Steelcase®

GRI Index 2025

Steelcase Inc. has reported the information cited in this GRI content index in accordance with the GRI Standards and using GRI 1: Foundation 2021.

GRI 2: General Disclosures 2021

2-1	Organizational details	Steelcase Inc. (SCS) is a publicly traded company listed on the New York Stock Exchange headquartered in Grand Rapid, Michigan, United States of America.
		Steelcase has business centers and manufacturing and distribution operations in three regions: North America (US, Mexico, Canada), EMEA (France, Germany, Spain, U.K., Czech Republic, Romania, UAE) and APAC (China, India and Malaysia, Australia, Japan, Singapore, Hong Kong).
		For more information see our Annual Report, linked below.
		2025 Annual Report (10-K)
2-2	Entities included in the organization's sustainability reporting	Steelcase uses the same organizational boundary for environmental reporting that it uses for its consolidated financial statements, that is, Steelcase Inc. and all of the subsidiaries for which a controlling interest is maintained. Steelcase uses a slightly narrowed organizational boundary for labor topics as the data are restricted to those employees who are paid and managed by Steelcase Inc.
		Financial and sustainability reporting is consolidated at the global level.
		For more information see our Annual Report, linked below.
		2025 Annual Report (10-K)
2-3	Reporting period, frequency and contact	Our annual Impact Report covers the same fiscal year period used for financial reporting.
		Note that because of the GRI approach to labeling annual data, Steelcase FY2025 data is provided in columns labeled 2024; FY2024 data is in columns labeled 2023; and FY2023 data is in columns labeled 2022.
		The financial reporting period is March 1 to February 28 and aligns with the sustainability reporting period.
		The Steelcase Impact Report is published annually around September 30.
		For further information, contact the ESG Strategy + Reporting Team at ESG@steelcase.com.
		2025 Impact Report
2-4	Restatements of information	There are no restatements of information provided in previous reports.
2-5	External assurance	We have engaged an independent third party to verify our greenhouse gas (GHG) emissions.
		The verification statement is linked below. Additional information and applicable data assertions can be found in our annual CDP submission section 7.9.
		2025 GHG Emissions Verification Letter
		2025 CDP

2-6	Activities, value chain and other business relationships	We market our products and services to businesses and organizations primarily through a network of dealers, and we also sell to consumers in markets around the world through web-based and retail distribution channels. Through our family of brands that includes Steelcase®, AMQ®, Coalesse®, Designtex®, HALCON™, Orangebox®, Smith System® and Viccarbe®, we offer a comprehensive portfolio of furniture and architectural products and services designed to help customers create workplaces that help people do their best work in the many places where work happens.

We have manufacturing and distribution operations throughout North America (U.S., Mexico), Europe (France, Germany, Spain, U.K., Czech Republic) and in Asia (China, India and Malaysia). Our global manufacturing and distribution operations are largely centralized under a single organization to serve our customers' needs across multiple brands and geographies.

The full description of Steelcase business activities, business relationships, and value chain is found in our latest Annual Report linked below.

2025 Annual Report (10-K)

2-7	Employees

	Female	Male	Not Disclosed	Total
Number of Employees	3,783	6,460	7	11,300

Employee data as reported in the GRI include only those employees who are paid and managed by Steelcase Inc. Not included in these headcounts are those who are employed, paid, and managed by our subsidiaries.

2-8	Workers who are not employees	Total number of workers who are not employees: 106.

Steelcase engages with a diverse range of contractors for various purposes, including: construction, technology, logistics, maintenance, marketing and advertising, and consultants with specific business expertise.

The number of contractors that Steelcase engages with can fluctuate depending on the company's needs and priorities at any given time. In general, Steelcase aims to maintain a balance between its permanent employees and contracted workers to ensure efficient and effective operations.

Due to the dynamic nature of our contracts and the professional services business, we do not track non-employees in a centralized human resources system. We hire non-employee personnel based on the needs of individual contracts and those needs can fluctuate within a contract based on customer needs. Non-employee labor is tracked at the individual contract level and is typically reported from a financial perspective only.

2-9	Governance structure and composition	Our governance is overseen by our Board of Directors and its committees. Our Board of Directors has 10 members. 9 members are non-executives and 1 is an executive. 8 members are independent and 2 are not independent. Tenure, gender and competencies of the members are disclosed in our proxy statement. Oversight of management of our impacts on the economy, environment and people is the responsibility of the Nominating and Corporate Governance Committee. The Nominating and Corporate Goverenance Committee has 4 members, all of whom are independent and non-executives. Biographies of the members are disclosed in our proxy statement.

2025 Proxy Statement | See "Proposal 1 - Election of Directors" and "Board Demographics", pp. 6-11

2-10	Nomination and selection of the highest governance body	2025 Proxy Statement	See "Considerations of Candidates for Director", pp. 19-20

2-11	Chair of the highest governance body	The chair of the highest governance body is not a senior executive.

2025 Proxy Statement | See "Other Corporate Governance Matters - Board of Directors Leadership Structure", p. 16

2-12	Role of the highest governance body in overseeing the management of impacts	The Nominating and Corporate Governance Committee of our Board of Directors oversees our strategies and policies with regard to environmental, social and governance matters. The committee receives periodic updates from management on the establishment of goals and progress against such goals.

The Nominating and Corporate Governance Committee of our Board of Directors oversees our due diligence and other processes with regard to our impacts on the environment and people.

The Nominating and Corporate Governance Committee of our Board of Directors receives regular updates from management on the establishment of goals and progress against such goals.

