

A Net-Zero Future for the World We Share

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This is a pivotal moment for the world we share. The reality of climate change demands that people and the planet are central to the choices we make today. In this age of uncertainty and disruption, it's more important than ever to recognize that our actions make a difference in the lives we touch.

This year we joined leading organizations in addressing climate change by committing to a net zero future by 2050 (base year 2019). We backed up our commitment by becoming the first in our industry to publish a net-zero transition plan, *The Power of Possibility*, which details the actions we intend to take to achieve net zero. We will reduce our own carbon emissions and make an even bigger impact through the collective action of our customers, suppliers, dealers and industry partners. Net zero needs us all.

Our path to net zero is part of our long-standing commitment to design better futures for the wellbeing of people and the planet. It's who we are and always have been.

"Do all the good you can for as many people as you can for as long as you can."

PETER WEGE, 1970 | Steelcase Chairman

Accelerating Our Impact

Through our net-zero commitment, we plan to reduce carbon emissions 90% across our entire value chain in our products, operations and transportation. We're not just focused on a single product or even an isolated part of our business. We are doing the work to transform the fundamentals of how we do business to thrive in a net-zero world.

Products make up the largest share of our overall carbon footprint. We are focused on creating low-carbon solutions in our materials choices and our design and manufacturing processes. In our operations, we will strive for greater energy efficiency, leverage renewable energy and redesign processes to reduce waste. Our transportation systems — from distribution and delivery to our business travel — will be reimagined and redesigned.

Our sustainable product design process is transformational. We examine the impact of every decision we make, and that drives innovation.

ALLAN SMITH | Senior Vice President, President, Americas and Chief Product Officer

The Power of Collective Action

We are not alone on the path to net zero. Our customers are also working to improve the wellbeing of people and the planet, and having access to sustainable choices is more important than ever. Many customers have rigorous carbon emissions-reduction goals and their purchasing decisions align with those goals.

When we reduce carbon emissions across our products, operations and transportation, we help customers reach their own reduction goals which accelerates the impact we make together.

When we use less energy in our operations, our products contain less embodied carbon.

HELPING CUSTOMERS REACH THEIR GOALS

When we use less material, we can reduce the embodied carbon of products.

The Steelcase Karman® chair uses the least number of components necessary to make a lighter impact on the planet. Weighing only 29 pounds, it's one of the lightest work chairs in the industry.

Our Madrid team developed a system to measure and analyze energy consumption by leveraging IIoT (Industrial Internet of Things). They can link energy consumption with data on equipment utilization in key manufacturing processes. This allows them to respond in real-time to reduce energy use. For example, they spotted equipment that kept running despite inactivity — an automatic shut-off program is now saving energy without impacting operations.

When our transportation and distribution is more efficient, our products contain less embodied carbon.

Reducing carbon emissions in our transportation begins with understanding the patterns of our freight and identifying opportunities to reduce the use of fossil fuels. In 2022, we began consolidating trucking routes and stops which resulted in:

- 41,700 fewer miles driven (equivalent to circling the Earth 1.6 times)
- 5,000 fewer gallons of diesel fuel used

When we offer extended warranties, our customers send less waste to landfills.

We design and produce products of the highest quality and durability — built to last, maintaining the value of materials for as long as possible. As a result, we're able to offer one of the strongest extended warranties in the industry.

When we provide circular solutions for products at the end of their use, our customers can more easily repair, reuse and recycle.

Steelcase offers remanufacturing programs in France and the U.S. to remake previously used Steelcase task seating. Remade furniture can help customers achieve their sustainability goals by reducing waste to landfills, using fewer new raw materials, and minimizing their scope 3 emissions. Steelcase also connects customers to a network of end-of-use partners who sustainably decommission furniture, fixtures and other equipment through resale, donation and recycling — lessening landfill waste and the use of new materials. Customers taking advantage of remanufacturing and sustainable decommissioning can receive estimated carbon and landfill avoidance metrics to show progress against their goals.

When we design great hybrid collaboration spaces and solutions, our customers can choose to travel less and avoid associated emissions.

Steelcase designers have partnered with technology leaders Microsoft, Logitech, Zoom and Crestron to create better hybrid collaboration experiences. Recently, Steelcase and Logitech launched Ocular™ View, an immersive, realistic, personal way to connect. It's part of the Ocular collection of tables designed for all kinds of hybrid meetings from a one-on-one connection to a large group.

Setting the foundation for net zero

Reaching sustainability goals doesn't happen all at once. We've been working for years to create the systems and capabilities needed to reduce our carbon footprint. We are committed to transparency which is why each year we publish the Steelcase Impact Report: Our Work Toward Better Futures. This year's report highlights our goals and progress across six significant areas of impact on which we choose to focus our efforts.

Explore our Steelcase net-zero transition plan & our 2024 impact report.