAT). Public Agency leverages Steelcase support and design thinking methodology to help organizations across the United States creatively overcome systemic issues and cyclical problems barring economic security and human growth and advancement.

Learn more about our innovative partnership with Techo, and how we’re working to deliver skills and training to create meaningful ways out of poverty on p. 14.

267 Students

From underprivileged backgrounds introduced to design thinking through a structured educational program

Monetary + In-Kind Donations



\$1.6 Million

Steelcase Inc.

\$5.2 Million

Steelcase Foundation

\$531,751

Steelcase Foundation 2018 employee and retiree matching gifts

96

External partners around the world



# Employee Wellbeing

## PROMISE

Create and maintain a safe, healthy and enriching workplace. Provide ongoing opportunities for all of our employees to improve their physical, cognitive, emotional and financial wellbeing.

Intentional focus on motivation, wellbeing and safety through a wide variety of self-serve and customizable physical, social and emotional resources and programs.

## PROGRESS

Continued to make a positive, sustainable impact with expanded benefits offerings and wellbeing services.

**We're committed to helping our employees reach their full potential in and out of work through intentional programming. For Steelcase, this support includes traditional health benefit programs and innovative onsite wellbeing services. We continuously refine and enhance the way we support our employees through critical feedback loops, including surveys, focus groups, interviews and other qualitative measures.**

## Innovative Wellbeing Services

Supporting employee wellbeing extends beyond physical health: it also means supporting their social and emotional health. Our proactive programs make it easy to engage in positive behaviors with onsite, online and in-person services. Our offerings include:

Physical health services, like ergonomics classes, access to dietitians and personal trainers, flu shots, virtual care visits and blood pressure checks.

Mental and emotional health supports for significant life transitions, such as growing your family and caring for parents, and navigating tough spots, such as changes in relationships, financial challenges, addiction, anxiety, depression or even suicidal thoughts.

Financial wellbeing resources, including budgeting, investing, tax and estate planning and other ways to help employees stay fiscally fit.

Fun and social events for celebration, camaraderie and culture-building.

## Continuous Safety Improvements

Throughout our manufacturing facilities, Steelcase has implemented a variety of measures to support and promote safe, positive behaviors and lower our injury and lost time rates. Using a continuous improvement philosophy, all employees are empowered to identify and report unsafe conditions and behaviors before they become injuries. We're proud to report that using this approach, we've reduced our workplace incidents by 40% over the past three years – with some having even better numbers.

People



Breast cancer is most treatable and curable when it is detected early. Annual mammograms are an important preventative screening measure and Steelcase helps make those screenings more accessible through a mobile mammography unit.

For Steelcase employees expecting a new addition to their family, the “Growing Your Family” seminar can provide insights into parental leave, bonding time and other benefits.

A New Kind of First Responder

Nearly half of all adults will experience a mental health issue or substance abuse crisis during their lifetime. “Just as CPR helps [people] assist an individual having a heart attack, Mental Health First Aid helps assist someone experiencing a mental health or substance use-related crisis.”<sup>1</sup>

Steelcase now offers a Mental Health First Aid program. Created by the National Council for Behavioral Health and Missouri Department of Mental Health, the course teaches participants about mental health and substance-use issues and empowers them to help identify, understand and effectively respond to a mental health issue for themselves and others.

<sup>1</sup> National Council for Behavioral Health, <https://www.mentalhealthfirstaid.org/take-a-course/what-you-learn/>

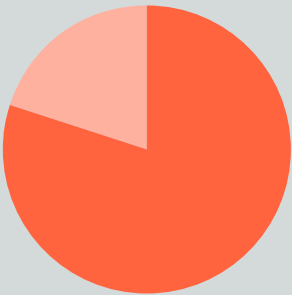
Employee Wellbeing

700+

Employees received massage therapy during the past year, including treatments to help individuals experiencing physical pain and sessions to maintain health for individuals in physically intensive jobs

160+

Employees certified in Mental Health First Aid



88%

Success rate by on-site athletic trainers for alleviating employee discomforts reported at our manufacturing facilities

10+

Vendor partners available to help employees navigate and improve their physical, mental, and financial wellbeing

# Learning + Development

## PROMISE

Unlock the human promise of our employees by continuing to improve and expand innovative, empowering learning and development programs.

## PROGRESS

We're reimagining the tools, processes, data and strategies needed to enable employees to take ownership of their learning and help themselves, and the organization, grow in the best ways possible.

**At Steelcase, we honor the fact that everyone has something to share — their perspective, lived experience, knowledge and skills — and that we are all living, learning beings. Together, we explore how our diverse talents and perspectives can help each employee, and Steelcase as a whole, unlock human promise and reach our full potential.**

## Comprehensive Training

Using sustainability as a design lens encourages us to turn inside first, to leverage and strengthen the value of our existing networks across the global enterprise through:

Classes and online courses

Social learning

Speaker series

Conferences

Lunch and learn events

Mentoring and coaching

## Career Coaching

In an age of digital transformation, employees and teams must stay relevant. To help team members explore their purpose, understand how their job may change in the future and the skills that might be needed, Steelcase offers an optional five-session career coaching seminar. Participants leave with new insights, an action plan and connections to specific training and development opportunities.

## Communities of Practice

Steelcase introduced a new peer-to-peer social learning initiative called Channels as part of Steelcase U. Channels are streams of content related to specific topics that allow you to easily and quickly access informal learning such as videos, articles, screen captures, and other content shared by peers and experts. Everyone has an opportunity to access or upload content.

Future plans include forum discussions, Ask the Expert, coaching, mentoring and personal playlists, a curated collection of training and information based on your knowledge, skills and interests.

People

Magnifying Employee Voices

Steelcase introduced a quarterly survey to measure the critical workforce metric of employee engagement. Through this survey, employees have an opportunity to provide feedback to the organization in direct, measured ways. These interactions are voluntary and allow us to evaluate engagement levels and compare against industry benchmarks. We are pleased to report that Steelcase consistently scores higher than benchmarks. We estimate that 45% of employees have a high level of engagement and 48% report an intermediate level of engagement.

Replacing annual performance reviews, Steelcase instituted impact coaching, a real-time, bi-directional series of conversations that engages employees and leaders in frequent, purposeful dialogue to inspire continuous achievement and growth. It works. 92% of employees who report having a performance conversation with their leader once per quarter, also reporting having high levels of trust in their leader.

Applying Talents in New Ways

Last year, Steelcase launched Loop, a talent fluidity experiment designed to help accelerate growth by matching talent to opportunities.

Building on the idea of an “internal gig economy,” Loop empowers employees to share their crafts and passions, develop new skills and learn about different areas of the business while supporting business growth.

We found that projects are win-win: employees are more engaged and have an opportunity to build stronger networks while the company can experiment, iterate and launch projects. Leadership skills are emerging organically and without the constraints of a direct leader.



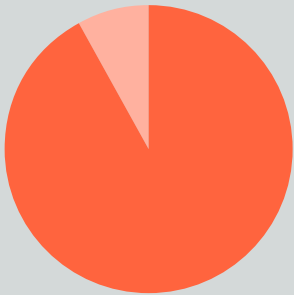
Developing Leaders, One Step at a Time

At Steelcase, we believe our leaders play a pivotal role in shaping our culture. They set the conditions for advancing our culture through clarifying purpose, creating connections and driving progress.

To help them be future-ready and comfortable connecting our core values to a behavioral ecosystem, we launched a pilot called Leaders in Action, which takes a new approach to leadership development. This self-driven program uses the neuroscience of habit development to help participants pick one habit to change, build a plan around how to change it, and help them celebrate when they succeed.

**Steelcase U is a proprietary, online learning platform available to all employees and dealers, that offers a mix of formal and social learning opportunities. This new platform currently includes online courses, instructor-led offerings, webinars and videos.**

Learning + Development



92%

Employees who report having a performance conversation with their leader once per quarter, also report having high levels of trust in their leader

Employee Engagement

High	45%
Intermediate	48%

Dedicated to Employee Development

Steelcase is dedicated to the learning and professional growth of every employee, and we do that by:

- Providing competitive salaries and benefits
- Offering career counseling and professional training programs
- Sharing profits with employees
- Supporting wellbeing
- Creating the conditions that allow people and communities to reach their full potential

# Diversity, Equity + Inclusion

## PROMISE

We aspire to create a culture of inclusion, helping employees find meaning and purpose at work and empowering them to bring their unique strengths to serve our customers, augment our performance and enable innovation.

## PROGRESS

New, actionable initiatives to mitigate bias, champion inclusion and grow our team by connecting with more, and more diverse, talent streams.

Steelcase has always pursued a path of diversity, equity and inclusion (DEI), but to be truly transformative, DEI must be part of a comprehensive strategy that is woven into the fabric of our culture and our employee experience. This is our commitment to enhancing wellbeing for everyone, regardless of age, gender, ethnicity, life experience or skills.

It starts with our core values — promoting positive relationships, acting with integrity and treating people with dignity and respect. We are all responsible and accountable for creating and supporting diverse, inclusive environments. We've designed a culture where all can belong, but we believe we can do more.

## Mobilize Champions

We're re-energizing our efforts by creating a collective ambition for inclusion. Our Business Inclusion Groups harness the power of people who care about, talk about and work toward building DEI at Steelcase across teams and geographies.

## DEI Advisory Team

The DEI Advisory team is a group of cross-functional, cross-cultural leaders who bring a unique perspective to more effectively guide Steelcase DEI efforts. The advisory team makes recommendations and provides insights and fresh perspectives on DEI topics.

## DEI Think Tank

DEI Think Tank gathers employees with HR team members from across the globe every three months to have conversations about DEI topics, understand what is happening in different areas and regions, identify opportunities for improvement and generate insights that can help everyone advance DEI progress at Steelcase.

## Mitigate Bias

We're working to mitigate bias from the organizational fabric by developing trustworthy governance systems that identify effective solutions and ensure all employees are treated equitably. Currently, we're preparing to launch an evidence-based selection approach to create a more inclusive and diverse talent pipeline.



Are You Biased?

We know that all brains are wired for bias, meaning we all have unconscious biases. Opening our minds to unconscious bias allows us to grow personally and professionally. The Steelcase team offered a series of interactive workshops to demonstrate how we can gain awareness of unconscious bias, as well as change behaviors to gain a more inclusive perspective when making decisions. In these workshops we learned about the science behind unconscious bias, as well as ways to empower people to proactively reduce bias and improve performance in problem-solving, team integration, effective collaboration and work-life balance.

