



## Putting action in inspiration

2011 Corporate Sustainability Report



steelcase inc

## Introduction

Business is an enterprise to benefit people. This desire to unlock human promise is deeply embedded in Steelcase's DNA. It's guided our company throughout a nearly 100-year history, and it continues to focus and inspire us in today's challenging times.

Through good work the world becomes a better place. History is full of examples of radical evolutions that furthered business goals, improved standards of living and elevated human promise. Aligning goals for people, planet and profit creates solutions that make sense, and make a positive difference.

This report documents and provides examples of our progress during the past year as we've continued to rethink and change our processes, products and methods to meet today's challenges and identify future opportunities. Understanding the chemistry of our products, their lifecycle impacts, and ways they can be recycled and reused informs our product development efforts. Our work in sustainability blends with our strategic lens of innovation and provides insights into opportunities to improve what we do.

The inspiration, dedication and commitment of our employees, partners and customers, combined with our strategy, gives me tremendous confidence in our ability to effectively operate and innovate to deliver greater value to our customers, our stakeholders and communities worldwide.

Sustainability is all about building a strong future for the planet, its institutions, and its people. There's no standing still.

We are inspired by your journey and we thank you for your interest in ours.



Jim Hackett  
President and CEO



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Sustainability advances one person at a time, one idea at a time. By collaborating and sharing our successes and failures, we achieve more together than any of us can do alone. Working together, our spheres of influence overlap and expand.

People, planet, profit. The words are just a starting point. There's work to be done on every front. Actions bring our aspirations to life and make them matter.

For almost 100 years, Steelcase has embraced the cords of connection between our business decisions, our people and our ability to build a sustainable business. In the spirit of a continuing exchange, we present this report to document our current progress and commitments, and also to share stories that, through the eyes of our people, we hope will bring the work of our company to life.

Progress happens thanks to people. People like you. Stories like these.

Please visit [www.steelcase.com/gri](http://www.steelcase.com/gri) to read more about our performance in sustainability and corporate responsibility in accordance with the Global Reporting Initiative (GRI) framework.

**SUSTAINABLE RESEARCH**

## Building positive momentum

**Planet**

Building only consumes the energy that it produces

**People**

Gives occupants control of their environment to help deliver positive building performance

**Profit**

Reduces energy costs dramatically; achieves rapid return on investment

As the world's first large-scale positive energy commercial building, a new workplace for 1,200 people outside Paris is getting attention. Designed by Ion Enescu of Atelier 2M Architectes as a project for real estate developer Bouygues Immobilier, it puts emerging ideas and theories about energy management to work and illustrates a new generation of commercial office buildings.

Catherine was able to position users at the forefront of planning for this positive energy building as part of a 10-company coalition, the Positive Energy Consortium. It brought together the research and best thinking of experts from a range of leading companies including Intel, Siemens, Philips and other leading global and French companies that specialize in aspects of office building design and operations.

Relying on renewable sources, positive energy buildings produce more energy than they consume. Achieving this status requires a delicate balance: tightly controlling the amount of energy used to operate the building and increasing its capacity to produce energy while minimizing carbon emissions. It's also about balancing architecture, automation

and human behavior – i.e., recognizing that a building can't do it alone.

"The consortium was a unique opportunity to contribute Steelcase's user-centered research and insights. We were also able to share and learn about emerging opportunities at the boundaries of our industry and understand what it really takes to create a positive energy building."

Steelcase's front-end involvement was especially important, says Catherine, because occupant behaviors impact 30% of energy use. "People are critically important to achieving optimal building performance." A change management approach is necessary to create user buy-in and sustain new behaviors over time.

"The right design can drive the right behaviors. For example, shrinking space without giving users control of their comfort is counterproductive. Or, completely automating energy consumption without giving occupants control of their environment will not deliver a positive building performance."

With today's buildings accounting for more than 40% of total energy consumption, new standards and regulations for energy-


efficient buildings are on the horizon throughout the world.

"Positive energy buildings will be on everyone's agenda very soon. To help customers hit their future targets, it really takes systemic thinking and collaboration between industry professionals, academic researchers and end-users to study the issue from a 360-degree perspective."



“People are critically important for achieving optimal building performance.”

**Catherine Gall**  
Director, Workspace Futures Research – Paris, France  
Steelcase Inc.

A close-up portrait of a middle-aged man with short brown hair and blue eyes, smiling warmly. He is wearing a light blue and white vertically striped button-down shirt. The background is a soft, out-of-focus grey. At the bottom of the image, there is a decorative horizontal bar composed of several overlapping colored rectangles in shades of purple, blue, and yellow.

“The impact is virtually every workstation, every conference room  
and every collaborative space where we provide products.”

**Jeff Bradley**  
Category Product Manager  
Steelcase Group

**SUSTAINABLE PRODUCTS**

## Beyond the edge of everything

**Planet**

Promotes use of alternative, sustainable materials

**People**

Eliminates exposure to materials of concern in production and at disposal

**Profit**

Providing customers with greater value for the same investment

Polyvinyl chloride (PVC) can be found in hundreds of products including many in the building construction, furnishings and electronics industries and certainly in many pieces of office furniture — worksurfaces, casegoods, electrical components, grommets, bumpers, spacers.