2025 Proxy Statement | See "Other Corporate Governance Matters - ESG Governance", p. 17

Nominating and Corporate Governance Committee Charter

| 2-13 | Delegation of responsibility for managing impacts | The Nominating and Corporate Governance Committee of our Board of Directors has oversight over our strategies and policies with regard to environmental, social and governance matters. Such matters are managed by our management team, including our President and Chief Executive Officer, our Senior Vice President, Chief Administrative Officer, General Counsel and Secretary, and our Vice President, ESG and Social Innovation. |

Our management team reports to the Nominating and Corporate Governance Committee of our Board of Directors on a quarterly basis regarding the goals, strategies, progress, risks and activities on environmental, social and governance topics and issues.

2025 Proxy Statement | See "Other Corporate Governance Matters - ESG Governance", p. 17

| 2-14 | Role of the highest governance body in sustainability reporting | Our Board of Directors, through its Nominating and Corporate Governance Committee, oversees our strategy and policies with regard to sustainability matters. |

Review and approval of material topics and reported information is completed by our senior executive team.

2025 Proxy Statement | See "Other Corporate Governance Matters - ESG Governance", p. 17

Nominating and Corporate Governance Committee Charter

| 2-15 | Conflicts of interest | Our Board of Directors adopted a Code of Ethics applicable to our chief executive and senior financial officers, as well as a Code of Business Conduct that applies to all of our employees and directors. Only our Nominating and Corporate Governance Committee may grant any waivers of either code for a director or executive officer. In addition, our Nominating and Corporate Governance Committee reviews any related person transactions under our Related Person Transactions Policy. |

Any waivers to our Code of Ethics or Code of Business Conduct will be posted on our investor relations website. To date, no such waivers have been granted. All related person transactions required to be disclosed under the rules of the U.S. Securities and Exchange Commission are disclosed in our proxy statement.

2025 Proxy Statement | See "Other Corporate Governance Matters - Code of Ethics and Code of Business Conduct" and "Related Person Transactions", pp. 16, 20-22

Code of Ethics Chief Executives and Senior Financial Officers

Related Person Transactions Policy

Code of Business Conduct

| 2-16 | Communication of critical concerns | Critical concerns can be raised to senior management or the board through various means. Reports arising from open door meetings, the Integrity Helpline, direct reports to management and other sources are elevated to appropriate levels of management or board committees through the legal team, internal audit or other management functions. |

Category	Q1	Q2	Q3	Q4	Total FY25 Incidents Reported
Employee Relations	8	11	20	7	46
Policy Violations	9	7	3	5	24
Security			2		2
Financial Fraud	3	3	4	3	13
Other Matters	2		3	1	6
TOTAL	22	21	32	16	91

All cases have been investigated and resolved. No significant deficiencies or material weaknesses were identified in our internal controls over financial reporting. Incidents that were substantiated were resolved through employee coaching, written warnings, removal from leadership, or termination.

Definitions
1. Employee Relations - Unfair Labor Practices, Substance Abuse, Discrimination, Sexual Harassment, Bullying, Other Harassment, Retaliation, Abuse, Wrongful Termination
2. Policy Violations – Including Conflicts of Interest, Code of Conduct Violation, and Compliance and Regulatory Violations (Non-Financial)
3. Security - Safety Concerns, Threat of Violence, Information Security
4. Financial Fraud - Expense Reporting (Expense Reimbursement Schemes), Other Fraud, Corruption, Bribery, Misuse of Resources or Property, Theft or Vandalism
5. Other Matters – Questions, Product Issues and Miscellaneous Concerns

2-17	Collective knowledge of the highest governance body	There are routine updates provided to senior management and board committees on sustainable development issues. Members of various teams participate in seminars and training to maintain current knowledge and share that with senior management and board committees as appropriate. More information can be found on our Corporate Governance Overview and Corporate Governance Principles webpages linked below. Corporation Governing Principles Corporate Governance Overview
2-18	Evaluation of the performance of the highest governance body	The Nominating and Corporate Governance Committee oversees the annual self-assessment of the performance of the Board and each committee. The self-assessment process has included a peer evaluation of each member of the Board. On a periodic basis (generally once every three years), the Board has engaged an outside consulting firm to facilitate the Board's performance assessment. 2025 Proxy Statement | See "Other Corporate Governance Matters - Corporate Governance Principles", p. 16
2-19	Remuneration policies	For senior executives, no sign-on bonuses, recruitment incentive payments or termination payments were made in FY2025. For other senior executive and board member remuneration policies see the 2025 Proxy Statement linked below. 2025 Proxy Statement | See "Compensation Committee Report", pp. 32-57
2-20	Process to determine remuneration	Our say-on-pay shareholder advisory vote received 97.5% approval at our 2024 Annual Meeting of Shareholders, which occurred after our fiscal year 2025 compensation decisions were approved by the Compensation Committee. No changes were made to our executive compensation policies and practices in response to our 2024 say-on-pay shareholder advisory vote. 2025 Proxy Statement | See "Compensation Committee Report", pp. 31-49
2-21	Annual total compensation ratio	Report the ratio of the annual total compensation for the organization's highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual): 194:1. 2025 Proxy Statement | See "CEO Pay Ratio", p. 62
2-22	Statement on sustainable development strategy	Steelcase reports annually on its energy usage and greenhouse gas emission progress through the CDP reporting program, where we have earned a B rating for climate change disclosure and are designated as a Supplier Engagement Leader. See latest CDP report linked below. In 2020, Steelcase advanced its commitment to a low-carbon future by setting science-based targets (SBT) approved by the Science Based Targets initiative (SBTi), in alignment with the most ambitious rate of decarbonization of limiting global temperature rise to 1.5° C. Steelcase recently announced its commitment to Net Zero emissions with a plan to achieve that goal by 2050. Each year, Steelcase also reports on its vision, goals, and progress related to sustainability initiatives in our annual Impact Report. Steelcase is a signatory of the UN Global Compact, demonstrating our alignment with the UN's Sustainable Development Goals. 2024 Net Zero Transition Plan | See "Letter from CEO" and "Our Path to Net Zero: Executive Summary", pp. 3-5 2025 Impact Report | See "Our Commitment to Net Zero", p. 28 2025 UN Global Compact Communication on Progress | See "CEO Statement on Continued Support", p. 1 2025 CDP
2-23	Policy commitments	We have various compliance policies reflecting our company standards and requirements. We also have training on our Global Business Standards, Anti-Bribery and Anti-Corruption, Supplier Code of Conduct and other policies relevant to responsible business. These policies address the issues referenced above and reflect the latest international standards such as the UN Global Compact. These policies are approved by senior management and board committees when appropriate. Corporate Compliance Policies Code of Business Conduct Global Business Standards rev 2023 Global Human and Labor Rights Policy Supplier Code of Conduct Integrity Help Line Policy Anti-Bribery Anti-Corruption Policy Steelcase's Report on Combating Forced Labour and Child Labour in Supply Chain