Job Description Analysis

Research shows that the language used in job descriptions can affect the distribution of men and women who apply. The Steelcase team analyzed our job postings using a natural language processing tool called Textio that searches for bias and recommends unbiased alternative language. We learned that too much bulleted content attracts more male applicants, and too little brings more women. The best chance of achieving gender equity is by having one-third of the material in the job description in bullet format. Even in small ways, we can make a big impact on equity.



Grow the Talent Pipeline

The talent landscape is changing. The skills gap is growing. And the reality is, that gap is only going to increase. According to AARP, 10,000 baby boomers are hitting retirement age every single day, and this is expected to continue into the 2030s.

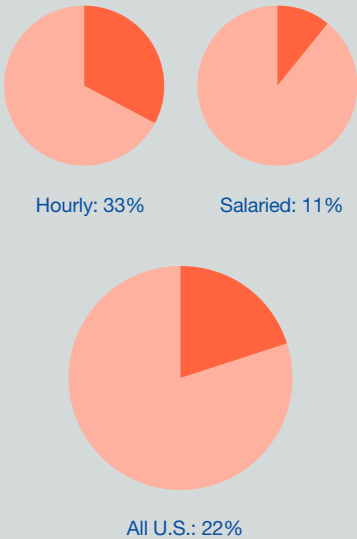
With these factors in mind, we are seeking, hiring and promoting the best and most talented people available. The evidence-based selection approach will help us to reduce bias in all recruitment, hiring and advancement decisions. Additionally, we're increasing our recruiting networks, and intentionally connecting with diverse talent streams.

Total Average Age of all Employees

Global	41
Americas	42
Asia	36
EMEA	41

“The talent landscape is changing. The skills gap is growing. And the reality is, that gap is only going to increase. According to AARP, 10,000 baby boomers are hitting retirement age every single day, and this is expected to continue into the 2030's.”

Estimated U.S. Minorities



See our Targets + Performance section for stats on employee volunteerism, gender distribution and employee retention.

## Products



As part of Digital Transformation Week, the resident Makers within the Innovation Management Office Maker Space helped the finance team super-charge their efficiency by automating standard, repeatable workflows and creating visualizations. The Makers taught participants Python, an open source scripting language. Then the participants applied their new learning in real-world scenarios, such as updating data in SAP from Excel or auto-entering data into visualization software. What used to take hours or days now happens automatically, and the finance team can focus on value-added analysis rather than manual data entry.

# Discovering. Creating. Transforming.

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**Part technical gurus, part teachers, part cheerleaders, the Innovation Management Office (IMO) team partners with internal teams across Steelcase to create new, business-advancing solutions. If an internal team has a new idea, a problem they're struggling to solve, or a competency they need to develop, they can partner with the IMO to explore their ideas, try new technologies, or apply design thinking to develop new approaches to their current work.**

This year, we're celebrating the IMO and showcasing some of the innovative ways they help Steelcase be a safer, smarter, more sustainable business.

At the Grand Rapids, Michigan, plant, the IMO worked with operations to create a portable veneer classification and measurement system to grade veneer at the mill, eliminating purchases that don't meet specifications before they ever enter into our manufacturing process.

The IMO also helped deploy a "cobot" in the Athens, Georgia manufacturing plant. A cobot is a robot that works safely alongside humans in a production environment to improve efficiency and create a safer, more productive environment for the people around it. Named Baxter II, this cobot can complete 180-degree turns and repeat motions without the risk of developing repetitive stress injuries.

To help people explore new technologies and empower them to prototype new ideas, the IMO launched a digital makerspace and concept shop in conjunction with our internal model shop. Co-located in Grand Rapids, Michigan, and Cluj, Romania, these spaces provide access to resources, including experimental printers that will print with recycled materials, materials to build IoT-connected devices and high-powered supercomputers to help with AI and data processing, and advanced technical support from on-site hardware and software engineers.



## Products

A person with dark hair, wearing a dark blue long-sleeved shirt, is leaning over a desk, looking down at a green material sample. The desk is cluttered with various items: a large sheet of paper with a technical drawing and text, several fabric swatches with different patterns and colors (including a blue and white geometric pattern, a green and white herringbone pattern, and a dark green solid color), a small white card with the word "DESIGNTEX" on it, and various other papers and documents. Some papers have text like "SOUTH BUSINESS DISTRICT: IDEA BOX" and "G. Floor 4". There are also some small black binder clips and a black folder on the desk. The overall scene suggests a design or research environment.

Not every material innovation is ready for its close up. On average, only 1% of all material opportunities make it through to use. Hundreds of new materials might be researched in any given year – but most aren't ready for commercialization yet. The main goal is engagement: the Materials Innovation Exploration charter is to share new ideas and engage with internal teams about emerging possibilities.



# Exploring New Opportunities Through Materials Innovation

**Steelcase was born from a user insight answered with materials innovation: a metal wastebasket was designed to reduce fires caused by ashes in wicker wastebaskets.**

Over our company's history, innovative materials have always been a key ingredient of our success. Many of those materials solutions came from someone, somewhere, asking, "What if?"

Today, those questions are often explored by the Materials Innovation Exploration (MIE) team. Working cooperatively with individuals and partners across the company, the MIE team helps explore new material choices, develop new processes and applications, and promote innovation through material integration, ensuring high value to our customers and maintains a leadership position in our category.

Covering topics as far-ranging as acoustics, lightweight materials,

smart fabrics and advanced manufacturing, this entrepreneurially-minded group works cross-functionally to provide product development teams with new materials ideas, technical feasibility studies, user desirability evaluations and commercial viability analyses.

MIE works with internal partners from the research, supply chain, procurement, engineering, product design and marketing teams to:

Align materials opportunities to user needs and market insight

Make materials opportunities ready and consumable by internal teams

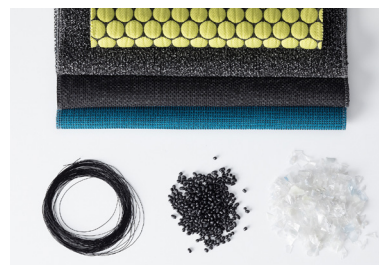
Showcase opportunities for new materials that can significantly impact Steelcase in tangible ways.



## Casper™

Casper Cloaking Technology was honored as a finalist in Fast Company's 2018 Innovation By Design Awards.

Casper is an architectural film applied to glass that provides two simultaneous viewing states: transparency and opacity. Anyone looking into the room from the outside sees a black screen, while everyone in the room can work freely. It acts as a smart shield to ensure data privacy, while providing the peace of mind to collaborate freely in any working environment.



## Celliant® Collection

Originally identified by the MIE team, DesignTex launched the Celliant Collection, a mineral-embedded backing that returns energy to the user and increases circulation.

A Celliant-backed upholstery can provide benefits without aesthetic compromise: the backing can be applied to many different materials, including novelty yarns, textures and even coated, faux leather vinyls, making them applicable for healthcare and many other markets.

# Innovative Solutions + Services

## PROMISE

Offer an ecosystem of dynamic spaces and services designed to support an organization's changing needs.

## PROGRESS

Continued leadership in designing products for a responsible, sustainable economy through materials innovation, life cycle performance and proof of performance through third-party certifications.

**At Steelcase, being sustainable is core to who we are and what we do, and nowhere is that more evident than in how we think about our products from thoughtful design, careful materials selection, optimized lifecycle performance and continuous improvement of life extension and end-of-use strategies. Our innovative use of technology helps organizations adapt their spaces to evolving needs, maximizing their real estate investment and supporting employee engagement and wellbeing.**

## Thoughtful Product Design

Steelcase introduced the Steelcase Flex Collection, the first product suite designed specifically to empower high-performing, collaborative teams. With the Steelcase Flex Collection, teams can create dynamic team neighborhoods that can be rearranged on demand, making it easy to shift from a brainstorm to a workshop, or from a daily stand-up to a sprint review, in an environment that supports their best work.

## Careful Materials Section

Steelcase has over 100 products listed in the Mindful Materials library, helping customers make conscientious, informed product choices. These product listings provide another degree of transparency and empowerment for our customers, helping them make product selections that meet their overall environmental and sustainability goals.

## Benchmarking our Chemistry Footprint

Steelcase participated in the Chemical Footprint survey, which provides benchmarking metrics for companies as they reduce the use of chemicals of high concern and select safer alternatives. The survey evaluates companies and their chemicals management policies based on four key pillars: management strategy, chemical inventory, footprint measurement, public disclosure and verification. This effort supports our consistent evaluation of our material portfolio, as well as dedicated partnerships to drive transparency and collaboration in this topic area.

## Continuous Product Innovations

Product development teams eliminated the use of adhesive on the Steelcase Think chair to improve disassembly for end-of-life

## Products

decommissioning and improving overall materials health.

The Divisio™ acoustic screen offers sound absorption that supports worker wellbeing in an open office. Beyond its functional design and colorful materiality, this sound barrier product breaks barriers with its sustainable design. The exterior fabric can be easily updated for changing office decor and assembles without any glue so components can be separated and completely recycled.

### NeoCon: New Awards for New Products

In 2019, the Steelcase family of products won awards for materiality, product design and technology.

Steelcase Flex Collection won Gold in Best of NeoCon for Furniture Collections for Collaboration.

Steelcase Roam® for the Microsoft Surface Hub 2S won Best of NeoCon Gold in the Technology-Integrated Solutions category and was an Honoree in the HiP Awards Technology category.

Designtex won Best of NeoCon Gold for the Biophilia 2.0 Collection in the Healthcare Fabrics and Textiles category.

Designtex won Silver for the Metallic Wallcovering Collection in the Wall Treatments category.

Steelcase Flex Collection, and the Bauhaus Project by Designtex, are also 2019 #MetropolisLikes Award winners, selected by Metropolis editors. The award acknowledges top spaces, products and design solutions that are unexpected, useful and beautiful.

The Bauhaus Project also won the HiP Award for Workplace: Fabric and Textiles.

Coalesse Lagunitas® Focus Nook was recognized as a HiP Honoree for the Workplace: Furniture category.



### Optimized Life Cycle Performance

Primary research, metrics from Life Cycle Assessments (LCA) and closed-loop design thinking help Steelcase deliver value at every step of the product lifecycle — from product design and manufacturing to delivery, use and end-of-use options. The insights we gain through this process are shared with partners, industry groups and other leading organizations.