It could well be the most pervasive synthetic material in the world today. More recently, however, it's become a global environmental focus. A growing body of scientific evidence points to potential long-term human and environmental health impacts of PVC during manufacturing and disposal.

In 2006, Steelcase voluntarily committed to the goal of eliminating PVC from our products as part of a larger commitment to identify and eliminate substances that can threaten human and environmental health. Beginning in summer 2009, we began phasing out PVC worksurface edge bands and replacing them with a PVC-free alternative.

When Jeff dove into the edge banding project, the company's effort to deliver on its commitment to become PVC-free was well underway. But that doesn't mean it's easy to do. Often, making progress means picking up the work of others and taking it

to the next level, caring enough not to give up or settle for "good enough."

"At first, I didn't fully understand the scope. My head was wrapped around eliminating PVC edge bands on worksurfaces, but I soon learned the pervasiveness of PVC. The impact is virtually every workstation, every conference room and every collaborative space where we provide products. Its reach is broad."

As a result of team effort, Steelcase is now shipping PVC-free edge banding as standard on 12 product lines, using a proprietary polyolefin blend material to replace PVC. This material has been approved by McDonough Braungart Design Chemistry (MBDC) for use in Cradle to Cradle<sup>CM</sup> silver certified products. Steelcase now leads the industry with PVC-free offerings in North America and Europe.

"PVC may seem like just a small detail that's easy to change, but in reality it requires an extensive product development effort."

Months of careful color-matching and extensive durability testing ensured that the new material would meet exacting standards and be equal to or better

than the PVC edging it replaced. Then, machinery in two factories separated by thousands of miles was standardized to the new material and processes. Oh, and by the way, the improvement had to be price-neutral for customers.

"In working on the PVC project, I've really come to understand my impact goes way beyond what I do for sustainability at home as one person. From an organizational perspective, what we do isn't just one small piece of a puzzle. Because of our scope, the scale of our supply chain and the volume of products we produce, it makes us a big piece of the puzzle. It feels good to know we're doing the right thing."

**SUSTAINABLE SUPPLIERS**

## A new model to do more

**Planet**

Low-energy production using natural materials

**People**

Supports indigenous art and traditional crafts

**Profit**

Provides economic opportunity to Kenyan families

Sometimes driving change in an interconnected world means forging new links in your supply chain.

Steelcase's Turnstone group decided to do just that by piloting an alternative model to bring unique indigenous art and traditional crafts into the portfolio and, at the same time, generate income for people working to build a better life.

"We asked ourselves, 'How can we look at sustainability in a new holistic way?'" says Charlie. "Typically, the supply chain model for a large company like Steelcase is built on long-term relationships, high volume, guaranteed uniformity, absolute reliability — virtually no risk."

While that model exists and will stay in place for many good reasons, Charlie says the Turnstone team also saw opportunity to be experimental.

"We wanted to try something new that would benefit people in need and give our customers something unique, something special. We decided to take a risk and find a new type of supplier, and then develop product around it."

Turnstone's first foray using this new model resulted in a relationship with a company

named 2fysh. By facilitating the design, production and distribution of textiles, apparel and crafts, 2fysh provides income and life-sustaining skills for hundreds of people in Kenya, where unemployment typically hovers around 50%.

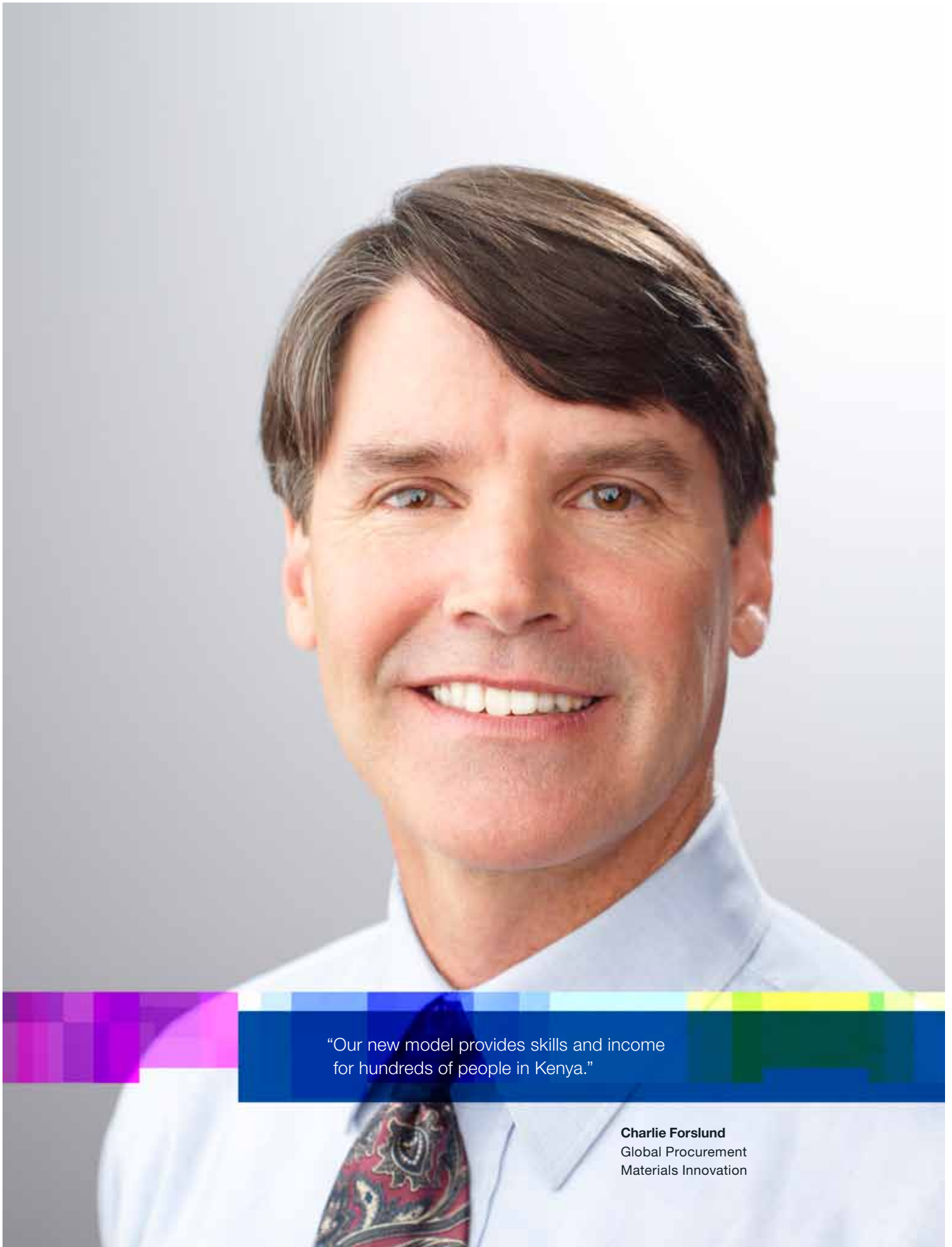
As a supplier, 2fysh worked with the Turnstone team to develop slipcovers for Alight Round and Campfire ottomans. Each is handwoven and sewn by single and widowed women. These women are especially marginalized in Kenyan society. In addition to a strong living wage, 2fysh pays performance bonuses. With a stable income, these women gain purpose, dignity and self-respect.

