

Global Reporting Initiative (GRI) Index

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

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

Sustainability Materiality Overview

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

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

STEP 1: IDENTIFICATION

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

STEP 2: PRIORITIZATION

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

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

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

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

STEP 3: VALIDATION

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

STEP 4: REVIEW

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

GENERAL STANDARD DISCLOSURES

Strategy + Analysis

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

Organizational Profile

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

GENERAL STANDARD DISCLOSURES

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

EMPLOYEES BY EMPLOYMENT CONTRACT AND GENDER

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

PERMANENT EMPLOYEES BY EMPLOYMENT TYPE AND GENDER

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

TOTAL WORKFORCE BY REGION AND GENDER

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

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

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

GENERAL STANDARD DISCLOSURES

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

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

Americas:

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

France, Germany, and Spain: 100%

Mexico: 80%

G4-12 Describe the organization's supply chain

[Annual Report, pp. 4–5](#)

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

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

G4-14 Report whether and how the precautionary approach or principle is addressed by the organization

Steelcase takes a precautionary approach toward environmental management. We follow insights gained from decades of research, leverage partnerships with leading companies and organizations, and our experiences and feedback from customers, giving us valuable guidance and perspective.

It is for these and many other reasons we have taken a leading role in finding creative and responsible ways to operate and design products and applications. Please see the [Corporate Sustainability Report, pp. 10–17 and 50–58](#) (Customers and Environment).

GENERAL STANDARD DISCLOSURES

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

Steelcase participates in the following initiatives:

- AFNOR NF Environment certification program
- BIFMA level® certification program
- Blue Angel certification program
- CDP
- Circular Economy 100 (CE100)
- Civic 50
- Cradle to Cradle® certification program
- Eco-Management and Audit Scheme (EMAS)
- Forestry Stewardship Council Chain of Custody certification
- Global Reporting Initiative
- ISO 14001
- ISO 26000
- LEED® certification program
- OEKO-TEX® certification program
- OHSAS 18001
- Programme for the Endorsement of Forest Certification
- Renewable Energy 100 (RE100)
- SCS Indoor Advantage™ certification program
- World 50
- U.S. EPA Green Power Partnership
- UN Global Compact

G4-16 List memberships of associations (such as industry associations) and national or international advocacy organizations in which the organization: holds a position on the governance body, participates in projects or committees, provides substantive funding beyond routine membership dues, views membership as strategic

There are a number of organizations around the world that we are members and active partners in. Here are a few:

- Business and Industrial Furniture Manufacturers Association (BIFMA)
- Business Leaders for Michigan
- Business Roundtable
- Circular Economy 100 (CE100)
- Design Industry for Fighting Aids (DIFA)
- Gilda's Club, Leadership and Incubation
- Grand Rapids Community College Diversity Speaker Series Sponsor
- Greenbiz Executive Forum (GBEN)
- Michigan Manufacturing Association
- Michigan Minority Supplier Development Council
- National Association of Manufacturers
- National Association of World Affairs, Executive Leadership Council, Diversity Executive
- National Civil Rights Museum
- National Minority Supplier Development Council
- Renewable Energy 100 (RE100)
- Sustainable Brands
- Student Advancement Foundation
- Talent 2025
- United Way
- University Prep Academy
- West Michigan Center for Arts & Technology (WMCAT)
- West Michigan Environmental Action Council