This year, Steelcase developed a Life Cycle Assessment board game with Quantis, a leading international environmental sustainability consultancy, to help product development teams understand life cycle impacts and create opportunities for dialogue around improvement. The game asks the question, “What are the environmental and cost impacts of one unit of seating?” Players explore the carbon footprint, material resources and costs at each stage of a product’s lifecycle.

**Steelcase serves on the advisory board of the Green Chemistry & Commerce Council (GC3), to encourage the commercial adoption of green chemistry across all industries.**

## Innovative Solutions + Services

**50+**

More than 50 products certified under the Cradle to Cradle Certified™ Products Program

**200+**

BIFMA level® Certified products

**425+ SCS Indoor Advantage™ certificates**

For a full list of our partners, see GRI Standards Indicator 102-12.

**50+**

Environmental Product Declarations (EPDs)

**42**

Global recycled content sheets: reports generated based on material information from each product statement-of-line, providing recyclable information to fulfill certification needs and customer requests

# Sustainable Procurement Strategies

## PROMISE

Help organizations achieve their sustainability goals.

## PROGRESS

Ongoing partnerships with customers to ensure their human, environmental and organizational health are supported by Steelcase products, performance metrics, certifications and services.

**At Steelcase, we believe that providing the best solutions for our customers begins by ensuring they're the best solutions for people and the planet. Our work begins long before we bring a product to market and extends throughout the customer lifecycle and beyond. We help our customers promote worker wellbeing and meet their own sustainability goals by providing perspective, documentation and new insights into their initiatives.**

## Materials Chemistry

At Steelcase, our sustainability work begins with understanding what goes into our products, and we take an approach that's both precautionary and proactive. As a leader in our industry, our materials chemistry practice assesses materials to understand their potential impacts on human and environmental health. We are actively working with our supply chain to phase out materials of concern and develop suitable alternatives.

## Closed-Loop Designs

At incremental stages of the product lifecycle, we design products to optimize performance and avoid materials of concern. We perform Life Cycle Assessments to measure impacts on the environment and human health, from design and manufacturing to delivery, use and end-of-use strategies. We continuously improve performance outcomes, from the optimization of our materials' chemical profiles to the ability for products to be reused and adapted over time.

## Recycling and Reuse

Our products go beyond beauty and functionality: their industry-leading quality ensures they'll meet people's needs for a long time. Many products can be reconfigured to work in new ways as needs change. Several can also be disassembled with ease, allowing for part replacement or effective recycling.

## Products

But when it's time for something new, Steelcase continues to provide value to clients. Every year, we extend the useful life of thousands of products. Through our end of use program, we help businesses dispose of surplus office furniture in socially, economically and environmentally responsible ways. Together with our dealer partners, we present options that meet customer goals, whether it's income, landfill diversion or charitable donation.

See the [Service Offerings](#) section on pp. 31-32 to learn more about our end-of-use strategies.

### Building Certification Contributions

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

### LEED Certification

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

### WELL Building Standard

Air  
Light  
Fitness  
Comfort  
Nutrition  
Mind

### BREEAM

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



## Strategic Purchasing

We partner with our customers to help them meet the standards and specifications they require to achieve their sustainability goals, whether it's a certification, a material health list, a building standard or a more strategic partner model. With our dealers, we share our learnings and collaborate with customers to regularly review purchases against a variety of sustainability objectives to ensure Steelcase continues to meet their highest aspirations.

### Environmental Profiles and Declarations

Our efforts to measure progress through life-cycle thinking has resulted in 350+ Product Environmental Profiles and 50+ Environmental Product Declarations (EPDs).

Product Environmental Profiles (PEPs) are environmental declarations that answer questions such as: the percentage of recycled content used in products, recyclability, potential for LEED contribution and any certifications.

Environmental Product Declarations (EPDs) are standardized, independently reviewed documents that provide a summary of the potential environmental impacts of a product system from raw materials through end-of-use.

## Sustainable Procurement Strategies

# 547

Customized environmental metrics reports (EMRs) for companies spanning more than 20 industries

# 11

Data points provided per product in every EMR including sustainability certifications, recycled content and potential for LEED contributions, empowering customers to track their own sustainability progress

## 350+ Product Environmental Profiles

Product Environmental Profiles (PEPs) document the environmental attributes of a product, including recycled content, product recyclability information, sustainability certifications and more. PEPs can be found on our website in the Design Resources page.

# 20+

Cross-industry collaborations, including C2C Built Positive, World 50, GreenBuild, Sustainable Brands, the CE100, GBEN and Renewable Energy 100

# Service Offerings

## PROMISE

Offer an ecosystem of dynamic spaces and services designed to support an organization's changing needs.

## PROGRESS

Moving closer to a set of holistic, ever-more-circular services that support customers at every step of the ownership and product life cycles.

**Our furniture is used around the world, for a world of different reasons: throughout the workplace, in schools, hospitals and healthcare settings, at events, to support growing nonprofits and more.**

**All these uses help Steelcase take a comprehensive, holistic approach to supporting our customers — and our products — while advancing our circular economy solutions.**

## Redefining the Ownership Experience

Customers are increasingly exploring alternative models to ownership and we partner with facilities managers, real estate leaders and procurement professionals to craft solutions that help them take a more holistic approach to workplace flexibility.

For some, this follows on larger consumer shifts away from ownership toward rental models or pre-owned buying experiences (think Netflix or CarMax). Today, customers can work with Steelcase to support premium event experiences with high performing settings that they use only for the duration of a particular business meeting or trade conference. As an innovative offering in an industry new to Steelcase, these settings are maximizing the possibilities of in-person gatherings anywhere in the U.S. and Canada.

We champion the opportunity to support customers with tailor-made solutions that combine new and expanded value-added services, financial arrangements, product bundles and experiences that simplify, engage and extend their relationship with Steelcase.

## Extending the Product Lifecycle: Phase 2

For Steelcase customers who are ready to transfer their owned products to the secondary market, our Phase 2 decommissioning program connects them with local dealer resources to evaluate inventory and offer options for reuse with a "zero landfill" goal. By offering one of the most competitive, long-running decommissioning service in North America, Steelcase has been a pioneer in this field and continues to serve as an aggregator for sharing best practices, standard operating procedures and key performance indicators.



## Products

### ReMarket™

The ReMarket program is the hub of the secondary furniture and materials market at Steelcase. From diverting furniture from landfills to promoting the flow of assets (product and materials) through extended reuse, resale, redistribution, repair, refurbishment and material recovery, Steelcase redeploys assets throughout our dealer network, making durable, high-quality furniture available to new customers and markets at affordable prices.

Across the company, teams explore new ideas for the secondary furniture and materials markets, including through our social innovation partnerships.

### Seating Trade-Up

Trade-Up is a value-add service offered with the purchase of new Steelcase task chairs (Amia®, Leap®, Gesture®, Think®, SILQ® and Steelcase Series® 1). This program gives customers an opportunity to receive a credit towards their new purchase while responsibly redeploying or properly disposing of all their office chairs, regardless of the manufacturer. We work in tandem with our trusted broker network throughout the U.S. to redeploy these assets with the highest environmental practices, appropriately.

### Eco'Services

Offered in French-speaking European markets, our Eco'Services asset recapture and redeployment team continues to explore new, sustainable pricing models and incentives for the secondary market while empowering dealers to better serve their customers through responsible handling of end-of-life assets.



### Steelcase Marketplace

Steelcase Marketplace makes it easy to fully furnish an office with rugs, lighting, accessories and more. It connects designers with over 50 future-forward, unique and leading brands from all over the world, all in one place. This unique offering helps customers create inspiration boards, explore a range of styles and price points, place orders with one click and manage delivery on the same truck as the rest of their Steelcase furniture.

**Eco'Services, a local dealer and a Steelcase partner came together on a decommissioning project to redeploy surplus assets to a local children's hospital in Paris, France. What began as a one-time engagement has expanded to support the hospital's needs across four different operations.**

## Service Offerings

### Phase 2 Metrics

**613.75**

Metric tons diverted from landfills in FY2019

**1,714.45**

Tons of carbon dioxide equivalent (Co2E) avoidance in FY2019

### Seating Trade-Up Metric

**5,376**

Task chairs deployed into the secondary market for reuse

### Eco'Services

**46**

Circular Services projects completed in 2018

### Workstations Redeployed

**10,000+**

Since 2017

**65,000+**

Since 2008

**Since the service began in 2008, over 180,200m<sup>3</sup> of furniture, or the equivalent of over 72 Olympic pools, has been redirected.**



# Dealer Partners

## PROMISE

Serve organizations around the world through a network of strong dealer partners and deliver work environments that promote the wellbeing of people, organizations and the planet.

## PROGRESS

Strengthen dealer businesses through actionable, data-driven insights, talent attraction and retention strategies and knowledge sharing. Recognize and celebrate our dealers for their commitment to Steelcase and their communities.

**We were the first to have a dealer network in our industry, and today, our network has grown to over 800 dealer locations worldwide. Most Steelcase dealerships are independent businesses, owned and operated by people deeply invested in the communities they serve. By providing effective, engaging workplaces, our dealers create jobs that strengthen their local communities. These dealers deliver products, spaces and a range of value-added services including space planning, design, installation, technology and audiovisual integration, moving services and more.**

## Premier Partners

Each day, our dealer partners work hard to deliver a best-in-class Steelcase experience to customers. All dealers meet high standards for quality and performance. The Steelcase Premier Partners program rewards those dealers that continuously strive to find new ways to grow and differentiate themselves. This designation, earned annually, recognizes quality and performance in seven areas: revenue growth, key strategic initiatives, financial stability, co-marketing, customer satisfaction, community impact and diversity, equity and inclusion programming.

## Dealer Digital Transformation

Working closely with dealers to create a best-in-category experience, Steelcase has embarked on a digital transformation plan. This plan will improve the user experience of our order management system by upgrading the user interface, create an integration platform that allows dealers to share data between order management and their other software systems and provide a portal for dealer customers to monitor orders.

## Talent Management and Inclusion

As our primary partners, Steelcase dealers around the world deliver our global research and innovative products and services to local customers. To fulfill their mission in a tight global talent market, Steelcase offers training to help local dealers attract and retain talent. Other targeted programs help dealers recruit from colleges and universities, use social media strategically and improve diversity and inclusion programming.