The slipcovers "celebrate variations and uniqueness," says Charlie. "No two are exactly the same. The colors and designs haven't been filtered through the contract furniture industry, so our customers get authentic regional palettes and patterns."

The slipcovers made their debut at the four-day 2010 TED in conference in Long Beach, Calif., and have been getting favorable attention from customers since. They're distinctively attractive, easy to ship and install, and include a hangtag that tells the unique and inspiring Kenyan story.

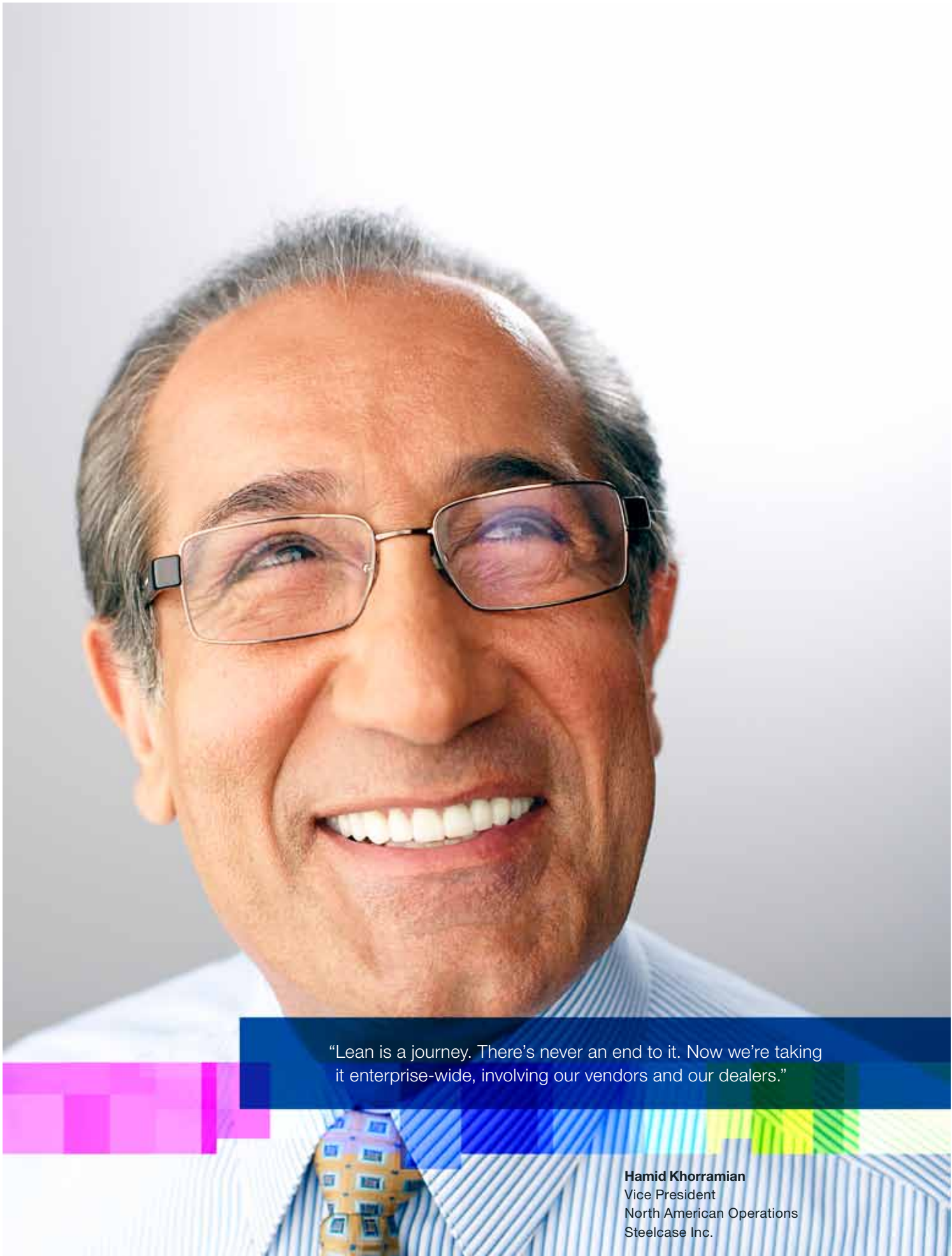
"Our new model provides skills and income for hundreds of people in Kenya. It's a very simple approach, but not simplistic. In some ways, the model is more important than the object. It allows us to do more."