2-24	Embedding policy commitments	The policies are reflected in our contracts with business partners and required Supplier Code of Conduct. Effective training on the policies through annual Global Business Standards training and periodic training on anti-corruption and other topics across the organization ensures that all levels of the company are familiar with and equipped to employ the policy commitments. New partners are vetted to ensure they are acting consistently with our policies and are required to sign contracts reflecting those requirements and our Supplier Code of Conduct. Training on various topics reflecting those policy commitments is provided to all employees.
		Corporate Compliance Policies
		Supplier Code of Conduct
		Global Human and Labor Rights Policy
2-25	Processes to remediate negative impacts	The company has various avenues for reporting negative impacts. These include the Integrity Helpline, a service provided through a third party that allows for anonymous reporting of issues. Posters on our Global Business Standards and Integrity Helpline are posted in all facilities. We also have an open door process that encourages employees to report concerns to more senior management. Employees can also report to their management or the Human Resources team. Regardless of the means by which negative impacts are reported, the company endeavors to investigate and report back on all complaints.

The company publishes and trains employees on various policies including Global Business Standards, Sexual Harassment Prevention, Conflicts of Interest, Anti-Bribery, Supplier Code of Conduct and a host of others. Those training opportunities all include a process for reporting on any issues identified by participants. Relevant policies are available to employees and external parties through the company website.

Grievances are investigated by one of several teams or a combination of people from those teams depending on the nature of the issue. This can include Human Resources, Internal Audit, Legal or other members of management. Each issue is reviewed and addressed consistent with company policy. Reporters are given feedback on the investigation process and results.

Training is provided to all employees, dealers, suppliers and other partners on relevant issues. The company considers their input in creating training and policies. The company also looks to external organizations and standards, such as the UN Global Compact, in setting its policies.

We track and report internally on complaints received and addressed by the Iintegrity Helpline and other capture mechanisms. Senior management and the audit committee receive regular reports on the process and results. |
		Corporate Compliance Policies
		Integrity Help Line Policy
		Code of Business Conduct
		Anti-Bribery Anti-Corruption Policy
		Supplier Code of Conduct
		Global EHS Compliance Policy
		Steelcase's Report on Combating Forced Labour and Child Labour in Supply Chain
		Global Business Standards rev 2023
2-26	Mechanisms for seeking advice and raising concerns	The company has various avenues for reporting negative impacts. These include the Integrity Helpline, a service provided through a third party that allows for anonymous reporting of issues. Posters on our Global Business Standards and Integrity Helpline are posted in all facilities. We also have an open door process that encourages employees to report concerns to more senior management. Employees can also report to their management or the Human Resources team. Regardless of the means by which negative impacts are reported, the company endeavors to investigate and report back on all complaints.

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		Integrity Help Line Policy
		Harassment Prevention/Respect and Responsibility Policy
		Code of Business Conduct
		Anti-Bribery Anti-Corruption Policy
		Steelcase's Report on Combating Forced Labour and Child Labour in Supply Chain
		Global Business Standards rev 2023

2-27	Compliance with laws and regulations	As a manufacturing company with global operations, Steelcase Inc. from time to time has been involved in investigations of potential regulatory compliance issues 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. 2025 Annual Report (10-K) | See "Governance", p. 14
2-28	Membership associations	American Society of Civil Engineers Ashoka Aspen Institute Business + Institutional Furniture Manufacturers Association (BIFMA) Business for Social Responsibility Business Leaders for Michigan Business Roundtable Catalyst Chief Executives for Corporate Purpose Clean Energy Buyers Association (CEBA) Econ Club Grand Rapids Electricity Customer Alliance Global Initiative for Inclusive ICTs (engaged in FY25 but not FY26) Grand Rapids Area Chamber of Commerce Inforum West Michigan International Living Future Institute (ILFI) Michigan Chamber of Commerce Michigan Environmental Council Michigan Sustainable Business Forum (formerly WMSBF) NationSwell Planet Detroit RE100 Sustainable Brands TalentFirst The Right Place Trellis (formerly GreenBiz) United Way U.S. Green Building Council (USGBC) U.S. Department of Energy Better Plants Program West Michigan Air & Waste Management Association West Michigan Environmental Action Council (WMEAC) West Michigan Hispanic Chamber of Commerce World Affairs Council
2-29	Approach to stakeholder engagement	We are stakeholder–centered in all we do, from our research, products, offerings to the way we do business, seeking to understand needs and solve for the issues most relevant and meaningful to them. We are constantly and consistently engaging with our stakeholders in a wide variety of ways every day to help people do their best work in the many places where work happens. These stakeholder groups include customers, employees, dealers, architecture and design professionals, investors, suppliers, government agencies and the community. We engage with stakeholders on and across our material topics. To read more about the ways we engage across these stakeholders, visit the Investor Relations and Supplier webpages and the following sections in our Impact Report: 1. Help Communities Thrive Section (community) 2. Foster Inclusion (employee, dealer, customer) 3. Act with Integrity (employees, suppliers) 4. Reduce our Carbon Footprint (suppliers, customers) 5. Design for Circularity (suppliers) 6. Materiality Matrix Investor Relations Our Suppliers 2025 Impact Report

2-30	Collective bargaining agreements	Percentage of total employees covered by collective bargaining agreements (%): 8.87%.