Additionally, Steelcase helps support diverse dealers with securing minority council certifications, facilitating strategic alliances with minority and non-minority-owned dealers, recruiting women, veteran and other dealer candidates.

Products

Customer Experience Management

Steelcase empowers its dealers through data-driven insights. The customer experience management program engages customers at key moments to gather local, quantitative data. Dealers use this data to gain insights and take action in ways most likely to grow their business. The program helps dealers understand which marketing programs move customers to action, which sales efforts are most likely to win customers, which management activities have the greatest impact on customers and profitability and where to improve efficiencies operationally.

Dealer Product School

With thousands of industry-leading products, dozens of partnerships with internationally-renowned brands, and millions of product configuration options, how does a dealer sales person or designer get up to speed quickly? Steelcase hosts Dealer Product School quarterly for North American dealer employees. Through the variety of experiences and planned fun, the dealers develop an emotional connection with each other, the Steelcase hosts, and to Steelcase.

Sales and design start the week out together and then split into two tracks. Salespeople focus on product positioning, stories and broad product knowledge, learning through hands-on activities like product builds, tours, and presentations. Designers have some similar experiences but do deeper dives into core product lines and how to specify these in CET.



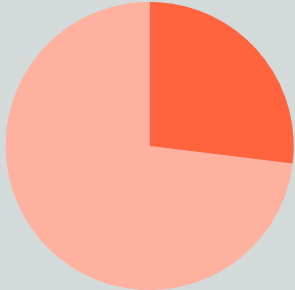
China Dealers visit Munich LINC

Last summer, the Munich LINC hosted Steelcase dealers from China. While visiting Munich, they attended design- and product-related training, shared dealer-specific insights and had an opportunity to receive an economic briefing on the status of Foreign Direct Investments of Chinese investors in Bavaria.

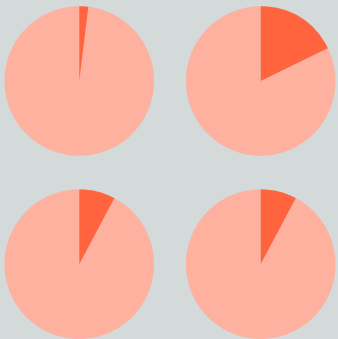
Communities of Practice

Communities of Practice make it easy to connect dealers with their peers on topics that matter to their business. They encourage people interested in a subject to come together to share tips and strategies. There are several dealer-specific and cross-functional communities of practice for sales leaders, dealer principles, order management, operations, finance and more.

Dealer Partners



**27%**  
Steelcase U.S. dealers are minority-owned, women-owned and veteran-owned businesses.



Dealer Diversity in the United States

HUBzone	WBE
2	18
Veteran/DSVO	MBE
8	8

**800+**  
Dealer partner locations globally

**97 Years**  
Our oldest dealer partnership has been in place since 1922

# Supplier Relationships

## PROMISE

We work with our suppliers and partners throughout the supply chain to ensure the materials and services they provide meet our strict standards for quality, performance and sustainability.

## PROGRESS

Smarter sharing of knowledge, tools and standards throughout our partner ecosystem, and ongoing cultivation of a diverse set of suppliers.

**Steelcase works closely with its partners to create a frictionless and responsive supply chain that helps the company meet evolving customer need through inspiring solutions, superior materials, innovative technology, proven expertise and reliable performance.**

**We expect our partners to adhere to the highest standards for safety, quality and sustainability, and we work closely with them to share expertise and build trusted relationships.**

## Digital Supplier Forum

Steelcase shifted its Supplier Forum to a quarterly virtual format, allowing a greater range of participants across our supply chain. This shift provided an opportunity to connect with new individuals within our partner organizations and make connections across different organizations.

Changing our approach also allows Steelcase and its partners to meet more frequently, and focus topics on different, audience-specific needs. Participants can ask questions, provide feedback and share opinions and best practices.

## Growing Partnerships

Our partner network supports the changing preferences of people at work: a demand for more informal, authentic and inspiring spaces. This year we were proud to announce several highly visible partnerships, including Extremis, Moooi, Bolia and Uhuru Design.

We also continue to build partnerships from A to (almost!) Z through the Steelcase Marketplace (see p. 31), from Aanchal to Viccarbe and Wallace Sewell.

Building on our partnership with West Elm, Steelcase designers worked in collaboration with West Elm designers to create new solutions that paired West Elm's sleek modern style with Steelcase's product development expertise and understanding of the workplace.

Products



Supplier Diversity

Resiliency and success can only happen when we cultivate a diversity of perspectives, experiences and ideas. For more than 25 years, the Steelcase supplier diversity program has focused on supporting the growth and development of minority-owned, women-owned, veteran-owned, service-disabled veteran-owned and HUBzone businesses in the U.S. We work to increase our investments in these business relationships, which are consistently exceeding 10% of U.S. supplier relationships. We emphasize infrastructure and reporting, communication, networking, supplier development and mentoring.

Supplier Code of Conduct

We communicate our global standards for organizational governance, human rights, labor practices, environmental stewardship and community involvement and development through our Supplier Code of Conduct. Suppliers are evaluated through questionnaires and select site visits. We partner with them to continuously improve their performance in areas outlined within the code.

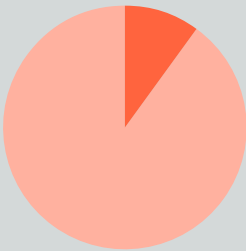
Steelcase + Microsoft

Steelcase and Microsoft have been partnering since 2017. This year, we announced Steelcase Roam, a system of mobile stands and easy-to-install wall mounts co-developed with Microsoft for the new Surface Hub 2, giving teams the freedom to collaborate anywhere.

We promote global understanding by maintaining our Code of Conduct in French, German and Spanish on country-level Steelcase.com supplier pages.

Our Code of Conduct, and other supplier resources, including our Environment, Health and Safety Handbook and START manual, are available online at [steelcase.com/our-suppliers/#resources](https://steelcase.com/our-suppliers/#resources).

Supplier Relationships



10%

Steelcase U.S. suppliers are minority-owned, women-owned and veteran-owned businesses.

123

Diverse suppliers across 22 states

First-of-Its-Kind

Steelcase extended our corporate discount on renewable energy to our suppliers — believed to be the first program of its kind.

Building Better Business Through Associations and Advocacy

Steelcase maintains relationships with diverse business associations, as well as small business associations, including:

- National Minority Supplier Development Council
- Michigan Minority Supplier Development Council (MMSDC)
- Michigan Chamber of Commerce
- Michigan Manufacturers Association
- The Right Place
- Inforum Michigan
- Business Leaders for Michigan
- The Grand Rapids Area Chamber of Commerce
- National Veteran-Owned Business Association
- West Michigan Project One
- The Grand Rapids-based Hispanic Chamber of Commerce
- Building Bridges for Education Program







# Constructing a Sustainable Partnership

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**Steelcase has developed a win-win relationship with Trex, the leading recycled materials manufacturer of wood-alternative decking, railings and other outdoor items, to reuse materials like shrink wrap, plastic wrap and foam wrap that were otherwise not recyclable.**

Rather than sending these materials to a landfill, they become feedstock for Trex decking products. This closed loop partnership started with a pilot at the Kentwood Plant in Michigan and evolved to include five more Steelcase locations. Working cooperatively with teams from logistics, materials, sustainability and leadership, Steelcase successfully determined a process for separating and bagging excess material.

The results are impressive: Steelcase has positively impacted its landfill diversion goals for 2020. Demonstrating the cost savings opportunities and ROI to internal teams made an even stronger case for future sustainability-related programs. There are plans in place to expand this partnership to other locations in North America.

**45 tons of non-recyclable materials diverted from the landfill, and \$40,000 saved in the first six months**

# Climate + Energy

## PROMISE

Reduce our global greenhouse gas emissions and cut our energy use by 25% by 2020<sup>1</sup>, while continuing to invest in 100% renewable energy equivalent to our global electricity consumption.

<sup>1</sup>Based on CY2010 baseline

## PROGRESS

Building a more holistic, scalable strategy to alleviate climate change impacts, achieving our goals and providing support for continued strategy implementation.

**We acknowledge human-caused climate change and the responsibility to act, and are committed to identifying and quantifying the risks of climate change on our business. These are complex issues and we actively work to reduce or eliminate impacts.**

**Our comprehensive energy optimization approach includes improving tracking systems, refining efficiency efforts and investing in renewable energy. This year, we performed a detailed analysis of our data systems, checking emissions factors to ensure we were representing the true progress we've made in reducing emissions. Our energy and data experts confirmed that we've exceeded our goal, reducing energy and greenhouse gas emissions by 32% since 2010.**

## Multi-Pronged Approach to Combating Climate Change

We are actively working to mitigate the effects of climate change and exploring adaptation strategies. Our efforts include:

Continuing our commitment to invest in renewable energy equivalent to 100% of our global electricity usage – an initiative in place since 2014.

Establishing and implementing energy and renewable energy targets to accelerate the transition to a clean energy economy.

Investigating science-based targets for greenhouse gas emissions as part of the global effort to limit warming to 1.5 degrees C.

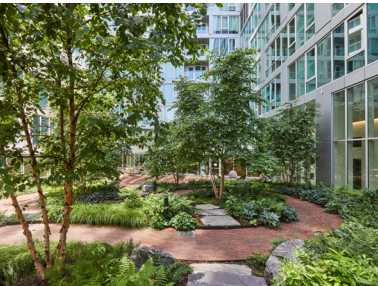
Working across multiple departments – including supply chain management, finance, legal, environmental compliance, sustainability and risk management – we are developing a comprehensive climate change strategy for the company.

We are exploring science-based targets and broadening our greenhouse gas emissions goals to include reductions in our Scope 3 emissions. Over the next year, we'll take a closer look at our long-term energy reduction goals.

We actively review relevant policies and proposed legislation to increase awareness and find opportunities to participate. This effort includes understanding the impacts of a potential carbon tax and supporting the December 2015 Paris Climate Agreement.

We are conducting a gap analysis of current progress to determine where to prioritize and direct future efforts.

We are exploring on-site solar for some locations.



Advocating for Progress

Steelcase continues to advocate for positive progress in the fight to mitigate the effects of climate change. We partner with leading advocacy groups, universities, consultants and government entities to help implement, advance and evolve our energy initiatives, including:

Business Climate Leaders (BCL), which engages American business organizations in effective non-partisan climate advocacy.