Through the experiment with 2fysh, Charlie says, "we're swinging the door open to more opportunities like this to go outside of our current network, to expand our supply bases and support people in need — whether it's in Africa, North America, Latin America or anywhere else in the world."



“Our new model provides skills and income for hundreds of people in Kenya.”

**Charlie Forslund**  
Global Procurement  
Materials Innovation



“Lean is a journey. There’s never an end to it. Now we’re taking it enterprise-wide, involving our vendors and our dealers.”

**Hamid Khorravian**  
Vice President  
North American Operations  
Steelcase Inc.

**SUSTAINABLE PRODUCTION**

## Lean is green

**Planet**

Preserves energy and natural resources

**People**

Builds a culture of sustainability

**Profit**

Reduces material and energy use

“Lean manufacturing means operating in an environmentally sustainable way. This philosophy guides us in principle and helps stimulate a creative and competitive sense of urgency with our employees. We strive to improve in all aspects of our operations by utilizing ‘lean and green’ thinking to reduce and eliminate excesses from our value streams.”

In 2006, the operations team helped create action plans to reduce Steelcase’s environmental footprint by 25% by 2012, the company’s 100th anniversary year. That has meant careful watch on emissions, water consumption, energy use and waste. Thanks to “green value-stream mapping” that analyzes inputs and outputs, weekly energy audits and other measures, the company is tracking well to all the goals. From 2001 to 2010 (most current reporting year), we have globally reduced VOCs by 95%, greenhouse gas emissions by 60%, water consumption by 73% and waste by 80%. Progress in each category increased by nearly 200% after the anniversary goals were established, a testament to the power of setting aspirations that provide a sense of urgency and stretch an organization beyond established capabilities.

Hamid and his team are already focusing beyond the 2012 goal.

“Lean is a journey. There’s never an end to it. Two or three years ago, all our focus was internal. Now we’re taking it enterprise-wide, involving our vendors and dealers. We’re looking at the entire value stream with a different set of goals focused on materials flow and transportation. Anytime you move materials, it takes energy. We’re trying to reduce that by helping our network be more efficient and better linked.”

Challenges don’t easily burden Hamid and the operations team. They prefer to see them as opportunities. Benchmarking best practices and inspiring others to contribute ideas has become a way of life. If done right, lean can mean that economical and environmental savings are compatible. Establishing objectives and allowing employees to work out the details and best approaches create tremendously positive results.

“It’s becoming part of our culture, not just for financial reasons but because everyone benefits from it.”

He’s watched attitudes change quickly as employees have come to understand the full implications of lean.

“You’ll be amazed at what you discover every time you look beyond just the cost-savings.”

**SUSTAINABLE PACKAGING**

## Following nature's lead

**Planet**

Uses agricultural crop by-products as feedstock while saving energy and reducing carbon footprint

**People**

Generates regional jobs and establishes a new revenue source for farmers

**Profit**

Creates regional economic stimulus in agricultural regions

Who would have thought it? Packaging improvements now represent some of the biggest opportunities for advancing sustainability, as well as some of the most innovative.

It wasn't always that way, says Dennis, and he's proud of the progress.

"By developing a solid strategy, we've taken packaging from being a fragmented afterthought to a key part of the product development process."

The overall strategy is three-pronged: to reduce or eliminate packaging whenever possible, to design or redesign products for optimal packaging efficiency, and to replace traditional packaging with better performing sustainable materials.

For example, we have been shipping products partially assembled for years. In Europe 60% of chair products are shipped using this "eco-smart" packaging solution.

A big breakthrough was the use of EcoCradle packaging. A revolutionary alternative to polystyrene and other synthetics, it's grown not manufactured. Growing mushroom roots bind to and transform agricultural byproducts such as cottonseed hulls into packaging components. The process uses as

little as one-tenth of the energy needed to manufacture traditional synthetic packaging. What's more, it's completely compostable, returning nutrients to soil within 30–45 days.

Developed and patented by two young entrepreneurs who founded a company called Ecovative in Green Island, N.Y., EcoCradle is just one example of the changes being made.