When there are no collective bargaining agreements governing the working conditions of certain employees, the organization follows the national labor laws and regulations established by the competent authorities. These laws and regulations set the minimum rights and protections for employees, including areas such as minimum wages, working hours, holidays, leave, occupational health and safety, and other aspects.

It is important to note that labor laws can vary from country to country, and organizations must comply with the specific legal provisions that apply to their employees in each location. These labor laws provide a legal framework to ensure fair and equitable working conditions, even for employees who are not covered by collective bargaining agreements.

GRI 3: Material Topics 2021

3-1	Process to determine material topics	We perform a comprehensive formal ESG materiality assessment at least every 3 years. The results are validated and reviewed as needed in the years between formal assessments.

Our most recent double materiality assessment was completed in FY24 in partnership with an external DMA consultant. This materiality assessment applies to FY25 sustainability reporting.

Steelcase believes all environmental, social and governance (ESG) topics are important and we use the results from our materiality assessment to help us prioritize these topics based on their importance to business value and our stakeholders, which includes potential impacts on people, the environment and our economy.

We also believe it is imperative that we engage with and listen to all our stakeholders. The stakeholder groups that provide input to our materiality assessments are selected based on their importance to our business success, as well as those on which we may have a significant impact. These groups include employees, customers (global businesses and organizations), investors, the architectural and design community, dealers, suppliers, governmental agencies and community partners.

1. Process Identification
The ESG materiality assessment starts with identifying our most important stakeholder groups and developing a comprehensive list of potential material ESG topics. The definition and boundary of these topics are informed by a confluence of factors including relevant reporting standards, global goals, industry-specific issues and stakeholder interests. Steelcase leadership validates this list, considering the business and ESG strategy.

2. Prioritization
Each potentially material topic is assessed based on primary and secondary research including surveys, interviews and workshops. The results are plotted on a matrix to help identify which topics are material and to illustrate the connectivity of ESG for our business.

3. Validation
A broad set of senior leadership, representing all business functions, reviews and validates the assessment results.

4. Review
Every year, the ESG materiality assessment results and supporting research are reviewed. Adjustments to our ESG strategy priorities and reporting practices are made as needed.

The stakeholder groups that provide input to our materiality assessments are selected based on their importance to our business success, as well as those on which we may have a significant impact. These groups include employees, customers (global businesses and organizations), investors, the architecture and design community, dealers, suppliers, governmental agencies and community partners.

For our materiality assessment, our DMA consultant gathered stakeholder insights through a series of internal and external interviews covering different business functions and different groups of affected stakeholders. The interviews help to identify and assess actual and potential risks and opportunities across ESG topics, and the likelihood of these risks and opportunities to occur within a 5-year timeframe. The consultant conducted additional research, reviewed ratings agency feedback, CDP score reports, and internal research reports to supplement internal and external stakeholder conversations. The consultant also used Polecat to assess online and social media conversations relevant to Steelcase and its peers.

3-2	List of material topics	2025 Impact Report	See "Materiality Assessment", p. 42

GRI 101: Biodiversity 2024

| 3-3 | Management of material topics | Steelcase shares in-depth information related to our identification and management of climate and nature-related issues in our annual CDP response. Please see questions 2.2, 2.2.2, 2.2.7, 2.3, and all questions in module 11.

2025 CDP |

GRI 201: Economic Performance 2016

| 201-1 | Direct economic value generated and distributed | 2025 Annual Report (10-K) |

| 201-2 | Financial implications and other risks and opportunities due to climate change | Steelcase shares in-depth information related to our energy usage, greenhouse gas emissions, targets, and management of climate issues in our annual CDP response. Please see questions 2.1, 2.2.2, 2.2.7, 2.4, 3.1, and 3.6.

2025 CDP |

| 201-3 | Defined benefit plan obligations and other retirement plans | Reporting Currency: USD.

If the plan's liabilities are met by the organization's general resources, the estimated value of those liabilities: 55,400,000.

Retirement plans include mandatory and voluntary schemes as well as regional or country-based schemes. |

201-4   Financial assistance received from government

Reporting Currency: USD.

Country	2024	2023	2022	2021
U.S. foreign tax credit	8,400,000	7,000,000	15,300,000	
U.S. research and development credit	3,300,000	3,700,000	1,700,000	
Czech investment credit	700,000	600,000	800,000	800,000
	2024	**2023**	**2022**	**2021**
Total	12,400,000	11,300,000	17,800,000	800,000

GRI 202: Market Presence 2016

| 202-1 | Ratios of standard entry level wage by gender compared to local minimum wage | We are compliant and competitive with minimum wage base. The starting hourly wage base is the same for male and female. In the US, The US Federal minimum wage is $7.25/hour. Steelcase's lowest start rate is $20.00/hour. The ratio of the entry level wage to the minimum wage is 2.76. In Mexico the minimum wage rate for the border zone is 420 MXN and the lowest start rate for the Steelcase plants located in Mexico is 420 MXN. The ratio of the entry level wage to the minimum wage is 1. In France, Germany and Spain the minimum hourly wage is subject to local works council approval. |

202-2   Proportion of senior management hired from the local community

Location of Operation	Senior Management Hired from Local Community
Americas	100%
Europe (EMEA)	96%
Asia (APAC)	58%
Global	96%

Senior Management: CEO, VPs and Directors.

