

Global Reporting Initiative (GRI) Index

The Global Reporting Initiative (GRI) Index is a sustainability reporting framework that allows companies the opportunity to self-report on a variety of material subject areas. The GRI Index provides increased transparency and accountability when it comes to economic, environmental, social and governance information.

Not Reported



Partially Reported



Fully Reported



Strategy and Analysis

1.1	Welcome address	Corporate Sustainability Report pp. 4-5 (Welcome from Jim Keane)
1.2	Description of key impacts, risks, and opportunities	Annual Report pp. 6-10 ; Corporate Sustainability Report pp. 6-7 (Our Sustainability Promise)

Organizational Profile

2.1	Name of the reporting organization	Steelcase Inc.
2.2	Primary brands, products, and/or services	Annual Report pp. 1-3
2.3	Operational structure of the organization	Annual Report pp. 1-3
2.4	Location of organization's headquarters	Steelcase is headquartered in Grand Rapids, Michigan, U.S.A.
2.5	Number of countries where the organization operates	Steelcase Locations

2.6

Nature of ownership, legal form

Steelcase Inc. (SCS) is a publicly traded company listed on the New York Stock Exchange.

2.7

Markets served

[Annual Report pp. 1–4](#)

2.8

Scale of reporting organization

[Annual Report Intro](#)

2.9

Significant changes during the reporting period

Steelcase transferred a factory in France to a third party that will use the facility for its own products. We also began the process of closing one of our German plants, and we opened a new greenfield factory in the Czech Republic. [Annual Report](#)

2.10

Awards received

[Awards](#)

Report Parameters

3.1

Reporting period

This report covers the calendar year 2014 (CY2014), spanning January 1, 2014, to December 31, 2014 and the company's fiscal year 2015 (FY2015), spanning February 25, 2014, to February 22, 2015. Key environmental impact metrics (energy, GHG emissions, VOCs, water and waste) are tracked on a calendar year basis for 2014 (CY2014).

3.2

Date of most recent previous report

The most recent [Steelcase Corporate Sustainability Report](#) was published in November 2014 and covered calendar year 2013 (CY2013) and Steelcase's fiscal year 2014 (FY2014 – February 25, 2013 to February 22, 2014).

3.3

Reporting cycle

Steelcase publishes a corporate sustainability report annually.

3.4

Contact point for questions regarding the report or its contents

sustainability@steelcase.com

3.5

Process for defining report content

In preparing the content of this report, Steelcase reviewed its operations through the lens of the ISO 26000 corporate social responsibility standard and the Global Reporting Initiative's (GRI) Sustainability Reporting Guidelines. The report was prepared with insight from significant stakeholder research and as well as other measurement systems to identify sustainability aspects of the business. Through that process, Steelcase identified significant impacts and developed objectives and targets that guide efforts to improve performance. This is an ongoing process that requires continued learning, evaluating, and adapting systems to ensure that Steelcase is living its core values and meeting sustainability commitments.

3.6

Boundary of the report

This report covers Steelcase's global operations in Americas, Europe, Middle East, and Africa (EMEA) and Asia Pacific (AP) to the extent to which data was available. As a part of this report, we have outlined our commitment to further developing our global social and environmental practices and reporting capabilities. Please see [Corporate Sustainability Report pp. 6-7](#) (Our Sustainability Promise).

3.7

Specific limitations on the scope and boundary of the report

See [3.6](#)

3.8

Basis for reporting on situations that can significantly affect comparability

See [3.6](#)

3.9

Data measurement techniques and the bases of calculations

The data in this report was collected with the help of global subject matter experts within each key function and the Steelcase Corporate Sustainability Steering Committee. Steelcase collects data from each of its global locations through the web-based systems, company databases and other non-automated methods. Environmental data related to energy, greenhouse gas emissions, waste, water and VOCs was collected through a web-based management system. Data inputs include utility bills, pull tickets from recycling and waste hauling service providers, and the company's environmental management system. Steelcase's scope of inclusion follows the guidelines established by the World Resources Institute as adopted by the EPA Climate Leaders Initiative. Human resources-related data is provided by the Global Talent Management team.