As an early large-scale adopter that helped develop EcoCradle for commercialization, Steelcase is the first in the office furniture industry using this innovative packaging, currently shipping on Currency RTA (ready to assemble) casegoods and testing is underway on additional Steelcase products and applications.

The EcoCradle story shows the ripple effect that sustainability efforts can have. Dennis first heard about it in an email. His interest was piqued and he took the initiative to make an exploratory phone call to the company.

"From a materials science and applicability standpoint, I immediately saw the fit for us at Steelcase. And I liked Ecovative's business model, which is to tap into local farmers' byproducts and create local growing centers."

In less than a year, the project went from a phone call to a new packaging solution for Steelcase.

The challenge was working through the blends of materials and scaling up the start-up so Ecovative could feed into Steelcase's industrial processes as a supplier.

"We took some chances, they took some chances, and it worked out great. We're already seeing how it is appealing to the broader manufacturing audience in our industry and beyond."

For Dennis, it's rewarding to see packaging in a bright spotlight.

"Packaging isn't traditionally considered interesting or glamorous. But there's a lot of innovation opportunity and advantage in it that's becoming recognized for significant environmental and economic impact. For me, it's personally satisfying to know that doing the right thing is etched into our business model. It may sound cliché, but it shows that it really is possible to do well by doing good."



“Packaging isn’t traditionally considered interesting or glamorous. But there’s a lot of innovation opportunity and advantage in it.”

**Dennis Carlson**  
Logistics Manager  
Steelcase Inc.



“It’s about being transparent, sharing insights and working together for the benefit of all to meet the aspirations of this country and, in the process, inspire others.”

**Rich Isphording**  
Director, Vertical Markets & New Client Collaboration  
Steelcase Inc.

**SUSTAINABLE PARTNERSHIP**

## Creating shared value

**Planet**

Helps the U.S. government reduce the environmental impact of its buildings

**People**

Provides products that support the wellbeing of government employees

**Profit**

Helps to reduce waste and saves taxpayer dollars

With 2 million employees in a wide variety of agencies and branches, the U.S. federal government is the nation's largest employer and most diversified conglomerate. But like any organization, it achieves cohesiveness through its values and how they're reflected in operations. The General Services Administration (GSA) plays an important role setting an example for the government and the nation.

As the government's central procurement agency, the GSA sets standards for purchasing products, services and workspaces. Ensuring that business partners are environmental stewards and helping government agencies achieve their sustainability goals are important GSA criteria.

To showcase environmental leadership, the GSA established an annual Evergreen Award program in 1998. The award recognizes outstanding efforts in waste prevention, recycling, procurement of recovered materials, preference for products with reduced impact on human health and the environment, and modeling leadership through investments and culture change. Steelcase is honored to receive the 2010 Evergreen Award for furniture,

and is proud to be the only company that's been honored twice in that category, first in 2000.

"Essentially, it's about innovation, new technologies and approaches, partnering and sharing," says Rich. "All agencies look to the GSA. It sets the pace for government purchasing, so receiving the Evergreen Award again is satisfying proof that Steelcase is providing value to one of the largest organizations in the world."

In many ways, the federal government is currently facing the same workplace challenges as other businesses Steelcase serves. New real estate strategies are requiring organizations to deliver on sustainability objectives by optimizing performance of real estate and maximizing space utilization. Through the GSA's Strategic Sustainability Performance Plan, a special Presidential Executive Order and other communications, the federal government is driving to reduce energy consumption, lessen the environmental impact of government buildings and reduce unneeded space.

In projects such as the Research Support Facility at the Department of Energy's Natural Renewable Energy Laboratory in

Colorado that opened in the summer of 2010, Steelcase's research, insights and sustainable products and applications are helping to achieve the government's goals.

"Steelcase has done an outstanding job of making environmentally friendly options available to our federal customers and are committed to helping us reduce waste and save taxpayer dollars," said Regional Administrator David H. Ehrenwerth. "We are honored to partner with companies that help us to green the government's supply chain while creating a more sustainable environment and building a greener future."

"Organizations want to do the right thing, and a consistent view of sustainability allows everybody to be more effective," Rich notes. "It's about being transparent, sharing insights and working together for the benefit of all to meet the aspirations of this country and, in the process, inspire others."

SUSTAINABILITY REPORTING

## Making progress transparent

**Planet**

Drives sustainable performance

**People**

Work environments that nurture people and the planet

**Profit**

Adding value for customers while improving our performance

Measurement is the conscience of good intentions. Among Steelcase customers, Chevron has raised the bar on sustainability to a new level by including metrics in their furniture purchase agreement and reviewing key performance indicators every quarter during business review sessions.

For Deborah, Chevron's high standards provide another way that Steelcase can add value and make a difference.

"By collecting and analyzing every detail down to the finish level about the furniture products they purchase, we're able to help Chevron achieve their sustainability goals. It's an important part of their core values and beliefs, and they make it clear that it also needs to be important to the companies they work with."

The goals are all part of "The Chevron Way," says Elizabeth Corless Davis, who is responsible for the relationship with Steelcase in her role as Global Category Manager for Chevron Business and Real Estate Services, a division of Chevron U.S.A., Inc. Beginning in 2009, Davis worked with Steelcase to establish new measures for performance.