Center for Resource Solutions (CRS), a nationally recognized nonprofit that advocates for policy and market solutions to advance sustainable energy. Steelcase works through their Green-e program to produce certified, reliable Renewable Energy Credits (RECs).

We partner with RE100, a global initiative uniting more than 100 influential businesses committed to 100% renewable electricity, working to massively increase demand for, and delivery of, renewable energy.

We Are Still In. Steelcase is one of over 3,800 bi-partisan organizations across the U.S. that has committed to honor their commitments to reduce emissions and eliminate the causes of climate change.

Steelcase has invested in renewable energy equivalent to 100% of our global electricity usage since 2014.

-32%

Total Energy % Change from 2010 to 2018

150+

We actively track the energy use of over 150 offices, showrooms, manufacturing facilities and distribution centers worldwide.

2018 Total Energy Consumption

Fuel Type	MWh
Natural Gas	249,193
Propane	3,237
Electric Power	175,686
Coal	–
Diesel	12,147
Gasoline (Petrol)	637
Liquefied Petroleum Gas (LPG)	2,731
Jet Fuel (Jet A or A-1)	13,537
Steam	557
Total	457,727

Market-based and Location-based GHG Emissions

In accordance with updated reporting guidelines from the World Resources Institute, we’re sharing 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.

SCOPES (tonnes CO2e)	Market-based		Location-based	
	2010	2018	2010	2018
Scope 1	77,210	48,927	77,210	48,927
Scope 2	89,852	0	109,214	76,220
Total Scope 1 and Scope 2	167,062	48,927	186,432	125,147
% Change*	-70%		-32%	
*From base year				



# Waste + Water

## PROMISE

Measure, manage and reduce our waste and water use by 25% by the year 2020<sup>1</sup>, and meet or exceed all applicable codes, laws and regulations wherever we work.

<sup>1</sup>Based on CY2010 baseline

## PROGRESS

By finding new, direct ways to decrease waste and consistently track water usage, we're approaching our 2020 goals in a way that equally promotes people, planet and profit.

**Environmental responsibility is at the core of Steelcase's business. Our commitment to sustainability has led us to set goals of reducing our environmental footprint in four key areas by 25% by the year 2020. While each year brings new progress and challenges, we continue to make meaningful advancement toward reaching these goals from our 2010 baseline.**

## New Metrics, New Approaches

In our 2018 Report, Steelcase reported on an unexpected increase in our waste to landfill reporting due to loss of access to some facilities, particularly for our wood byproducts. Along with other market and industry factors, this has resulted in a second year of higher-than-anticipated waste output. However, we continue to work extremely hard to adapt and find innovative solutions to this challenge and are confident we will be within reach of our stated waste reduction goal by 2020.

This effort builds upon ongoing initiatives to reduce waste in all facets of our business, which include activities such as:

- Engaging with upstream suppliers to implement returnable packaging solutions and reduce incoming waste

- Conducting internal waste audits to establish reuse opportunities

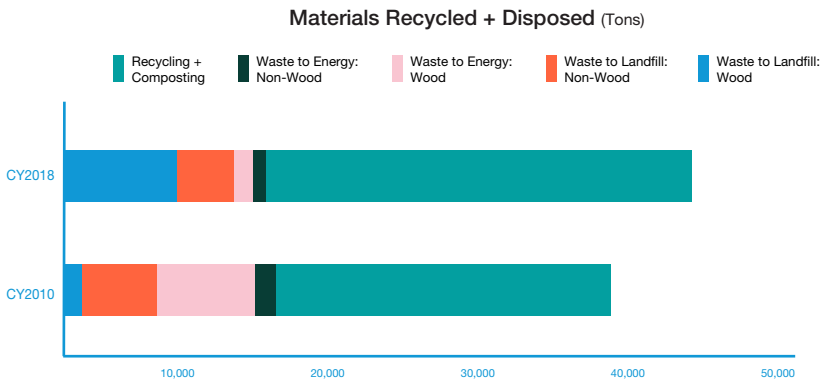
- Improving bin placement and labeling to improve sorting and recycling efforts

- Implementing new solutions for shrink wrap, cardboard and fabric to close the loop on these commodities and achieve cost savings

- Facilitating design thinking workshops to generate creative solutions to reduce packaging waste for our customers.

## Solutions for Excess Materials

We actively search for opportunities where our excess materials might become another person's asset, building partnerships with local artists and community members. We donate quality scrap fabric, leather and wood to community partners and for-profit organizations including Public Thread, Grand Rapids Public Museum, Habitat for Humanity, Learning from Scratch, Green Giftz and West Michigan Center for Arts and Technology.



Complete Water Usage Portfolio

In 2018, we began to track water invoices directly in our global data platform, streamlining the process, gathering better data and tracking more data points as a result. Where previously we had to periodically rely on best estimates of water use, we now have a complete portfolio of water usage.

This has helped us find new, data-driven opportunities for improvements and optimization. For instance, we had one site where we saw an unexpected jump in our water usage. Because we were tracking the data closely, we could confidently say this was abnormal, and investigating the data led us to discover what had been an undetected leak. Thanks to our data experts tracking numbers and observing trends we are able to identify these opportunities, saving water, resources and money.

We have increased wetlands monitoring of our adjacent wetlands which influences decisions around materials for parking lots, drainage and retention of neighboring lots.

Cardboard Recycling Program

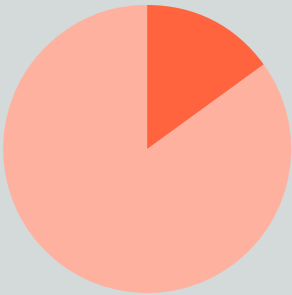
Steelcase has established a new, return-to-the-mill cardboard recycling program that saved \$40,000 in its first year. Our innovative team approach helped define new ways to bale 100% of our cardboard, including all the itty-bitty pieces! Now, instead of paying for the cardboard to be recycled, we're receiving rebate checks. In addition, Steelcase is purchasing the renewed cardboard directly from the mill for our own packaging needs, making this a truly circular solution.

Learn more about our innovative partnership with Trex on p. 38.

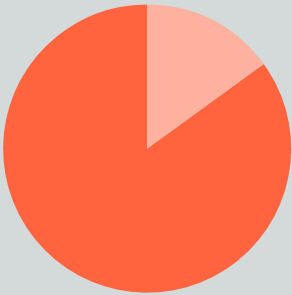
Worldwide, all our manufacturing facilities are ISO 14001 certified with new facilities from 2018-2019 acquisitions in progress.

Learn more about our Services on p. 31-32.

Waste + Water



15%  
Reduction in water use from 2010–2018



84%  
Reduction in Volatile Organic Compounds (VOCs) from 2010–2018

1,000+  
Work surfaces donated to Habitat for Humanity

7,000+  
Pounds of fabric donated to local community partners

96,370,405  
Gallons of water used in CY2018

# Transportation + Packaging

## PROMISE

Deliver our products and our people safely to their destinations with intentional focus on efficiency and reducing our environmental footprint.

## PROGRESS

Continuing efforts to refine product packaging with new packaging combinations and constantly optimizing delivery routes.

**We work diligently to provide damage-free products with exactly the right amount of packaging at every point within our supply chain. This commitment requires continuous effort and improvement from our research, logistics and packaging teams – and valued input from our customers.**

## Packaging Savings Highlights

Our data-driven packaging strategies are thoroughly tested to ensure quality and damage-free delivery while minimizing materials and waste. At every step, package materials are tested to higher-than-industry standards. We also conduct dealer and customer surveys on packaging and waste. We visit customer installations and dealers to gather qualitative feedback on how our packaging is performing.

Switching to a new polybag source that's made from over 50% recycled content (up from 0%) eliminated 100,000 pounds of polybags going to the landfill.

Projects at our Grand Rapids and Reynosa facility – reusing supplier polybags and downgauging one of our higher volume polybags – will result in over 35,000 pounds of PE plastic reduction.

Removing foam pouches on Ology® parts eliminates over 8,700 pounds of plastic.





Packaging Engineering Sustainability Goals

We are working to use only 100% recycled, sustainable or biodegradable materials in all our packaging by 2025, and continue to partner closely with logistics to improve trailer and container efficiencies.

We have set the following packaging sustainability goals for the end of 2022, including:

Improve average recycled content in our core packaging materials to:

Corrugated 75%+

Honeycomb 50%+

PE poly material 25%+

EPP, PP and EPS foams 25%+

Source all paper-based packaging from sustainably managed forests (SFI or FSC certified)

Explore use of n-pulp packaging in our Chinese packaging and suppliers

Investigate programs to capture and reuse packaging from customer sites.

Transportation

Our drivers are an integral extension of Steelcase in the field: they’re the last touchpoint between the order and the dealer or customer. We make an impact on their wellbeing by ensuring they have adequate training, support and opportunities for rest.

We reduce transportation costs by fully packing trucks, driving in a straight line and optimizing delivery routes to minimize stops. Delivering in Grand Rapids is different than delivering in Atlanta, so truckloads are built to accommodate the peculiarities of each geography.

Using blanket wrap for Steelcase Series 1 nesting chairs eliminates 750,000 pounds of paper.

5,600+ Products

In a one-month study, two dimensioning machines measured over 5,600 individual products, comprising over 970 different materials. In total, the machines enabled us to modify weight and volume for more than 1,200 different outbound deliveries resulting in more efficient transportation.

Packaging Environmental Savings for the last three years:

1.7 million pounds of paper equates to saving 7.7 million gallons of water

265,000 pounds of plastic equates to saving 2,472 gallons of oil

1,400+ trailers equates to saving 8.4 million pounds of CO2

Transportation KPIs

300+ Trucks

Increase in cube utilization from 3,150 cubic feet to 3,250 cubic feet, translating to a 3% reduction in number of shipments

500,000 Pieces of Furniture

97%+

On Time Delivery – Steelcase shipments are 97%+ on time - down to the minute

# Global Reporting Initiative Index

Every year Steelcase annually reports on its vision, goals and progress related to sustainability initiatives. The GRI Standards offer additional information about our sustainability strategy and progress.

We use an approach of transparency and authenticity to underscore our reporting, and continue to refine our reporting practices to help stakeholders understand our goals, standards and objectives. We do this while remaining consistent with external guidelines and expectations.

## **Sustainability Materiality Overview**

Steelcase's sustainability materiality assessment covers environmental, social and governance issues. Areas identified as material are those which significantly impact our ability to meet 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 sections. It generally follows GRI guidelines and adheres to the Principles for Defining Report content.