We define local hires as individuals with a nationality and/or permanent work permit which aligns to the geographies covered by each of our significant locations of operations (Americas, EMEA and APAC).

GRI 204: Procurement Practices 2016

3-3	Management of material topics	Steelcase builds strong supplier relationships based on integrity and trust. We work closely with our partners to meet evolving customer needs through a frictionless and responsive supply chain. We expect our partners to adhere to the highest standards for safety, quality and sustainability. Through our Supplier Code of Conduct, we communicate our global standards for organizational governance, human rights, labor practices, environmental stewardship and community involvement and development. Supplier Code of Conduct
204-1	Proportion of spending on local suppliers	As a company, we recognize the importance of supporting local suppliers and the positive impact this has on local economies, job creation, and community development. Local supplier engagement plays a vital role in our broader inclusion strategy, reflecting our commitment to economic empowerment and sustainable business practices. While business needs ultimately guide our sourcing decisions, we ensure that local supplier opportunities are actively considered and integrated wherever feasible. Our approach balances operational efficiency with inclusive procurement practices, ensuring fairness, competitiveness, and alignment with our strategic goals.

GRI 205: Anti-corruption 2016

3-3	Management of material topics	2025 Impact Report	See Act with Integrity Section., pp. 23-24

205-1	Operations assessed for risks related to corruption		2024	2023	2022
		Total number of business units analyzed for risks related to corruption	57	36	36
		Percentage of business units analyzed for risks related to corruption	100%	100%	100%

Based on our fraud risk assessment, the following were our identified high fraud risks related to corruption:

1. Cyber Threats
2. Theft of Proprietary Information
3. Receipt of Kickback
4. Economic Extortion
5. Receipt of Bribe
6. Vendor Master Changes (i.e. bank information)

205-2	Communication and training about anti-corruption policies and procedures	Steelcase communicates its anti-corruption policies and procedures through direct training of all employees, communication through our internal intra-net, and with policies available on our Corporate Compliance Policies webpage linked below. Globally, all salaried and hourly employees are required to complete policy and compliance training regarding our Global Business Standards (GBS). We have updated our GBS course materials and provide online training for GBS, Conflict of Interest and the Integrity Helpline. In addition, Anti-Bribery, Anti-Corruption training is provided annually for sales, finance, procurement and other employees where applicable. Corporate Compliance Policies Code of Ethics Chief Executives and Senior Financial Officers Integrity Help Line Policy Harassment Prevention/Respect and Responsibility Policy Code of Business Conduct Anti-Bribery Anti-Corruption Policy Supplier Code of Conduct Steelcase's Report on Combating Forced Labour and Child Labour in Supply Chain Global Business Standards rev 2023
205-3	Confirmed incidents of corruption and actions taken	We have not had any confirmed acts of corruption that were material or raised issues that required contacting government officials.

GRI 301: Materials 2016

3-3	Management of material topics	2025 Impact Report	See "Designing for Circularity", p. 34

| 301-1 | 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 the materials used by products on an individual basis. Therefore, this data is not available to report total weights for incoming materials. |

| 301-2 | Recycled input materials used | |

			2024	2023	2022
		% recycled input materials used:	14.37%	12.70%	16.4%

Material Type	Avg Recycled Content (%)
Steel	46
Cast Aluminum	56
Laminate	20
Particle board	50
MDF	50
Cardboard	63
Tempered glass	20
Fiberglass	28
Fabric	10

Steelcase actively looks at the commodity markets and recycling streams to accurately assess our products from a recyclability and recycled content perspective. To date, globally, we have assessed over 850 builds of products, with around 30 different material commodities, in each of our major markets. We are actively pursuing higher recycled content materials for plastics and other commodities.

| 301-3 | Reclaimed products and their packaging materials | We support customers with Extended Producer Responsibility (EPR) in taking back, collecting, recycling, and supporting the remanufacturing of products; however, we do not have the level of granular data on the percentage of total products and packaging reclaimed and recovered. |

GRI 302: Energy 2016

3-3	Management of material topics	Steelcase shares in-depth information related to our energy usage, greenhouse gas emissions, targets, and management of climate issues in our annual CDP response. Please see questions 2.2, 7.30, 7.53, 7.54, 7.55, and all respective subquestions. 2025 CDP
302-1	Energy consumption within the organization	Steelcase shares in-depth information related to our energy usage, greenhouse gas emissions, targets, and management of climate issues in our annual CDP response. Please see question 7.30 and all subquestions. 2025 CDP
302-2	Energy consumption outside of the organization	Steelcase shares in-depth information related to our energy usage, greenhouse gas emissions, targets, and management of climate issues in our annual CDP response. Please see question 7.30 and all subquestions. 2025 CDP
302-3	Energy intensity	Steelcase shares in-depth information related to our energy usage, greenhouse gas emissions, targets, and management of climate issues in our annual CDP response. Please see question 7.30 and all subquestions. 2025 CDP
302-4	Reduction of energy consumption	Steelcase shares in-depth information related to our energy usage, greenhouse gas emissions, targets, and management of climate issues in our annual CDP response. Please see questions 7.29 through 7.30.22. 2025 CDP
302-5	Reductions in energy requirements of products and services	Steelcase shares in-depth information related to our energy usage, greenhouse gas emissions, targets, and management of climate issues in our annual CDP response. Please see questions 7.2, 7.8, 7.55 and all subquestions, 7.74, and 7.74.1. 2025 CDP