"As one of our foundational values, we place the highest priority on the health and safety of our workforce and protection of our assets and the environment. Every

part of our organization is committed to it. So it's important that our investments in products are fully in line with our environmental and safety goals," says Davis.

Establishing the metrics was a collaborative effort. The end result was a set of key performance measures that are actively reviewed and discussed quarterly in Business Review sessions. The purpose, says Davis, is to maximize the value of the relationship for both organizations by clearly defining excellence and identifying areas for continuous improvement. The reviews go beyond a quick flip through spreadsheets: as important to Chevron as the goals themselves is understanding how they're being achieved.

Chevron was seeking metrics that were different from those Steelcase routinely collects. So at the onset Deborah formed a cross-functional committee to get the required information, and from there the questions started flying fast — for example, if the goal is to purchase products that are indoor air quality certified, how do we get to the goal?

"At the beginning, it was difficult. We met every two weeks and it still wasn't enough. Behind each door there were three more doors to get us where we needed to be. But once we started really looking at the data, we could begin to see ways

to get better. It really is true that what gets measured gets done."

Today that committee is a close network of people within Steelcase who continue to collaborate to rapidly uncover information and solve customer problems. By focusing on internal metrics, we can measure the impact of customer's decisions. It helps understand where they place value, and it creates dialog about what we're doing and why. As work progresses at Steelcase to automate reporting to a full depth of detail, custom reporting for customers underscores our solid commitment to the platforms of materials chemistry, lifecycle assessment and recycle/reuse. Since 2008, customer requests for customized metrics reporting have quadrupled.

Sustainability comes naturally for Deborah. Spending summers on her grandfather's farm, she learned firsthand the importance of crop rotation as a means to make sure the soil stays enriched.

"You don't destroy what's important to you. Sustainability isn't just about checking off a box or showing a pie chart you flash through. It's a continuous commitment to learning, sharing and applying new information."

"The rigor of measurements always keeps it fresh and new."



“The rigor of the measurements always keeps it fresh and new.”

**Deborah Tessier**  
Global Accounts Manager  
Global Client Collaboration  
Steelcase Group



“It’s great to see customers’ eyes light up when they see the opportunities and resulting value of space in a completely different light.”

**Sudhakar Lahade**  
Workspace Futures Researcher  
Steelcase Inc.

**SUSTAINABLE FACILITIES****Smaller footprint, harder working spaces****Planet**

Preserves natural resources and energy

**People**

Creates great work experiences in environments that support human health

**Profit**

Better value from real estate

Buildings are big and they're expensive to own and operate. They consume large quantities of raw materials and energy — 40% of total energy, 65% of total electricity, 38% of raw materials, 12% of potable water. What's more, per year office buildings account for 5 billion pounds of cleaning and coating chemicals, 30% of greenhouse gas emissions and 30% of total waste output.

Little wonder that in today's economy, many business leaders are looking for ways to save money by using less space. What starts out as a problem can turn into a discovery, says Sudhakar.

"Inside the so-called problem of real estate compression are huge opportunities to make the workplace more relevant."

During the past 15 years, Steelcase has completed 380 research projects to address various workplace issues, including an in-depth project in 2009 focused on real estate compression. This research has resulted in insights that can help customers get significantly more value in less space. For many companies, alternative work strategy has been synonymous with telecommuting, an arrangement in which employees regularly work from home. However,

attention is veering to newer work strategies that can radically change office environments, providing opportunities to support work and workers as never before. With innovative new furniture solutions and product applications, Steelcase is helping customers discover how to reduce floor space while making their employees feel valued and supported in how they work best. By sharing what Steelcase has prototyped and implemented in our own facilities and operations, we can help our customers dramatically reduce their real estate footprint. The total impact goes far beyond what Steelcase can achieve as one company.

"It's satisfying to help customers realize they can reduce their real estate, take a vastly smaller bite of the earth's resources and provide sustainable work settings that are better for their employees. They can connect with all three goals — profit, planet and people — by working with Steelcase. It's great to see customers' eyes light up when they see the value of space in a completely different light."

As part of a Steelcase team that recently completed extensive research into Generation Y's influence in the workplace, Sudhakar considers real estate

compression a good problem to have because it's helping companies achieve more collaboration.

"By squeezing people out of the isolation from big individual workstations into more open, flexible spaces, you're increasing people's interaction with each other. That's the most preferred way Generation Y wants to work, and it's also how most people in the other generations prefer to work, too. By opening up the workplace and adding spaces for collaboration, you open up minds of employees and your culture. Your company becomes more transparent, collaborative and innovative."

Helping organizations achieve smart, hard-working offices has large-scale impact on creating a more sustainable future.

"And who doesn't want that in today's world?"

**SUSTAINABLE DISPOSAL**

## Driving greater impact with less impact

**Planet**

Reusing and recycling assets instead of sending to landfills

**People**

Giving valuable assets to people in need

**Profit**

Creative value for our customers by delivering on their goals

For nearly seven years, Steelcase's Phase 2 Program (formerly the Steelcase Environmental Partnership Program) has helped businesses by facilitating responsible reuse options for their furniture. Whether it's asset management or refurbishing, or it's selling, donating or recycling — each option can lighten the landfill load, usually at less cost.

"No one needs an office in a landfill. Our goal is to help businesses put their office furniture and other assets to reuse – within their company or with another organization."