### **Identification**

A list of potential material sustainability issues is maintained through internal and external research, including benchmarking and reviewing relevant reporting standards. The Steelcase Sustainability Steering Committee validates this list, taking into account the business and sustainability strategy.

### **Prioritization**

Each potential material issue is evaluated based on its influence on external stakeholders' decisions and assessments and impact on the business.

These evaluations are based on primary and secondary research including surveys, interviews and workshops, many of which have been conducted by third parties. The results are plotted on a matrix to illustrate the relationships of material issues to business impacts and influence on stakeholders' decisions and assessments. Methods to engage with and collect input from internal and external stakeholders are continually integrated into ongoing engagement activities. The sustainability materiality assessment is updated as additional research is conducted and new data and insights become available.

### **Validation**

Key internal senior decision makers validate the sustainability materiality issues included within this report. The sustainability materiality assessment results and supporting research is reviewed annually. These findings inform future assessments and ensure alignment with stakeholder expectations and the business context.



# General Standard Disclosures

## Strategy + Analysis (102-14 - 102-15)

<b>G4-1</b>	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. 5-6 (Welcome from Jim Keane)
<b>G4-2</b>	Description of key impacts, risks, and opportunities	<a href="#">Annual Report pp. 1-10</a>

## Organizational Profile

<b>102-1</b>	Name of the organization.	<a href="#">Steelcase Inc.</a>
<b>102-2</b>	a. A description of the organization's activities. b. Primary brands, products, and services, including an explanation of any products or services that are banned in certain markets.	<a href="#">Annual Report pp. 1-4</a>
<b>102-3</b>	Location of organization's headquarters.	Steelcase is headquartered in Grand Rapids, Michigan, U.S.A.
<b>102-4</b>	Number of countries where the organization operates, and the names of countries where it has significant operations and/or that are relevant to the topics covered in the report.	<a href="#">Annual Report pp. 3-5</a>
<b>102-5</b>	Nature of ownership and legal form.	Steelcase Inc. (SCS) is a publicly traded company listed on the New York Stock Exchange
<b>102-6</b>	a. Markets served, including: i. Geographic locations where products and services are offered; ii. Sectors served; iii. Types of customers and beneficiaries.	<a href="#">Annual Report pp. 1-5</a>
<b>102-7</b>	a. Scale of the organization, including: i. Total number of employees; ii. Total number of operations; iii. Net sales (for private sector organizations) or net revenues (for public sector organizations); iv. Total capitalization (for private sector organizations) broken down in terms of debt and equity; v. Quantity of products or services provided.	<a href="#">Annual Report Intro, pp. 6 &amp; Tab 102-8</a>

- 102-8**
- a. Total number of employees by employment contract (permanent and temporary), by gender.
  - b. Total number of employees by employment contract (permanent and temporary), by region.
  - c. Total number of employees by employment type (full-time and part-time), by gender.
  - d. Whether a significant portion of the organization's activities are performed by workers who are not employees. If applicable, a description of the nature and scale of work performed by workers who are not employees.
  - e. Any significant variations in the numbers reported in Disclosures 102-8-a, 102-8-b, and 102-8-c (such as seasonal variations in the tourism or agricultural industries).
  - f. An explanation of how the data have been compiled, including any assumptions made.

**TOTAL NUMBER OF PERMANENT EMPLOYEES BY EMPLOYMENT TYPE AND GENDER**

	Americas	Asia (APAC)	Europe (EMEA)	Total
Female Dealer	-	-	64	64
Female Employee	2,673	533	738	3,944
Female Non-Employee	65	22	87	174
<b>Female Total</b>	<b>2,738</b>	<b>555</b>	<b>889</b>	<b>4,182</b>
Male Dealer	-	-	83	83
Male Employee	5,326	877	1,449	7,652
Male Non-Employee	68	16	207	291
<b>Male Total</b>	<b>5,394</b>	<b>893</b>	<b>1,739</b>	<b>8,026</b>
<b>Grand Total</b>	<b>8,132</b>	<b>1,448</b>	<b>2,628</b>	<b>12,208</b>

- 102-9**
- A description of the organization's supply chain, including its main elements as they relate to the organization's activities, primary brands, products, and services.

[Annual Report pp. 5](#)

- 102-10**
- a. Significant changes to the organization's size, structure, ownership, or supply chain, including:
    - i. Changes in the location of, or changes in, operations, including facility openings, closings, and expansions;
    - ii. Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organizations);
    - iii. Changes in the location of suppliers, the structure of the supply chain, or relationships with suppliers, including selection and termination.

Steelcase has acquired three companies, each with operations and logistics activities. Their facilities are located in the US and UK. All three have been integrated into the Steelcase Environmental Management System.

- 102-11**
- Whether and how the organization applies the Precautionary Principle or approach.

Steelcase takes a precautionary approach toward environmental management. We follow insights gained from decades of research, leverage partnerships with leading companies and organizations, and our experiences and feedback from customers, giving us valuable guidance and perspective. It is for these and many other reasons we have taken a leading role in finding creative and responsible ways to operate and design products and applications. Please see the Corporate Sustainability Report, pp. 29 and 39 (Sustainable Procurement Strategies and Climate + Energy).

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102-12	<p>A list of externally-developed economic, environmental and social charters, principles or other initiatives to which the organization subscribes, or which it endorses.</p>	<p>Steelcase participates in the following initiatives:</p> <ul style="list-style-type: none"><li>• AFNOR NF Environment certification program</li><li>• BIFMA level® certification program</li><li>• Blue Angel certification program</li><li>• CDP</li><li>• China Environmental Labeling Product</li><li>• Circular Economy 100 (CE100)</li><li>• Civic 50</li><li>• Cradle to Cradle® certification program</li><li>• Eco-Management and Audit Scheme (EMAS)</li><li>• FEMB level certification program</li><li>• Forestry Stewardship Council Chain of Custody certification</li><li>• Furntech-AFRDI Green Tick</li><li>• Global Reporting Initiative</li><li>• ISO 14001</li><li>• ISO 26000</li><li>• LEED® certification program</li><li>• OEKO-TEX® certification program</li><li>• OHSAS 18001</li><li>• Programme for the Endorsement of Forest Certification</li><li>• Renewable Energy 100 (RE100)</li><li>• SCS Indoor Advantage™ certification program</li><li>• World 50</li><li>• U.S. EPA Green Power Partnership</li><li>• UN Global Compact</li></ul>
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<b>102-13</b>	A list of the main memberships of industry or other associations, and national or international advocacy organizations.	<p>There are a number of organizations around the world that we are members and active partners in. Here are a few:</p> <ul style="list-style-type: none"> <li>• American Center for Life Cycle Assessment</li> <li>• Beyond Benign</li> <li>• Business and Industrial Furniture Manufacturers Association (BIFMA)</li> <li>• Business Climate Leaders</li> <li>• Business Leaders for Michigan</li> <li>• Business Roundtable</li> <li>• Circular Economy 100 (CE100)</li> <li>• Gilda's Club, Leadership and Incubation</li> <li>• Grand Rapids Community College Diversity Speaker Series Sponsor</li> <li>• Greenbiz Executive Forum (GBEN)</li> <li>• Green Chemistry &amp; Commerce Council</li> <li>• Michigan Manufacturing Association</li> <li>• Michigan Minority Supplier Development Council</li> <li>• National Civil Rights Museum</li> <li>• National Minority Supplier Development Council</li> <li>• Renewable Energy 100 (RE100)</li> <li>• Sustainable Chemistry Alliance</li> <li>• Student Advancement Foundation</li> <li>• Talent 2025</li> <li>• United Way</li> <li>• University Prep Academy</li> <li>• We Are Still In</li> <li>• We Mean Business Coalition</li> <li>• West Michigan Center for Arts &amp; Technology (WMCAT)</li> <li>• West Michigan Environmental Action Council</li> <li>• West Michigan Sustainable Business Forum</li> <li>• World Affairs Council</li> </ul> <p>For more information on our partnerships and commitments, please see our Corporate Sustainability Report, pp. 35–36 (Supplier Relationships), and the Community Relations page on our website.</p>
<b>102-14</b>	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 its strategy for addressing sustainability.	Corporate Sustainability Report pp. 5-6 (Welcome from Jim Keane)
<b>102-15</b>	A description of key impacts, risks, and opportunities.	<a href="#">Annual Report pp. 1-12</a>

## Ethics + Integrity

102-16	A description of the organization's values, principles, standards and norms of behavior.	<p>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:</p> <ul style="list-style-type: none"> <li>• Steelcase <a href="#">Global Business Standards</a></li> <li>• Steelcase <a href="#">Code of Business Conduct</a></li> <li>• Steelcase <a href="#">Code of Ethics for Chief Executive and Senior Financial Officers</a></li> </ul>
102-17	<p>a. A description of internal and external mechanisms for:</p> <p>i. Seeking advice about ethical and lawful behavior, and organizational integrity;</p> <p>ii. Reporting concerns about unethical or unlawful behavior, and organizational integrity.</p>	<p>In the Steelcase Global Business Standards document, 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 Helpline. 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 Helpline 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, except where local law precludes anonymous reporting, employees are not required to give their name. If an employee chooses to file a report, they will be given a tracking number to check on the status of the report.</p>

## Governance

102-18	<p>a. Governance structure of the organization, including committees of the highest governance body.</p> <p>b. Committees responsible for decision-making on economic, environmental and social topics.</p>	See <a href="#">Steelcase Inc. Corporate Governance Overview</a>
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## Stakeholder Engagement

102-40	A list of stakeholder groups engaged by the organization.	<p>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, non-governmental organizations (NGOs), community partners, nonprofits, investors and media. Please see Corporate Sustainability Report, pp. 9-10 (Our Sustainability Promise).</p>
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102-41	Percentage of total employees covered by collective bargaining agreements.	<p>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.</p> <p>Americas:</p> <p>Steelcase Transport - 100%</p> <p>DesignTex: 45 union employees vs. 250 total US employees = 18%</p> <p>Polyvision: 42 union employees out of 82 total US employees = 51%</p> <p>130 Work Council employees in Genk out of a total of 135 EMEA/APAC employees = 96%</p> <p>France, Germany, Czech Republic, and Spain: 100%</p> <p>Mexico: 80%</p>
102-42	The basis for identifying and selecting 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.
102-43	The organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and in indication of whether any of the engagement was undertaken specifically as part of the report preparation process.	<p>Key Actions p. 9</p> <p>GRI Index Introduction pp. 45-46</p>
102-44	<p>a. Key topics and concerns that have been raised through stakeholder engagement, including:</p> <p>i. How the organization has responded to those key topics and concerns, including through its reporting;</p> <p>ii. The stakeholder groups that raised each of the key topics and concerns.</p>	