GRI 303: Water and Effluents 2018

| 3-3 | Management of material topics | 2025 Impact Report | See "Every Drop Counts: Smarter Water Use", p. 41 |

303-1	Interactions with water as a shared resource	Most of our water consumption is for drinking and sanitary uses. However, we do have some production processes that utilize water, including powder painting processes. In water stressed areas, we have employed water recycling processes to limit our consumption. We are continuing to explore options for reduction at manufacturing locations globally.
		2025 Impact Report | See "Every Drop Counts: Smarter Water Use", p. 41
303-2	Management of water discharge-related impacts	All effluent discharge is sent to the local municipality or hauled by licensed waste haulers and treated offsite. We do not discharge wastewater directly to any body of water, and we meet local discharge requirements at all our facilities.

303-3 Water withdrawal

	2024	2023	2022
Produced water	317.3	319.7	362.3
Total water withdrawal	317.3	319.7	362.3

	2024	2023	2022
Produced water	58.8	69.2	64.5
Total water withdrawal from areas with water stress	58.8	69.2	64.5

	2024	2023	2022
Freshwater (total)	317.2	319.7	362.3
Freshwater (stressed areas)	58.8	69.2	64.5

303-4 Water discharge

	2024	2023	2022
Third-party water	317.3	319.7	362.3
Total water discharged	317.3	319.7	362.3

Any substances of concern are determined by the local municipality. Steelcase follows all local sewer use ordinances.

Any water discharged from a site is treated by a third party waste hauler or local municipality. No on-site treatment occurs prior to discharge. Most of the water that is withdrawn is discharged as wastewater and a portion of the water is lost in evaporation.

303-5 Water consumption

Water Consumption (megaliters)	2024	2023	2022
Total water consumption	317.3	319.7	362.3
Consumption from all areas with water stress	58.8	69.2	64.5

Groundwater is used for irrigation. The amount used is unknown at this time but will be evaluated at a later date.

The main source of water used is from various municipalities.
Most of the water that is withdrawn is discharged as wastewater and a portion of the water is lost in evaporation.

GRI 305: Emissions 2016

3-3	Management of material topics	Steelcase shares in-depth information related to our energy usage, greenhouse gas emissions, targets, and management of climate issues in our annual CDP response. Please see questions 2.1, 2.2, 4.1, 4.3, 5.1, 5.2, 5.3, 5.14, 7.54 and all respective subquestions.
		2025 CDP

305-1 Direct (Scope 1) GHG emissions

	2024	2023	2022	2021	Emissions in base year
Gross direct (Scope 1) GHG emissions	32,542	31,526	36,990	35,297	47,048

Steelcase shares in-depth information related to our energy usage, greenhouse gas emissions, targets, and management of climate issues in our annual CDP response. Please see questions 6.1, 7.1.1, 7.1.2, 7.1.3, 7.2, 7.5, 7.6, 7.9, 7.9.1, 7.12, 7.15, 7.15.1, and 7.16.

2025 CDP

305-2	Energy indirect (Scope 2) GHG emissions		**2024**	**2023**	**2022**	**2021**	**Emissions in base year**
		Gross location-based indirect (Scope 2) GHG emissions	53,304	53,932	56,191	61,205	76,515

Steelcase shares in-depth information related to our energy usage, greenhouse gas emissions, targets, and management of climate issues in our annual CDP response. Please see questions 6.1, 7.1.1, 7.1.2, 7.1.3, 7.2, 7.3, 7.5, 7.7, 7.9, 7.9.2, 7.20, and 7.20.2.

2025 CDP

305-3	Other indirect (Scope 3) GHG emissions	Steelcase shares in-depth information related to our energy usage, greenhouse gas emissions, targets, and management of climate issues in our annual CDP response. Please see questions 7.1.1, 7.1.2, 7.1.3, 7.2, 7.5, 7.8 and 7.12.

2025 CDP

305-4	GHG emissions intensity	Types of greenhouse gas emissions included: Direct (Scope 1).

Steelcase shares in-depth information related to our energy usage, greenhouse gas emissions, targets, and management of climate issues in our annual CDP response. Please see question 7.45.

2025 CDP

305-5	Reduction of GHG emissions	Scopes in which reductions took place: Direct (Scope 1).

Steelcase shares in-depth information related to our energy usage, greenhouse gas emissions, targets, and management of climate issues in our annual CDP response. Please see questions 7.2, 7.5, 7.10, 7.10.1, 7.10.2, 7.15, 7.15.1 and 7.53.1.

2025 CDP

305-6	Emissions of ozone-depleting substances (ODS)	We do not track use of ozone-depleting substances for all of our manufacturing facilities.
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	For NOx, SOx, VOCs, HAPs and PM10 are calculated for some of our plants that have permit restrictions for these criteria pollutants. However, we do not track these emissions for all 20 of our manufacturing facilities.

GRI 306: Waste 2020

3-3	Management of material topics	2025 Impact Report	See "Designing for Circularity", p. 34
306-1	Waste generation and significant waste-related impacts	Inputs Raw material deliveries to the plant that are damaged or otherwise unusable become waste. Food for the cafeteria, food waste Bathroom and sanitary waste Activities General waste is created from human activities in manufacturing settings, including printing, cafeteria waste, and bathroom waste. Production waste occurs from the production processes, which include molding, forming, painting, and cutting. Incoming supplier packaging of raw materials and parts Outputs Production waste in the form of scrap metals, wood, fabric, & chemicals, universal and hazardous waste, liquid industrial waste, etc. Sanitary waste in the form of bathroom waste General solid waste Recyclable waste from the cafe and production processes Compostable waste from food waste Liquid industrial waste Hazardous and universal waste Impacts relate to waste generated in our organization's activities; we do not have insights into upstream waste activities. Downstream activities in the value chain are mitigated through end-of-use programs that help customers divert our products and other products from landfills.