3.10

Re-statements of information provided in earlier reports

See [3.11](#)

3.11

Significant changes from previous reporting periods

No significant changes.

3.12

Table identifying the location of the standard disclosures in the report

See [3.1](#)

3.13

Assurance statement

At this time, Steelcase does not utilize an external organization to assess this report.

Governance, Commitments and Engagements

4.1

Governance structure of the organization

[Steelcase Inc. Corporate Governance Principles](#)

4.2

Indicate whether the Chair of the highest governance body is also an executive officer

The [Steelcase Board of Directors](#) is chaired by Robert C. Pew III. He is not an Executive Officer.

4.3

Independent and/or non executive Board Membership

The [Steelcase Inc. Board of Directors](#) has 11 members, 9 of whom are independent.

4.4

Mechanisms to provide recommendations to the Board

[Board of Directors Contact Form](#)

4.5

Link between executive compensation and sustainable performance

[2015 proxy statement, pp. 26-37](#)

4.6

Process to avoid conflicts of interest

[Steelcase Inc. Code of Business Conduct Policy](#)

4.7

Board qualifications and expertise

[2015 proxy statement, pp. 4-6](#)

4.8

Missions, values, codes of conduct and principles

[Steelcase Inc. Global Business Standards](#)

4.9

Process for overseeing economic, environmental and social performance

[Corporate Sustainability Report, p. 39](#) (Governance); [Steelcase Inc. Governance](#)

4.10

Process for evaluating board performance

[Steelcase Inc. Corporate Governance Principles](#)

4.11

Explanation of 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. 11-13 and 29-37](#) (Customers and Environment sections).

4.12

Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses

Steelcase participates in the following initiatives:

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

4.13

Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization:

- Has positions in governance bodies
- 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

4.14

List of stakeholder groups engaged by the organization

The stakeholder groups we engage with are our customers (global businesses and organizations), 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).

4.15

Basis for identification and selection of stakeholders with whom to engage

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

4.16

Approaches to stakeholders engagement, including frequency of engagement by type and by stakeholder group

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

4.17

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

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

Economic

EC1

Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments

Please see the following resources for this information:

- Operating Costs: [Annual Report, p. 16](#)
- Employee & Executive Compensation: [Annual Report, pp. 43-45, 88](#)
- Donations/Community Investments: [Corporate Sustainability Report, p. 19-21](#) (Community section)
- Retained Earnings: [Annual Report, p. 42](#)
- Payments to Capital Providers and Governance: [Annual Report, p. 43](#)

EC2

Financial implications and other risks and opportunities for the organization's activities due to climate change

Climate change poses many potential risks to the environment, business, people and the communities in which we work, live and serve. At this time, these risks are difficult to predict and quantify. However, we work to minimize our impact on the climate through a global initiative to reduce our emissions and measure our performance through a metric-based system. Steelcase monitors its global greenhouse gas emissions and has several goals in place for continuously improving our reduction rates. In addition, we invest in renewable energy by purchasing Renewable Energy Credits (RECs) equivalent to 100% of our global electricity consumption. Please see our [Corporate Sustainability Report, pp. 32-33](#) (Renewable Energy and Energy Use & Efficiency).

EC3

Coverage of the organization's benefit plan obligations

[Annual Report pp. 28, 65 - 73](#)

EC4

Significant financial assistance received from government

We have not received significant financial assistance from the government.

EC5

Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation

Steelcase pays all entry level employees wages that are equal to or exceed the local legal minimum wage at the significant locations of operation.



Policy, practices, and proportion of spending on locally-based suppliers at significant locations

There are a number of factors involved in the evaluation and selection of our supplier partners. Quality, performance, safety, price, location and social and environmental impact are all weighed. Our value-based supplier assessment process aims to consider all factors in order to make the best possible decision for Steelcase, our customers and from a social and environmental perspective. Local suppliers are often selected. Please see our [Corporate Sustainability Report p. 16](#) (Suppliers) and visit our [Supplier Overview](#) page for more information.



Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation

As a global enterprise, Steelcase supports a diverse workplace. Our goal is to attract and retain the best talent around the world. To accomplish this goal, we work to develop and promote internal employees and we engage with local recruitment sources to provide top candidates. Every Steelcase global location has identified and works directly with these sources to attract the best local talent. Currently, we do not track the proportion of locally hired senior management. Currently, we are implementing a tool that allows us to track the source of candidates.



Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement

[Corporate Sustainability Report, p. 20](#) (Social Investment)



Understanding and describing significant indirect economic impacts, including the extent of impacts

Steelcase and The Steelcase Foundation make donations to support various art, education and environmental organizations in the geographies where Steelcase operates. Please see [Corporate Sustainability Report, p. 20](#) (Social Investment).



Materials used by weight or volume

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.

Some of the key materials we use in our products are:

- Aluminum
- Fabric
- Fiberglass
- Foam
- Glass
- Laminates
- Paint
- Plastic parts
- Steel and steel parts
- Woodcore

In the Americas, please see [Product Environmental Profiles](#) (PEPs) for more information. In the Europe, Middle East and Africa Region, PEPs and Environmental Product Declarations (EPDs) can be provided upon request. In the Asia Pacific region, PEPs can be provided upon request.



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 AP (Asia Pacific) regions. Where available, Environmental Product Declarations (EPDs) can be provided upon request. Please see our [Corporate Sustainability Report, pp. 29-31](#) (Innovative Products and Applications) for more information.



Direct energy consumption by primary energy source

Please see our [Corporate Sustainability Report, pp. 32-33](#) (Energy Use and Efficiency and Renewable Energy) for more information.

SCOPE 1	TERAJOULES
Natural Gas	321.3
Propane	0.5
Coal	211
Diesel Fuel	39.9
Gasoline	1.2
Jet Fuel	48.6



Indirect energy consumption by primary source

Please see our [Corporate Sustainability Report, pp. 32-33](#) (Energy Use and Efficiency and Renewable Energy) for more information.

INDIRECT CY2014	GIGAJOULES	TONNES CO2 EQV
Electricity	299,040.1	47,121



Energy saved due to conservation and efficiency improvements

The company set a goal to reduce its environmental footprint by 25% by the end of 2020. From 2010 to 2014, we reduced energy consumption by 1%. Please see our [Corporate Sustainability Report, pp. 32-33](#) (Energy Use and Efficiency and Renewable Energy) for more information.



Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives

Most Steelcase products do not consume energy, but the company is optimizing products that impact energy in the use phase, such as lighting. Steelcase conducts life cycle assessments on key products to understand the impacts of their whole life cycles. This effort offers insights in the development of new products and helps the company develop action steps to reduce the embodied energy in all phases of the products life including the use phase. Please see our [Corporate Sustainability Report, pp. 32 and 29-31](#) (Energy Use and Efficiency and Innovative Products and Applications) for more information.



Initiatives to reduce indirect energy consumption and reductions achieved

[Corporate Sustainability Report, pp. 32-33](#) (Energy Use and Efficiency and Renewable Energy)



Total water withdrawal by source

Globally, Steelcase used approximately 112 million gallons of water in 2014. The primary sources of water are the municipal water systems where Steelcase facilities are located. The company set a goal to reduce our global environmental footprint by 25% by the end of 2020. Water use has declined 2% during the period from 2010 to 2014. Please see our [Corporate Sustainability Report, p. 35](#) (Water Conservation) for more information.



Water sources significantly affected by withdrawal of water

Globally, Steelcase used approximately 112 million gallons of water in 2014. The primary sources of water are the municipal water systems where Steelcase facilities are located. The company set a goal to reduce our environmental footprint by 25% by the end of 2020. Water use has declined 2% during the period from 2010 to 2014. Please see our [Corporate Sustainability Report, p. 35](#) (Water Conservation) for more information.



Percentage and total volume of water recycled and reused

The company set a goal to reduce its environmental footprint by 25% by the end of 2020. Water use has declined 3% during the period from 2010 to 2014. Please see our [Corporate Sustainability Report, p. 35](#) (Water Conservation) for more information.

EN11

Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas

Steelcase is committed to investing in and enhancing habitat protection. Refer to Habitats Protected or Restored (EN13) and Strategies, Current Actions, and Future Plans (EN14) for examples of those initiatives.