## Reporting Practice

102-45	<p>a. A list of all entities included in the organization's consolidated financial statements or equivalent documents.</p> <p>b. Whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report.</p>	<p><a href="#">See Annual Report for more information</a></p> <p>Not applicable</p>
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<b>102-46</b>	<p>a. An explanation of the process for defining the report content and the topic Boundaries.</p> <p>b. An explanation of how the organization has implemented the Reporting Principles for defining report content.</p> <p>6.1 When compiling the information specified in Disclosure 102-46, the reporting organization shall include an explanation of how the Materiality principle was applied to identify material topics, including any assumptions made.</p>	See GRI Index 102-46 - pp. 45-46
<b>102-47</b>	A list of the material topics 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
<b>102-48</b>	The effect of any restatements of information given in previous reports, and the reasons for such statements.	There are no restatements of information provided in previous reports.
<b>102-49</b>	Significant changes from previous reporting periods in the list of material topics and topic Boundaries.	No significant changes.
<b>102-50</b>	Reporting period for the information provided.	This report covers the calendar year 2018 (CY2018), spanning January 1, 2018, to December 31, 2018 and the company's fiscal year 2019 (FY2019), spanning February 26, 2018 to February 25, 2019. Key environmental impact metrics (energy, GHG emissions, VOCs, water and waste) are tracked on a calendar year basis for 2018 (CY2018).
<b>102-51</b>	If applicable, the date of the most recent previous report.	The previous Steelcase Corporate Sustainability Report was published in December 2018 and covered calendar year 2017 (CY2017) and Steelcase's fiscal year 2018 (FY2018), February 25, 2017 to February 25, 2018.
<b>102-52</b>	Reporting cycle.	Steelcase publishes an annual Corporate Sustainability Report.
<b>102-53</b>	The contact point for questions regarding the report or its contents.	<a href="mailto:sustainability@steelcase.com">sustainability@steelcase.com</a>
<b>102-54</b>	<p>a. The claim made by the organization, if it has prepared a report in accordance with the GRI Standards, either:</p> <p>i. 'This report has been prepared in accordance with the GRI Standards: Core option';</p> <p>ii. 'This report has been prepared in accordance with the GRI Standards: Comprehensive option'.</p>	Steelcase is reporting at the "Core" level for the 2019 GRI report.

<b>102-55</b>	<p>a. The GRI content index, which specifies each of the GRI Standards used and lists all disclosures included in the report.</p> <p>b. For each disclosure, the content index shall include:</p> <ul style="list-style-type: none"> <li>i. The number of the disclosure (for disclosures covered by the GRI Standards);</li> <li>ii. The page number(s) or URL(s) where the information can be found, either within the report or in other published materials;</li> <li>iii. If applicable, and where permitted, the reason(s) for omission when a required disclosure cannot be made.</li> </ul> <p>6.3 When reporting the GRI content index as specified in Disclosure 102-55, the reporting organization shall:</p> <p>6.3.1 Include the words 'GRI Content Index' in the title;</p> <p>6.3.2 Present the completed GRI content index in one location;</p> <p>6.3.3 Include in the report a link or reference to the GRI content index, if it is not provided in the report itself;</p> <p>6.3.4 For each GRI Standard used, include the title and publication year (e.g., GRI 102: General Disclosure 2016);</p> <p>6.3.5 Include any additional material topics reported on which are not covered by the GRI Standards, including page number(s) or URL(s) where the information can be found.</p>	<p>We provide a complete GRI Standards content index in our Corporate Sustainability Report, starting on p. 47.</p>
<b>102-56</b>	<p>a. A description of the organization's policy and current practice with regard to seeking external assurance for the report.</p> <p>b. If the report has been externally assured:</p> <ul style="list-style-type: none"> <li>i. A reference to the external assurance report, statements, or opinions. If not included in the assurance report accompanying the sustainability report, a description of what has and what has not been assured and on what basis, including the assurance standards used, the level of assurance obtained, and any limitations of the assurance process;</li> <li>ii. The relationship between the organization and the assurance provider;</li> <li>iii. Whether and how the highest governance body or senior executives are involved in seeking external assurance for the organization's sustainability report.</li> </ul>	<p>At this time, Steelcase does not utilize an external organization to assess this report.</p>

Management Approach

103-1	a. An explanation of why the topic is material.	All material aspects apply to all Steelcase operations, the boundaries of which include all Steelcase owned and leased locations.				
	b. The Boundary for the material topic, which includes a description of:	As a part of our sustainability reporting and materiality assessment, Steelcase considers a number of external entities, groups of entities and elements which are likely to have a significant relationship with our material indicators. These relationships are considered wherever Steelcase has significant operations which may impact stakeholders.				
	i. Where the impacts occur;					
	ii. The organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships.					
	c. Any specific limitation regarding the topic Boundary.					
		CUSTOMERS	PARTNERS	COMMUNITIES	EMPLOYEES	ENVIRONMENT
		Business Integrity	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



# Specific Standard Disclosures

## Consumer Health + Safety

416-2	<p>Incidents of non-compliance concerning the health and safety impacts of products and services</p> <p>a. Total number of incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services within the reporting period, by:</p> <p>i. incidents of non-compliance with regulations resulting in a fine or penalty;</p> <p>ii. incidents of non-compliance with regulations resulting in a warning;</p> <p>iii. incidents of non-compliance with voluntary codes.</p> <p>b. If the organization has not identified any non-compliance with regulations and/or voluntary codes, a brief statement of this fact is sufficient.</p>	<p>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.</p>
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## Waste

- 306-2** Waste by type and disposal method
- a. Total weight of hazardous waste, with a breakdown by the following disposal methods where applicable:
- Reuse
  - Recycling
  - Composting
  - Recovery, including energy recovery
  - Incineration (mass burn)
  - Deep well injection
  - Landfill
  - On-site storage
  - Other (to be specified by the organization)
- b. Total weight of non-hazardous waste, with a breakdown by the following disposal methods where applicable:
- Reuse
  - Recycling
  - Composting
  - Recovery, including energy recovery
  - Incineration (mass burn)
  - Deep well injection
  - Landfill
  - On-site storage
  - Other (to be specified by the organization)
- c. How the waste disposal method has been determined:
- Disposed of directly by the organization, or otherwise directly confirmed
  - Information provided by the waste disposal contractor
  - Organizational defaults of the waste disposal contractor

Please see the Corporate Sustainability Report, pp. 31-32 (Service Offerings) and pp. 41-42 (Waste + Water).

Steelcase tracks and reports according to the following categories: landfill, incineration, compost and recycle.

[csr.steelcase.com](https://csr.steelcase.com)

Type	Disposal Method	TONS (2018)
Trash incineration	Incinerated	778
Sawdust incineration	Incinerated	1,104
Wood incineration	Incinerated	138
Steel recycled	Recycled	13,147
Non-steel recycled	Recycled	14,942
Powder recycled	Recycled	1,035
Composting	Composting	165
Trash landfilled	Landfilled	2,946
Coal Ash	Landfilled	42
Hazardous and oil	Landfilled	517
Sawdust landfilled	Landfilled	658
Wood landfilled	Landfilled	11,104

## Energy + Emissions

<b>302-1</b>	<p>Energy consumption within the organization</p> <ul style="list-style-type: none"> <li>a. Total fuel consumption within the organization from non-renewable sources, in joules or multiples, including fuel types used.</li> <li>b. Total fuel consumption within the organization from renewable sources, in joules or multiples, including fuel types used.</li> <li>c. In joules, watt-hours or multiples, the total: <ul style="list-style-type: none"> <li>- Electricity consumption</li> <li>- Heating consumption</li> <li>- Cooling consumption</li> <li>- Steam consumption</li> </ul> </li> <li>d. In joules, watt-hours or multiples, the total: <ul style="list-style-type: none"> <li>- Electricity sold</li> <li>- Heating sold</li> <li>- Cooling sold</li> <li>- Steam sold</li> </ul> </li> <li>e. Total energy consumption within the organization, in joules or multiples.</li> <li>f. Standards, methodologies, assumptions, and/or calculation tools used.</li> <li>g. Source of the conversion factors used.</li> </ul>	<p>Learn about Steelcase strategies in our Corporate Sustainability Report, pp. 39-40 (Climate + Energy). Additionally, Steelcase shares in-depth information related to our energy usage and greenhouse gas emissions in our annual CDP submission. Please see our 2018 CDP response for more information.</p>
<b>305-1</b>	<p>Energy intensity</p> <ul style="list-style-type: none"> <li>a. Report gross direct (Scope 1) GHG emissions in metric tons of CO<sub>2</sub> equivalent, independent of any GHG trades, such as purchases, sales, or transfers of offsets or allowances.</li> <li>b. Report gases included in the calculation (whether CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs, PFCs, SF<sub>6</sub>, NF<sub>3</sub>, or all).</li> <li>c. Report biogenic CO<sub>2</sub> emissions in metric tons of CO<sub>2</sub> equivalent separately from the gross direct (Scope 1) GHG emissions.</li> <li>d. Report the chosen base year, the rationale for choosing the base year, emissions in the base year, and the context for any significant changes in emissions that triggered recalculations of base year emissions.</li> <li>e. Report standards, methodologies, and assumptions used.</li> <li>f. Report the source of the emission factors used and the global warming potential (GWP) rates used or a reference to the GWP source.</li> <li>g. Report the chosen consolidation approach for emissions (equity share, financial control, operational control).</li> </ul>	<p>See 302-1.</p>