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

Identified Material Aspects + Boundaries

<p>G4-17 List all entities included in the organization's consolidated financial statements or equivalent documents; Report whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report</p>	<p>Please see our Annual Report; Not applicable</p>																																																
<p>G4-18 Process for defining the report content and the Aspect Boundaries</p>	<p>Please see the Sustainability Materiality Overview on page 1 of this report.</p>																																																
<p>G4-19 Material Aspects identified in the process for defining report content</p>	<p>Business Integrity, Consumer Health + Safety, Diversity, Inclusion + Equal Rights, Employee Wellbeing + Development, Energy + Emissions, Sustainable Business Integration, and Waste</p>																																																
<p>G4-20 For each material Aspect, report the Aspect Boundary within the organization</p>	<p>All material aspects apply to all Steelcase operations.</p>																																																
<p>G4-21 For each material Aspect, report the Aspect Boundary outside the organization</p>	<p>As a part of our sustainability reporting and materiality assessment, Steelcase considers a number of external entities, groups of entities and elements which, based on Steelcase's operations and activities, are likely to have a significant relationship with our material aspects. These relationships are considered wherever Steelcase has significant operations.</p> <table border="1"> <thead> <tr> <th></th> <th>CUSTOMERS</th> <th>PARTNERS</th> <th>COMMUNITIES</th> <th>EMPLOYEES</th> <th>ENVIRONMENT</th> </tr> </thead> <tbody> <tr> <td>Business Integrity</td> <td>x</td> <td>x</td> <td>x</td> <td>x</td> <td>x</td> </tr> <tr> <td>Consumer Health + Safety</td> <td>x</td> <td>x</td> <td>x</td> <td>x</td> <td></td> </tr> <tr> <td>Employee Wellbeing + Development</td> <td>x</td> <td>x</td> <td></td> <td>x</td> <td></td> </tr> <tr> <td>Energy + Emissions</td> <td>x</td> <td></td> <td>x</td> <td>x</td> <td>x</td> </tr> <tr> <td>Diversity, Inclusion + Equal Rights</td> <td>x</td> <td>x</td> <td></td> <td>x</td> <td></td> </tr> <tr> <td>Sustainable Business Integration</td> <td>x</td> <td>x</td> <td></td> <td>x</td> <td>x</td> </tr> <tr> <td>Waste</td> <td>x</td> <td></td> <td>x</td> <td>x</td> <td>x</td> </tr> </tbody> </table>		CUSTOMERS	PARTNERS	COMMUNITIES	EMPLOYEES	ENVIRONMENT	Business Integrity	x	x	x	x	x	Consumer Health + Safety	x	x	x	x		Employee Wellbeing + Development	x	x		x		Energy + Emissions	x		x	x	x	Diversity, Inclusion + Equal Rights	x	x		x		Sustainable Business Integration	x	x		x	x	Waste	x		x	x	x
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GENERAL STANDARD DISCLOSURES

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

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

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

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

Stakeholder Engagement

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

The stakeholder groups Steelcase engages with are global businesses and organizations (customers), the architectural and design community, employees, academic and research institutions, dealer partners, supplier partners, governmental agencies, industry organizations, NGOs, community partners, nonprofits, investors and media. Please see [Corporate Sustainability Report, pp. 6–7](#) (Our Sustainability Promise).

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

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

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

Steelcase regularly conducts research to understand our stakeholder expectations around sustainability. We use the results of this research to drive our business strategies and engage with stakeholders on the topics that are most relevant to their priorities. We continue to engage with stakeholders through informal discussions, surveys, focus groups and social media. For more information, please see our [Corporate Sustainability Report, pp. 6–7](#) (Our Sustainability Promise).

G4-27 Report key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting; Report the stakeholder groups that raised each of the key topics and concerns

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

GENERAL STANDARD DISCLOSURES

Report Profile

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

Governance

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

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

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

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

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

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

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

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

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

Consumer Health + Safety

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

It is a Steelcase Inc. policy to work in full cooperation with the agencies that regulate our business to ensure that it is compliant with applicable laws and regulations. In the current fiscal year, Steelcase had no material issues occur related to non-compliance with regulations or voluntary codes concerning the health and safety impacts of products or services.