EN12

Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas

Steelcase's goal is to minimize potential environmental impacts of our products, services and operations. At this time, biodiversity is not a material issue to our business and operations. For more information about how we consider environmental impacts in the creation of our products, please see our [Corporate Sustainability Report, pp. 29-31](#) (Innovative Products and Applications).

EN13

Habitats protected or restored

Steelcase is committed to investing in and enhancing habitat protection. Examples of these programs include:

- Native species plantings and low-impact landscaping at the wood furniture manufacturing plant (LEED Silver Certified)
- Creating a bioswale utilizing native plants at the WorkLab (LEED Platinum Certified) and Innovation Center (LEED Platinum Certified) in Grand Rapids, Michigan, USA
- Low-impact native landscaping at the company WorkLab in Schiltigheim, France

EN14

Strategies, current actions, and future plans for managing impacts on biodiversity

By conducting life cycle assessments, Steelcase works to understand the impacts of its key products throughout all stages of their complete life cycle. These insights inspire innovation and new approaches in the development of our products. See EN26 and our [Corporate Sustainability Report, pp. 29-31](#) (Innovative Products and Applications) for more information.

EN15

Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk

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. Please see our [Corporate Sustainability Report, pp. 29-31](#) (Innovative Products and Applications) for more information.

EN16

Total direct and indirect greenhouse gas emissions by weight

Please see our [Corporate Sustainability Report, pp. 32-33](#) (Energy Use and Efficiency and Renewable Energy) for more information.

EN17

Other relevant indirect greenhouse gas emissions by weight

Steelcase follows protocols and reported its GHG emissions through the Carbon Disclosure Project (CDP). The CDP approach uses World Resources Institute protocols.



Initiatives to reduce greenhouse gas emissions and reductions achieved

[Corporate Sustainability Report, pp. 32-33](#) (Energy Use and Efficiency and Renewable Energy)



Emissions of ozone-depleting substances by weight

Nearly 20 years ago, Steelcase phased out all ozone depleting substances in the manufacture of its products.



NOx, SOx, and other significant air emissions by type and weight

These emissions are included in the measurements we track for Greenhouse Gas (GHG) emissions. Steelcase reports all measurements in CO2 equivalents. Please see our [Corporate Sustainability Report, pp. 32-33](#) (Energy Use and Efficiency) for more information.



Total water discharge by quality and destination

Please see our [Corporate Sustainability Report, p. 35](#) (Water Conservation) for more information.



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, p. 36](#) (Waste Reduction). For how we help our customers with end-of-use strategies, see our [Corporate Sustainability Report, p. 12](#) (End of Use Strategies).

TYPE	DISPOSAL METHOD	2014 TONS
Composting	Composted	99.48
Hazardous Waste	Hazardous Waste Disposal Facility	88.58
Incineration/ Cogeneration	Incinerated	4,392.70
Coal Ash	Landfilled	29.50
Enamel Cake Waste	Landfilled	120.32
Landfill Waste	Landfilled	3,678.61
Non-Steel Materials	Recycled	4,185.78



Total number and volume of significant spills

There were no significant spills during the reporting period.

EN24

Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally

Lean manufacturing processes, powder coat finishing operations and improved steel utilization and recycling have contributed to the significant reduction of hazardous waste and the reduction of the amount of waste sent to landfills. The majority of hazardous waste is sent to local treatment facilities, exceptions being where legal standards require export. For waste reduction initiatives, please see our [Corporate Sustainability Report, p. 36](#) (Waste Reduction). For how we help our customers with end-of-use strategies, please see our [Corporate Sustainability Report, p. 12](#) (End of Use Strategies).

TYPE	DISPOSAL METHOD	2014 TONS
Hazardous Waste	Hazardous Waste Disposal Facility	88.58

EN25

Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff

None.

EN26

Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation

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, p. 29-31](#) (Innovative Products and Applications).



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, p. 29-31](#) (Innovative Products and Applications).

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 tons of raw 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, p. 12](#) (End of Use Strategies).