From successfully persuading customers that recycling isn't an extra hassle, to forging relationships with recycling organizations, to facilitating large-scale charitable reuse and assisting in the sale of our customer's used furniture as they purchase new — through it all, Angela and the team have been an unstoppable force.

The program has extended the useful life of thousands of furniture products and millions of pounds of raw materials. And there's a comparable program operating in Europe, too, so the effort is truly global. During just the past two years in North America alone we were able to put over 11,000+ chairs to reuse that our customers

no longer wanted. These chairs were sold, recycled or offered for charitable reuse. That's over 240 tons of material that stayed out of landfills.

Like a lot of sustainability work, there is always more to do.

"During this past year we've changed the name of the program, but more importantly, stepped up our hands-on approach by assisting our customers to delineate the value of their furniture by condition. Some companies were able to offset the cost of new furniture by selling furniture that was in good condition and recycling what was not, and then put the remainder of their furniture and other materials to charitable reuse — a true, triple bottom line story."

Especially satisfying and impactful are continued efforts that have equipped schools, medical facilities and nonprofit organizations in countries very much in need of these and other resources. Furniture and equipment donations from universities and corporations have allowed recipients' limited capital to go toward other pressing needs. In the process, the donors have been able to empty warehouses full of valuable assets that can serve others. They can also save money in

the process —shipping costs are usually 10–30% less than landfill fees. And there can be tax advantages, too.

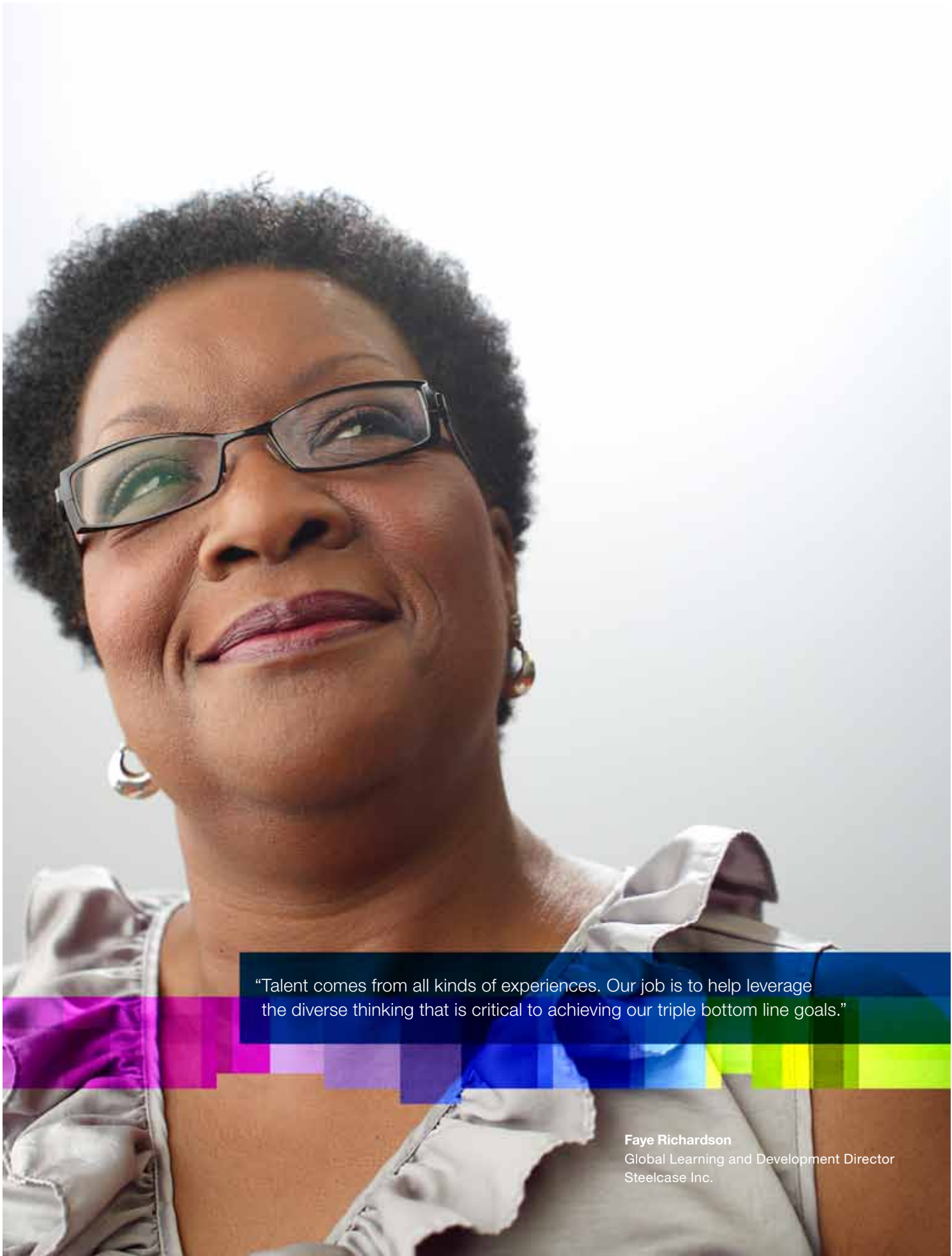
Charitable reuse in large quantities can be difficult to achieve locally, which is why many companies haven't wanted to bother. Tapping into Steelcase's Phase 2 Program produces all the rewards of donating with little or no extra effort. At first, participants often think it's too good to be true. The metrics reports and pictures of the donated furniture in use that they receive prove the point.