SPECIFIC STANDARD DISCLOSURES

Waste

G4-EN23 Total weight of waste by type and disposal method

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

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

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

Energy + Emissions

G4-EN3 Energy consumption within the organization

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

G4-EN15 Energy intensity

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

Diversity, Inclusion + Equal Rights

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

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

Total average age of all employees:

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

Total gender breakdown globally:

- Male: 68%
- Female: 32%

Estimated U.S. minority breakdown:

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

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

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

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

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

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

Employee Wellbeing + Development

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

Nearly 15 percent of our total workforce worldwide is represented in formal joint management-worker health, safety and wellness committees. These committees help monitor and advise on occupational health and safety programs.

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

Approximate total new hires worldwide: 3150

Approximate turnover rates by region:

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

Approximate turnover rates by gender:

- Male: 14.7%
- Female: 12.6%

Approximate turnover rates by generation:

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

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

Steelcase offers a variety of learning experiences across the enterprise, enabling employees around the world to engage in formal and informal learning for their personal and professional development. Steelcase also provides a career development tutorial to guide employees through the process of identifying their career ambitions, strengths, and networks and develop action plans to achieve their goals.

Additionally, Steelcase offers a retirement program to help employees think through their transition, financial planning and tools. U.S.-based employees have access to a phased retirement program. For those who exited the company due to position elimination and plant closings, we offer services from a professional outplacement company, including career counseling, tools and techniques for job searching and courses to update skill sets. Furthermore, we support the French requirement to provide learning for employability outside Steelcase. Please see our [Corporate Sustainability Report, pp. 40–41](#) (Learning + Development) for more information.

SPECIFIC STANDARD DISCLOSURES

Business Integrity

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

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

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

G4-PR7 Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes

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

G4-S04 Communication and training on anti-corruption policies and procedures

Globally, all salaried and hourly employees are required to take policy and compliance training regarding our [Global Business Standards](#).

We have updated the GBS course materials and plan to roll out training during FY2018. In addition, Foreign Corrupt Practices training is required for sales and other employees where applicable.

Sustainable Business Innovation

G4-EN1 Materials used by weight or volume

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

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

G4-EN2 Percentage of materials used that are recycled input materials

Steelcase uses a broad range of materials in its products—many of which contain recycled materials. Percentages of recycled content in products are reported in Product Environmental Profiles (PEPs). The primary materials used that contain recycled content are steel, aluminum, composite wood and select textiles. For information on products in the Americas, see [PEPs](#). PEPs are available by request in the EMEA (Europe, Middle East and Africa) and APAC (Asia Pacific) regions. Where available, Environmental Product Declarations (EPDs) can be provided upon request. Please see our [Corporate Sustainability Report, pp. 50–52](#) (Innovative Products + Solutions) for more information.

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

Steelcase's approach to embedding sustainability into its business systems is holistic, research-based and measurable. Every step of the way—from design, manufacture, delivery and product life cycle—Steelcase considers the impact of its products and processes on human and environmental health. The company's product development process is based on three foundational platforms for sustainable design: materials chemistry, life cycle assessment and end-of-use. For our operational initiatives and progress, please see our [Corporate Sustainability Report, pp. 12–14 and 50–52](#) (End-of-Use Strategies and Innovative Products + Solutions).

SPECIFIC STANDARD DISCLOSURES

G4-EN28 Percentage of products sold and their packaging materials that are reclaimed by category

Designing products for disassembly and recyclability is an embedded approach in Steelcase's product development process. It ensures that Steelcase products, packaging and components can be recycled or repurposed at the end-of-useful life. To explore our sustainability product design platforms, please see our [Corporate Sustainability Report, pp. 50–52](#) (Innovative Products + Solutions).

Steelcase offers a convenient way for businesses to responsibly dispose of furniture and equipment. With options ranging from refurbishing and resale, to donation or recycling, Steelcase has helped extend the useful life of thousands of furniture products and millions of pounds of materials, dramatically reducing the amount of product waste dumped into landfills. For details on how we help our customers with end-of-use strategies, please see our [Corporate Sustainability Report, pp. 12–14](#) (End-of-Use Strategies).

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

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