Steelcase has invested in circular measures to manage our waste's significant aspects, including developing relationships with partners to help provide feedstock for new products. We continue donating to local community members for upcycling purposes and support regional and global communities' efforts. Steelcase has always been an insight-driven company, wanting to understand issues deeply so they can be solved effectively.

Regarding production wood waste, a cross-functional group of Steelcase employees, including members of Marketing, Communications, Packaging, and Sustainability, engaged with faculty from a local University on multiple occasions in FY25 to learn about and identify potential opportunities to research products made from Steelcase's wood scrap. During Steelcase's visit to the University, which was followed by a workshop hosted by Steelcase, employees and faculty members evaluated the nature of Steelcase's wood waste and discussed potential opportunities for its reuse. Although projects from this workshop are not yet complete, progress is being made, including a submitted research proposal.

2025 Impact Report | See "Choosing + Using Materials Responsibly", pp. 38-41

306-2	Management of significant waste-related impacts	Steelcase takes measures to reduce its impacts through circular economy measures, including tracking and recording waste streams, conducting waste audits, and understanding the significant contributions to waste. Waste is prevented through our processes for ordering only what is necessary to complete the job. We also leverage scrap tracking processes to inform leadership better about the root cause of scrap occurrences, including human, machine, and material causes, as well as actions taken to prevent scrap from happening in the future. Materials that can be recycled or composted are, and any material that cannot be recycled or composted is processed accordingly in each region, sometimes through incineration efforts; otherwise, it is sent to a landfill. We work with our suppliers through product certifications to better understand their upstream waste impacts. Still, there needs to be more control over these measures as they are outside our sphere of influence. In some cases, we have insourced work and taken on additional production processes, resulting in increased waste. In these cases, we have implemented efficiencies, such as high-tech equipment, to reduce the amount of planned scrap from the process, significantly improving the total waste footprint.Downstream impacts are mitigated through end-of-use strategies, such as sustainable decommissioning services, to divert as much material as possible from landfills. These efforts depend on the customers' willingness to pay and support sustainable solutions.

Steelcase manages all internal processes. Some components are sourced from upstream suppliers, for which Steelcase has little control over their waste practices outside of auditing.

Steelcase leverages a cloud-based system called Envizi that allows data to be tracked and stored globally at many different sites and facilities. We also conduct routine waste audits to better understand waste sources and significant contributors to our waste. We monitor waste quarterly and conduct annual business reviews with each plant. We also utilize ISO 14001 audits to evaluate waste and identify opportunities for improvement.

For more information, see our annual Impact Report, linked below.

2025 Impact Report | See "Choosing + Using Materials Responsibly", pp. 38-41

306-3	Waste generated	Waste Composition	2024	
		Recycling (non-hazardous)	19,567	
		Incineration (non-hazardous)	14,635	
		Landfill (non-hazardous)	6,150	
		Compost	154	
		Hazardous	212	

		2024	2023
	Total Waste	40,508	37,503

Waste figures are in metric tons.

The waste generated in operations at Steelcase directly correlates to production volumes, acquisitions, and insourcing activities. Therefore, we anticipate future progress against this target to be variable. Understanding this variability, we are focused on implementing best practices to minimize total scrap for our highest-value and carbon-intensive commodities, such as wood and steel. By improving technology and increasing visibility into waste processes, including optimizing systems to track and reduce scrap globally, we continually enhance the manufacturing process. This allows us to utilize our resources more effectively and minimize carbon impacts, even in the face of business variability.

The increase in emissions from our previous reporting year may be due to insourcing activities and process improvements aimed at reducing complexity within our manufacturing processes, leading to inventory reductions. Steelcase has identified and implemented insourcing strategies to reduce costs and improve sourcing efficiencies within our supply chain. While these efforts may reduce overall waste by improving process efficiencies, they are now performed within Steelcase's control, resulting in an initial increase in waste at almost every plant compared to previous years. We also have a strategic corporate effort to simplify and enhance efficiencies within our manufacturing processes, resulting in reduced inventory levels. While these efforts will eventually lead to more lean manufacturing principles and waste reduction, they have also temporarily increased our waste output.

306-4	Waste diverted from disposal	Category	Waste Diverted in metric tons (t)
		Recycling	17,750
		Incineration	13,276
		Compost	140

Total Weight of Hazardous Waste Diverted from Disposal

	Total
Recycling	57
Other recovery operations	116
Total	174

Total Weight of Non-hazardous Waste Diverted from Disposal

	Total
Recycling	17,693
Other recovery operations	13,159
Total	30,853

Steelcase has rolled out a scrap tracking program to each manufacturing site to help better track and report our total scrap. This allows the plants to have better control over the scrap being created and work to prevent it from occurring through corrective actions. We recycle all commodities we can, but our recycling efforts are limited in some markets due to availability.

306-5	Waste directed to disposal	Category:	Waste Directed in metric tons (t)
		Recycling (non-hazardous)	17,693
		Incineration (non-hazardous)	13,160
		Landfill (non-hazardous)	5,560
		Compost	140
		Hazardous Waste	193

	Total Weight of Hazardous Waste Directed to Disposal		**Total**
		Incineration (with energy recovery)	116
		Landfilling	19
		Other disposal operations	57
		Total	193

	Total Weight of Non-hazardous Waste Directed to Disposal		**Total**
		Incineration (with energy recovery)	13,160
		Landfilling	5,560
		Other disposal operations	17,833
		Total	36,553

Data is gathered from each site based on waste vendor logs and estimates using best available data. Data is stored in a database and is extracted for reporting purposes.