Steelcase has a comprehensive packaging strategy that focuses on a number of different tactics to reduce, reuse and recycle packaging. We begin by seeking to eliminate or minimize packaging wherever possible. We utilize tools such as blanket wrap and palletizing to minimize the amount required. Next, we look at the types of packaging that are used, seeking materials that contain recycled content and are recyclable. Where packaging is used, we partner with our independent local dealers to assist our customers in recycling packaging materials. Some materials such as blanket wraps are returned to us. Other materials are recycled in local markets. For packaging initiatives, please see our [Corporate Sustainability Report, p. 34](#) (Transportation and Packaging).

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



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

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. As part of this full cooperation, Steelcase is routinely inspected by various regulatory agencies, including the U.S. Environmental Protection Agency and agencies in other countries where we have operations. To support compliance efforts, Steelcase has dedicated internal compliance personnel who regularly conduct internal environmental reviews of operations as they relate to specific codes and regulations. Should internal reviews identify an item that is a compliance concern, it is Steelcase policy to voluntarily report that concern to the appropriate agency and then work cooperatively with that agency to resolve the matter. Occasionally, this voluntary proactive approach may actually trigger a notice of violation due to the way in which government regulations are structured. Public filings identify any situations that meet reporting thresholds required by the Securities and Exchange Commission. Recent filings with the SEC are available on the [Investor Relations](#) section of the Steelcase web site.



Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce

Please see our [Corporate Sustainability Report, p. 34, 29-31](#) (Transportation and Packaging and Innovative Products and Applications). Scope 1 and 2 Greenhouse Gas (GHG) resulting from transportation of products and materials are included in the Carbon Disclosure Project (CDP) filing. We continue to work on expanding to include Scope 3 contract carrier product transportation impacts.



Total environmental protection expenditures and investments by type

Steelcase's business strategy is to systematically embed sustainable decision making and investments into all business systems. These investments are integrated into the operations of the company and therefore cannot be reported by line item.

Human Rights



Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening

Our core values are reflected in our Global Business Standards, which embody the fundamental principles that govern our ethical and legal obligations as we do business around the world. Steelcase agreements and contracts require adherence to all applicable laws. In keeping with our core values, Steelcase supports fundamental principles of human rights set forth in the United Nations Universal Declaration of Human Rights and related international covenants in every aspect of our business, each region of the world in which we operate, relationships with our employees, clients and suppliers, and communities where our employees live and work.

In 2013, Steelcase globally launched the Steelcase Supplier Code of Conduct. In FY2015, we implemented 165 contracts with suppliers that require compliance to the Steelcase Supplier Code of Conduct. Please see our [Corporate Sustainability Report, p. 16](#) (Suppliers) and our [Supplier Resources](#) page for details on human rights policies and practices in our supply chain.



Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and actions taken

In FY15, we continued implementing our supplier qualification process which included 518 supplier questionnaires, 29 onsite supplier assessments and 165 contracts requiring compliance with the Steelcase Supplier Code of Conduct. We also translated the documents into Spanish, French, and German to support better understanding by our supplier partners.



Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained

Globally, employees are required to take policy and compliance training regarding our Global Business Standards. As of 2014, eighty (87) percent of all employees globally have received this training, for a total of approximately 7980 employee hours in 2014. New employees receive this training as a part of the onboarding process.



Total number of incidents of discrimination and corrective actions undertaken

Per the Steelcase Global Business Standards, any reports of discrimination are investigated within 48 hours of the complaint. The Steelcase Integrity Line enables employees to make anonymous reports. As such, Steelcase does not disclose this information.



Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights

See [HR1](#). At Steelcase, acting with integrity is a key principle that has guided our individual and corporate business thinking, decisions and behavior for over 100 years. It is a legacy handed down from the founders of our company and remains the cornerstone of our business philosophy today. As outlined in our Global Business Standards and supplier relations document, Steelcase does not tolerate the use of child labor, forced labor or discriminatory practices within its operations or within the operations of affiliated partners. We comply with applicable laws and industry standards on working hours. We respect the right of individuals to form and join trade unions and to bargain collectively. Please see our [Supplier Diversity](#) page and our [Corporate Sustainability Report, p. 23](#) (Diversity+ Inclusion) for more information.