"These companies are doing the right thing and everyone within the company can see the results and be proud of them."

A professional portrait of Angela Schneider, a woman with shoulder-length blonde hair, wearing a dark blue collared shirt. The background is a soft, out-of-focus grey. A horizontal bar with a colorful, pixelated pattern in shades of purple, blue, and green is positioned across the lower portion of the image, partially overlapping the text.

“No one needs an office in a landfill.”

**Angela Schneider**  
Consultant, Phase 2 Program  
Steelcase Inc.



“Talent comes from all kinds of experiences. Our job is to help leverage the diverse thinking that is critical to achieving our triple bottom line goals.”

**Faye Richardson**  
Global Learning and Development Director  
Steelcase Inc.

**SUSTAINABLE EDUCATION****Know-how for now****Planet**

Builds a foundation of sustainability literacy

**People**

Provides education to advocate sustainability inside and outside our company

**Profit**

Enables sustainable innovation

Education and understanding are important components for reaching organizational goals, Faye firmly believes. It moves people from awareness and knowledge to skills and expertise.

“Talent comes from all kinds of experiences. Diverse thinking influences a lot of what we achieve around sustainability. So our job is to help leverage the diverse thinking that is critical to achieving our triple bottom line goals.”

Through efforts the past few years that included an employee diversity series, LEED Version 3 webinar training, continuing education units on sustainability, speakers and the launch of a highly interactive course on design thinking, Faye and her team provide ways Steelcase employees and stakeholders can deliver even greater sustainable solutions and add value for customers and communities. It all fits into the larger goal of “providing information for all, in a way that benefits us all.” As just one indicator, during the past year hundreds of Continuing Education Units were delivered and more than 400 people were trained on LEED Version 3 alone.

Communication is a fundamental part of the education process. By exchanging ideas, sharing insights and celebrating wins, Steelcase is able to extend the reach and impact of successful sustainability efforts within and far beyond the company.

The trend toward technology-enabled learning is a now-generation way to support sustainability by reducing travel and paper use. A big success story was product launch training for Steelcase’s node™ seating for classrooms. It was accomplished in an entirely virtual, fast-track format. Instead of doing dealer site visits that spread over 3-4 months in locations across North America, it was all done online in just three weeks.

Through both methodology and content, Faye sees learning as a way to have a fundamental impact on company culture.

“Education inspires people, it arms them to generate new ideas. And people’s ideas make a better world.”

**SUSTAINABLE COMMUNITIES**

## Beyond philanthropy

**Planet**

Reusing assets and investing in environmental literacy

**People**

Builds a community's future through its most precious resource, its children

**Profit**

Builds a stronger company by building a stronger community

When a group of Steelcase employees in Kuala Lumpur first visited the House of Joy orphanage in search of a worthy community project they could support, they immediately saw opportunities to help.

At Steelcase locations around the globe, employee volunteerism has always been strongly supported as a way to give back to communities and create a more sustainable future.

Investing in community agencies is the heart of the Steelcase Friends InDeed employee volunteer program that began in 2004 in Grand Rapids, Mich. The effort has expanded each year and now most global locations have a formal employee volunteer initiative that falls under the umbrella corporate program.

During the past fiscal year alone, 826 employees logged 5,798 volunteer hours toward the global Friends InDeed effort. The House of Joy project is just one of many examples of how these efforts are helping communities while also strengthening the culture of social responsibility and world sustainability within Steelcase.

Matthew agrees. "Internally, we create good teamwork whereby all participants know each other even though they are from different departments. In the community, Steelcase is recognized as a responsible company that drives such activities. This strengthens our reputation as a whole."

At the House of Joy, clean-up days, celebrations, and gifts and donations of equipment and appliances have improved the children's quality of life. As important, the Kuala Lumpur team is teaching crafts, organizing outings — such as a recent one to learn firsthand about the jungle ecology of Malaysia — and engaging in ongoing mentoring activities. By investing in this orphanage, the effort goes beyond philanthropy to social and community sustainability.

"The biggest opportunity within the House of Joy is education. Most children don't go to school. It's not because there isn't a school for them, it's because they have lost interest and hope. When a child has lost their parental love and care, education is not the main priority for them."

"Maybe we can inspire their future paths. Every journey begins with a single step. What they need is to know they have opportunity in their lives."



“They were lacking basic human necessities such as care and love.”

**Matthew Buckhold**  
Managing Director  
Kuala Lumpur Shared Services Center  
Steelcase Inc.

**GLOBAL ENVIRONMENTAL METRICS**

## Careful measurement is key to managing impact

In 2006, we pledged to reduce our global environmental footprint by 25 percent by 2012. Reducing our environmental footprint globally means keeping careful watch on our greenhouse gas emissions, water consumption, energy use, and waste.

Since the goal reset in 2006, the company has reduced its greenhouse gas emissions by 40 percent, its water consumption and VOC emissions by 52 percent, and its waste by 48 percent. Since Steelcase began tracking these metrics in 2001, the company's cumulative reduction has been 60 percent, 73 percent, 95 percent and 80 percent, respectively. These charts track our progress.