## Diversity, Inclusion + Equal Rights

<b>405-1</b>	<p>Diversity of governance bodies and employees</p> <p>a. Percentage of individuals within the organization's governance bodies in each of the following diversity categories:</p> <p>i. Gender;</p> <p>ii. Age group: under 30 years old, 30-50 years old, over 50 years old;</p> <p>iii. Other indicators of diversity where relevant (such as minority or vulnerable groups).</p> <p>b. Percentage of employees per employee category in each of the following diversity categories:</p> <p>i. Gender;</p> <p>ii. Age group: under 30 years old, 30-50 years old, over 50 years old;</p> <p>iii. Other indicators of diversity where relevant (such as minority or vulnerable groups).</p>	<p>Total average age of all employees:</p> <ul style="list-style-type: none"> <li>• Global: 40.6</li> <li>• Americas: 41.2</li> <li>• Asia: 36.2</li> <li>• EMEA: 41</li> </ul> <p>Total gender breakdown globally:</p> <ul style="list-style-type: none"> <li>• Male: 66%</li> <li>• Female: 34%</li> </ul> <p>Estimated U.S. minority breakdown:</p> <ul style="list-style-type: none"> <li>• Salaried: 11.3%</li> <li>• Hourly: 33.6%</li> <li>• All U.S.: 22%</li> </ul>
<b>406-1</b>	<p>Incidents of discrimination and corrective actions taken</p> <p>a. Total number of incidents of discrimination during the reporting period.</p> <p>B. Status of the incidents and actions taken with reference to the following:</p> <p>i. Incident reviewed by the organization;</p> <p>ii. Remediation plans being implemented;</p> <p>iii. Remediation plans that have been implemented, with results reviewed through routine internal management review processes;</p> <p>iv. Incident no longer subject to action</p>	<p>Steelcase takes seriously its commitment to maintaining workplaces compliant with applicable anti-discrimination laws and free from any type of discrimination. All Steelcase employees are expected to follow Steelcase Core Values and Global Business Standards which include commitments to treating all people with dignity and respect and creating a culture of inclusion and non-discrimination. In the current fiscal year, Steelcase had no material issues occur related to incidents of discrimination or corrective actions taken.</p>
<b>405-2</b>	<p>Ratio of basic salary and remuneration of women to men</p> <p>a. Ratio of the basic salary and remuneration of women to men for each employee category, by significant locations of operation.</p> <p>b. The definition used for 'significant locations of operation'.</p>	<p>Steelcase routinely assesses discrepancies in compensation with the intent of meeting both legal requirements and corporate values regarding equal pay.</p>

## Employee Wellbeing + Development

<b>403-1</b>	<p>Workers representation in formal joint management-worker health and safety committees</p> <p>a. The level at which each formal joint management-worker health and safety committee typically operates within the organization.</p> <p>b. Percentage of workers whose work, or workplace, is controlled by the organization, that are represented by formal joint management-worker health and safety committees.</p>	<p>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.</p>
<b>401-1</b>	<p>New employee hires and employee turnover</p> <p>a. Total number and rate of new employee hire during the reporting period, by age group, gender and region.</p> <p>b. Total number and rate of employee turnover during the reporting period, by age group, gender and region.</p>	<p>Approximate total new hires worldwide: 3,191.</p> <p>Approximate turnover rates by region:</p> <ul style="list-style-type: none"> <li>• Americas: 16%</li> <li>• Asia: 15.7%</li> <li>• EMEA: 6.5%</li> </ul> <p>Approximate turnover rates by gender:</p> <ul style="list-style-type: none"> <li>• Male: 15%</li> <li>• Female: 12%</li> </ul> <p>Approximate turnover rates by generation:</p> <ul style="list-style-type: none"> <li>• Boomers: 8%</li> <li>• Gen X: 9%</li> <li>• Gen Y: 18%</li> </ul>
<b>404-2</b>	<p>Programs for upgrading employee skills and transition assistance programs</p> <p>a. Type and scope of programs implemented and assistance provided to upgrade employee skills.</p> <p>b. Transition assistance programs provided to facilitate continued employability and the management of career endings resulting from retirement or termination of employment.</p>	<p>Please see our Corporate Sustainability Report, p. 19 (Learning + Development) for more information.</p>

## Business Integrity

<b>419-1</b>	<p>Non-compliance with laws and regulations in the social and economic area</p> <p>a. Significant fines and non-monetary sanctions for non-compliance with laws and/or regulations in the social and economic area in terms of:</p> <ul style="list-style-type: none"> <li>i. total monetary value of significant fines;</li> <li>ii. total number of non-monetary sanctions;</li> <li>iii. cases brought through dispute resolution mechanisms.</li> </ul> <p>b. If the organization has not identified any non-compliance with laws and/or regulations, a brief statement of this fact is sufficient.</p> <p>c. The context against which significant fines and non-monetary sanctions were incurred.</p>	<p>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.</p>
<b>417-3</b>	<p>Incidents of non-compliance concerning marketing communications</p> <p>a. Total number of incidents of non-compliance with regulations and/or voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by:</p> <ul style="list-style-type: none"> <li>i. incidents of non-compliance with regulations resulting in a fine or penalty;</li> <li>ii. incidents of non-compliance with regulations resulting in a warning;</li> <li>iii. incidents of non-compliance with voluntary codes.</li> </ul> <p>b. If the organization has not identified any non-compliance with regulations and/or voluntary codes, a brief statement of this fact is sufficient.</p>	<p>During the fiscal year there were no instances identified of non-compliance with regulations or voluntary codes concerning marketing communications.</p>

<b>205-2</b>	<p>Communication and training about anti-corruption policies and procedures</p> <ul style="list-style-type: none"> <li>a. Total number and percentage of governance body members that the organization's anti-corruption policies and procedures have been communicated to, broken down by region.</li> <li>b. Total number and percentage of employees that the organization's anti-corruption policies and procedures have been communicated to, broken down by employee category and region.</li> <li>c. Total number and percentage of business partners that the organization's anti-corruption policies and procedures have been communicated to, broken down by type of business partner and region. Describe if the organization's anti-corruption policies and procedures have been communicated to any other persons or organizations.</li> <li>d. Total number and percentage of governance body members that have received training on anti-corruption, broken down by region.</li> <li>e. Total number and percentage of employees that have received training on anti-corruption, broken down by employee category and region.</li> </ul>	<p>Globally, all salaried and hourly employees are required to complete policy and compliance training regarding our Global Business Standards (GBS). We have updated our GBS course materials and provide online training for GBS, Conflict of Interest and the Integrity Helpline. In addition, Foreign Corrupt Practices Act training is provided for sales and other employees where applicable.</p> <p><a href="#">About Steelcase</a></p>
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## Sustainable Business Innovation

<b>301-1</b>	<p>Materials used by weight or volume</p> <ul style="list-style-type: none"> <li>a. Total weight or volume of materials that are used to produce and package the organization's primary products and services during the reporting period, by: <ul style="list-style-type: none"> <li>i. non-renewable materials used;</li> <li>ii. Renewable materials used.</li> </ul> </li> </ul>	<p>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. For more information on how Steelcase incorporates sustainability in our materials, products and services, please see our Corporate Sustainability Report, pp. 27 (Innovative Solutions + Strategies).</p> <p><a href="https://csr.steelcase.com">csr.steelcase.com</a></p>
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<b>301-2</b>	Recycled input materials used a. Percentage of recycled input materials used to manufacture the organization’s primary 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. For our operational initiatives and progress, please see our Corporate Sustainability Report, pp. 27 (Innovative Solutions + Strategies).
<b>301-3</b>	Reclaimed products and their packaging materials a. Percentage of reclaimed products and their packaging materials for each product category. B. How the data for this disclosure have been collected.	Designing products for disassembly and recyclability is an embedded approach in Steelcase’s product development process. To explore our sustainability product design platforms, including our transportation and packaging strategies, please see our Corporate Sustainability Report, pp. 27 (Innovative Solutions + Strategies).  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. For details on how we help our customers with end-of-use strategies, please see pp. 31-32 (Service Offerings).  <a href="https://csr.steelcase.com">csr.steelcase.com</a>

# Sustainable Development Goals Index

Sustainable Development Goal	Corporate Sustainability Report	Global Reporting Initiative (GRI) Index	
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<b>3 Good Health + Well-Being</b>	<a href="#">Innovative Solutions + Services, pp. 27-28</a> <a href="#">Social Innovation, pp. 15-16</a> <a href="#">Employee Wellbeing, pp. 17-18</a>	<a href="#">306-2, p.57</a> <a href="#">305-1, p.58</a>	
<b>4 Quality Education</b>	<a href="#">Social Innovation, pp. 15-16</a> <a href="#">Learning + Development, pp. 19-20</a>		
<b>5 Gender Equality</b>	<a href="#">Dealer Partners, pp. 33-34</a> <a href="#">Supplier Relationships, pp. 35-36</a> <a href="#">Diversity, Equity + Inclusion, pp. 21-22</a>	<a href="#">405-1, p. 59</a> <a href="#">405-2, p. 59</a> <a href="#">406-1, p. 59</a>	
<b>6 Clean Water + Sanitation</b>	<a href="#">Social Innovation, pp. 15-16</a> <a href="#">Waste + Water, pp. 41-42</a>	<a href="#">302-1, p. 58</a> <a href="#">306-2, p. 57</a>	
<b>7 Affordable + Clean Energy</b>	<a href="#">Climate + Energy, pp. 39-40</a>	<a href="#">306-2, p. 57</a>	
<b>8 Decent Work + Economic Growth</b>	<a href="#">Our Vision, pp. 7-8</a> <a href="#">Our Sustainability Promise, pp. 9-10</a> <a href="#">Innovative Solutions + Services, pp. 27-28</a> <a href="#">Employee Wellbeing, pp. 17-18</a> <a href="#">Learning + Development, pp. 19-20</a>	<a href="#">102-8, p. 48</a> <a href="#">102-41, p. 52</a> <a href="#">405-1, p. 59</a> <a href="#">405-2, p. 59</a> <a href="#">406-1, p. 59</a> <a href="#">403-1, p. 60</a>	<a href="#">301-1, p. 62</a> <a href="#">301-2, p. 63</a> <a href="#">301-3, p. 63</a> <a href="#">306-2, p. 57</a>
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<b>10 Reduced Inequalities</b>	<a href="#">Our Vision, pp. 7-8</a> <a href="#">Our Sustainability Promise, pp. 9-10</a> <a href="#">Learning + Development, pp.19-20</a> <a href="#">Diversity, Equity + Inclusion, pp. 21-22</a>	<a href="#">405-2, p. 59</a>	

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	<a href="#">Learning + Development, pp. 19-20</a>		

# Thank You

The end of this report is just the beginning of what we hope is an ongoing conversation. Please share your sustainability ideas with us at [sustainability@steelcase.com](mailto:sustainability@steelcase.com).

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