Operations and significant suppliers identified as having significant risks for incidents of child labor and measures taken to contribute to the effective elimination of child labor

See [HR5](#)



Operations and significant suppliers identified as having significant risks for incidents of forced labor and measures taken to contribute to the effective elimination of all forms of forced or compulsory labor

See [HR5](#)



Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations

One hundred (100) percent of our global security personnel are trained in Steelcase's human rights policies and procedures.



Total number of incidents of violations involving rights of indigenous people and actions taken

There are no known incidents involving the rights of indigenous people.



Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments

To date, we have not been subject to any human rights reviews or conducted any impact assessments. See [HR1](#).



Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms

Steelcase provides a variety of mechanisms designed to aid employees in voicing concerns or receiving assistance with sensitive issues in the workplace. They can consult/connect with:

- Leader, if appropriate
- Designated Human Resources Business Partner
- Global Business Standards (GBS) Integrity Line (see below) – confidential service that allows employees to ask questions, raise concerns or clarify issues

Anonymity is crucial to the success of this process; therefore, we do not report on these issues.

Labor Practices & Decent Work



Total workforce by employment type, employment contract, and region, broken down by gender

The global total employee headcount as of August of 2015 is approximately 10,300.

Gender percentages globally:

- Male: 68%
- Female: 32%



Total number and rate of new employee hires and employee turnover by age group, gender, and region

Total new hires worldwide: approx. 2300

Approximate attrition rates by region:

- Americas: 17%
- Asia Pacific: 26%
- EMEA: 22%

Approximate attrition by Gender:

- Male: 21%
- Female: 16%

Approximate attrition by generation:

- Silents: 28%
- Boomers: 12%
- Gen X: 15%
- Gen Y: 33%



Benefits provided to full time employees that are not provided to temporary or part time employees, by significant locations of operations

Full-time employees working in Steelcase locations in the United States, Mexico and Latin America, Germany, France, Belgium and China have full benefit access to medical, prescription drugs, dental, vision, short- and long-term disability, employee basic and supplemental life insurance, spouse and child life insurance, employee accidental death & dismemberment (AD&D), spouse and child AD&D, flexible spending accounts for healthcare and dependent day care, education assistance, adoption assistance, employee assistance program, employee discounts and a 401(k) retirement plan. These benefits are also available to part-time employees in these locations, with the exception of China. Temporary employees in Germany and France also have access to these benefits, while the remaining locations have benefits based on the individual temp agency overseeing those employees



Percentage of employees covered by collective bargaining agreements

Americas:
• Steelcase Manufacturing: 0.5%
• PolyVision: 60%
• Designtex: 32%

France, Germany, and Spain: 100%

Mexico: 80% union



Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements

Minimum notice periods are as follows: In the United States, France and Germany – 60 days. In Belgium, the minimum notice period for white-collar workers is 90 days for every starting period of five years of service. For blue-collar workers, notice is based on the amount of time with the company, starting with 42 days for those serving under five years and up to 196 days for those with the company 25 years or longer. In China and Malaysia, the minimum notice period is 60 days.



Percentage of total workforce represented in formal joint management-worker H&S committees that help monitor and advise on occupational H&S 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.



Rates of injury, occupational diseases, lost days, and absenteeism, and number of work related fatalities by region and by gender

Rates of occupational diseases and injuries by region are as follows:
• Americas: 3.01
• Europe, Middle East & Africa: 3.20
• Asia Pacific: 0.44

Lost time days by region are as follows:
• Americas: 0.49
• Europe, Middle East & Africa: 0.77
• Asia Pacific: 0.10

There were no work-related fatalities reported during the recording period. Steelcase does not track this information separately by gender.



Education, training counseling, prevention, and risk-control programs in place to assist workforce members, their families or community members regarding serious diseases

Each Steelcase employee in the United States has the ability and is encouraged to visit a dedicated website for information on disease prevention, counseling, education and training. In all other countries where Steelcase is located, employees have access to this information through government programs.



Average hours of training per year per employee by gender, and by employee category

Not Reported.



Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career ending

The Steelcase University offers a variety of training and development courses and programs on campus and online. It enables employees around the world to take them and track progress for their personal and professional development. We also provide 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, the University also 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, p. 26](#) (Training and Development) for more information.



Percentage of employees receiving regular performance and career development reviews, by gender

Steelcase believes that successful implementation of our corporate strategies requires alignment between our corporate goals and the performance goals of individual departments and employees. This shared and focused direction enables each of our individual and team efforts to truly impact our organizational success.

Steelcase uses a process tool called MAPP – Measurable Annual Performance Plan. The MAPP is a one-year performance plan linked to our annual corporate goals. It addresses three key areas of performance management:

- Goal alignment
- Performance measurement
- Ongoing feedback and coaching

Employees at Steelcase are encouraged to establish a general career direction and a plan for their next Steelcase job or role. The company's career development process is one about self-discovery, direction setting and decision making.

Hourly employees are evaluated using supervisor notes and the Steelcase Employee Performance System (SEPS) as the feedback tools for performance.

LA13

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

Total average age of all employees:

- Global: 42
- Americas: 42
- Asia: 35
- EMEA: 42

Total gender breakdown globally:

- Male: 68%
- Female: 32%

Estimated U.S. minority breakdown:

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

LA14

Ratio of basic salary and remuneration of women to men by employee category, by significant location of operation

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

LA15

Return to work and retention rates after parental leave, by gender

We strive to help our employees achieve a work/life balance. Please see our [Corporate Sustainability Report, p. 24](#) (Employee Wellbeing) for more information.

Product Responsibility

PR1

Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures

Steelcase conducts material assessments and life cycle assessments on key products to understand the impact of our products over their entire life cycles – material extraction and selection, production, transport, use and end of use or next life. We use that information to inform the development of new products. Information is published in [Product Environmental Profiles](#) for North America, and by request in the EMEA and Asia Pacific regions. Environmental Product Declarations are available by request for products that have gone through a life cycle assessment and third-party review process. For more information, please see our [Corporate Sustainability Report, pp. 29-31](#) (Innovative Products and Applications).

PR3

Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements

Not reported.

PR4

Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes

No significant incidents.

PR5

Practices related to customer satisfaction, including results of surveys measuring customer satisfaction

In the Americas and EMEA regions, we survey our customers regarding their satisfaction in a variety of areas from our products and our representatives capabilities to our performance as a company.

In the Americas, our dealers assisted in our new Customer Experience Measurement (CEM) system, which allows our customers to provide feedback on how we're doing. This system enables clients to provide feedback on various aspects of products and services provided by Steelcase and our dealer network through an online survey. Results are shared with management and key employees both at Steelcase and within the dealer organizations. For 2013, customers provided an average overall satisfaction score of 8.5 out of 10 for Steelcase and dealers combined. Customers were about equally satisfied with Steelcase (8.7) and dealers (8.6)

In our EMEA region, various customers throughout the region are surveyed for their satisfaction in a number of areas, such as our portfolio offerings, our representatives and the company's ability to offer workplace solutions. Solution Fulfillment Team reach out the EMEA dealer network on a yearly basis with a Voice Satisfaction Survey. In 2014, the results for those markets are as follows (3.0 = Meets Expectations, and 4.0 = Above Expectations):

- United Kingdom: 3.7
- France: 4.1
- Rest of International: 3.8
- DACH (Germany, Austria and German speaking Switzerland): 3.8

Learning from these surveys not only helps us improve our performance but also allows us to better understand the needs of our customers as we want to ensure our dealers and customers are not just "served" but are truly satisfied.

PR6

Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.

Steelcase communications are prepared in consultation with environmental technical and regulatory specialists knowledgeable of the Federal Trade Commission, Environmental Protection Agency, and other global regulatory standards, accepted practices and requirements for such communications. Communications are submitted to the Steelcase legal department where they undergo an additional review to ensure technical accuracy and conformance with regulatory standards and guidelines.



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

None.



Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data

None.



Monetary value of significant fines for noncompliance with laws and regulations concerning the provision and use of products and services

No significant incidents.

Society



Percentage of operations with implemented local community engagement, impact assessments, and development programs

Steelcase and the Steelcase Foundation (independent) utilize a process to assess the priority and value of gifts provided. The Steelcase Foundation offers funding for human services, health, education, community development and arts and education. The foundation provides assistance to a broad array of organizations. Please see our [Corporate Sustainability Report, p. 20](#) (Social Investment) for more information.



Percentage and total number of business units analyzed for risks related to corruption

All business units are regularly analyzed by the Internal Audit Department.



Percentage of employees trained in organization's 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 by the 4th quarter of FY2015. In addition, Foreign Corrupt Practices Act training is required for sales and other employees where applicable.

SO4

Actions taken in response to incidents of corruption

There were no significant incidents of corruption during the reporting period. Please see Code of Business Conduct for practices and policies on the issues of:

- Compliance with Laws, Rules and Regulations (Including Insider Trading Laws)
- Conflicts of Interest
- Financial Reporting and Controls, Records Management and Communication
- Protection and Proper Use of Company Assets
- Confidential Information
- Competition and Fair Dealing
- Payments to Government Personnel
- Corporate Opportunities
- Reporting Illegal or Unethical Behavior
- Waivers of the Code of Business Conduct
- Compliance Procedures

SO5

Public policy positions and participation in public policy development and lobbying

Steelcase actively lobbies for public policy issues that impact Steelcase at local, state and federal levels in the United States.

SO6

Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country

None. Steelcase Inc. does not make financial or in-kind contributions to support political parties.

SO7

Total number of legal actions for anticompetitive behavior, anti-trust, and monopoly practices and their outcomes

[Annual report p. 10](#)

SO8

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

[Annual Report p. 10](#)

SO9

Operations with significant potential or actual negative impacts on local communities

We deeply value the communities in which we work, live and serve, and continue to identify opportunities to improve the fitness of our business and strengthen our long-term competitiveness. Steelcase transferred a factory in France to a third party that will use the facility for its own products. We also began the process of closing one of our German plants, and we opened a new greenfield factory in the Czech Republic. .

Please see our [Corporate Sustainability Report, p. 20](#) (Social Investment) for ways we are working to positively impact our communities.



Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities

See [SQ9](#). Please see our [Corporate Sustainability Report, p. 20](#) (Social Investment).

Other KPIs



Percentage of ethnic minorities in the US staff

18% ethnic minorities



Total Recordable Injury Frequency Rate

Total Recordable Frequencies:

- Americas: 3.01
- Europe, Middle East & Africa: 3.20
- Asia Pacific: 0.44



Lost-time injury frequency rate (LTIFR)

Lost time rates by region are as follows:

- Americas: 0.49
- Europe, Middle East & Africa: 0.77
- Asia Pacific: 0.10



Number of fatal accidents

There have been no fatalities in the reporting period.



Employee satisfaction rating

Steelcase conducted an employee survey with its global workforce in March 2012. Over 7,000 employees participated, representing approximately 72% of our global employees. Based on the insights from this survey, Steelcase formed a group to focus on evolving our culture. An extended global team of employees representing various departments participated in workshops designed to tap into what was working in our existing culture, and where we had opportunities to improve. Prototypes were created to enable employees to experiment with new behaviors. The group is engaged in similar activities with leaders across the organization who are interested in transforming their teams. In addition to these grassroots efforts, the group is working to identify opportunities and make necessary changes at the organizational level.



Total giving

Steelcase Inc: \$1.3M
 Steelcase Foundation: \$3.2M
 Please see our [Corporate Sustainability Report, p. 20](#) (Social Investments)

07

Global amount of donated hours of volunteer service

In FY2015, Steelcase employees reported 12,810 hours of volunteer service – a 75% increase from the prior year.

08

List of countries taking part in volunteer service

- Belgium
- Brazil
- Canada
- France
- Germany (Durlangen, Rosenheim)
- Hong Kong
- Latin America & Caribbean
- Malaysia (Kuala Lumpur)
- Mexico (Monterrey, Tijuana, Reynosa and Mexico City)
- Romania (Cluj)
- Singapore
- Spain
- United Kingdom (London)
- United States