GRI 308: Supplier Environmental Assessment 2016

3-3	Management of material topics	Steelcase builds strong supplier relationships based on integrity and trust. We work closely with our partners to meet evolving customer needs through a frictionless and responsive supply chain. We expect our partners to adhere to the highest standards for safety, quality and sustainability. Through our Supplier Code of Conduct (linked below), we communicate our global standards for organizational governance, human rights, labor practices, environmental stewardship and community involvement and development.

Supplier Due Diligence: We are developing new assessments to vet our suppliers using software screening platforms to social impact criteria along with environmental criteria. We are currently working on supplier data mapping to help us choose and use material responsibly that could impact our ESG goals. We have also started to report on regulatory reporting guidelines around social due diligence in our supply chain.

Our Suppliers

Supplier Code of Conduct

Supplier Diversity Initiatives

308-1	New suppliers that were screened using environmental criteria	Report the Percentage of new suppliers that were screened using environmental criteria: 95.4%.

Steelcase is committed to using our influence to drive strong ethical, social and environmental performance across our supply chains. Steelcase works to ensure that we have a responsible and diverse network of suppliers who deliver quality goods and services and demonstrate responsible practices through strong sustainability programs.

Globally, we measure our percentage of suppliers screened using environmental criteria monthly as our percent spend under contract. By contract, our suppliers are expected to comply to our Supplier Code of Conduct and our START Manual (both linked below) which include environmental criteria:

Supplier Code of Conduct: When registering suppliers, we request they confirm that they operate in accordance with our supplier code of conduct, including protection of human rights. We work with our suppliers to mutually serve our customers and shareholders. Together, we strive to meet and exceed quality standards, improve efficiencies and effectiveness, and manage resources and costs.

START Manual: The START Manual is an instruction manual for new suppliers to Steelcase and covers seven critical business areas ranging from Quality and Engineering to Specials and Materials Management, Supply Management, Distribution / Logistics, and Global Requirements. A list of environmental sustainability requirements is included in the "Engineering section" and the manual provides specific instructions and sets expectations on how to conduct business with Steelcase.

START Manual rev June 2024

Supplier Code of Conduct

308-2	Negative environmental impacts in the supply chain and actions taken	Though we have been screening suppliers for years for environmental and social criteria, we are in the early stages of identifying potential negative impacts. We are setting up processes to address supplier due diligence globally, described below, and we intend to meet deadlines set in applicable regulations globally.

Our Environmental, Social and Governance (ESG) goals for the company rely on strong supply chain relationships. Some of the actions we have taken to address potential negative environmental impacts in the supply chain are:

Emissions Reduction: Engaging our supply chain partners in GHG emissions reduction efforts by educating, assisting and requesting they set their own science-based GHG emissions reduction targets. Our supply chain partners play a critical role in helping us achieve our climate change mitigation targets and reduce their own emissions. We have set a goal to partner with 80% of suppliers by emissions to set their own science-based targets by 2025. We believe by working with our suppliers, our collective impact on the environment is greater than our individual impact could ever be.

Recognition: In order to encourage and motivate suppliers, we have recognized our carbon reduction leaders in our supply chain. See Carbon Reduction Leaders Supplier linked below.

CDP: Steelcase has placed on CDP Supplier Engagement Rating board with a rating of A. Steelcase is listed among top 8% of companies for our work with suppliers in cascading measurement and environmental action across our entire supply chain. See CDP press release linked below.

Sustainable Product Design: Steelcase sustainable product design framework aims to ensure our products are designed with consideration of life cycle thinking and circular economy principles like sourcing materials responsibly and end of use strategies. All materials are reviewed to identify, reduce and eliminate chemicals of concern contributing to material transparency in our supply chain

EcoVadis Assessment: We complete the EcoVadis assessment to assess supplier management systems to support environment, labor and human rights, ethics and sustainable procurement practices. Steelcase is placed in top 5% of companies globally and is awarded based on the themes of Environment, Labor and Human Rights, Ethics and Sustainable Procurement. See EcoVadis Gold Rating linked below.

Wood Policy: We believe that wood products from responsible sources are excellent choices for customers seeking to make good decisions – good for the planet. Steelcase supports chain of custody programs as a way to ensure our customers receive wood from responsible sources. See Wood Policy linked below.

Supplier Sustainability Scores: In order to increase our partnership with our valued supply chain from a sustainability standpoint, we do score our suppliers for their participation in sustainability related programs.

See additional discussion provided in the annual Impact Report, linked below.

EcoVadis GOLD Rating

Sustainable Wood Policy rev June 2020

Suppliers Carbon Reduction Leaders rev 2024

2025 CDP

2025 Impact Report | See "Collective Action with Suppliers Drives Progress", p. 32

GRI 401: Employment 2016

| 3-3 | Management of material topics | [2025 Impact Report](#) \| See "Fostering Inclusion", pp. 9-22 |

401-1 New employee hires

			2024		2023		2022	
Area of Operations	Age Group	Employee Category	Total	Rate	Total	Rate	Total	Rate
Global	All	All	1,369	13.40	1,612	16.11	3,651	34.33
Americas	All	All	1,010	9.89	1,367	21.59	3,054	45.73
EMEA	All	All	176	1.72	150	6.58	180	7.62
Global	All	Male	927	9.08	1,246	20.00	2,579	38.31
Global	All	Female	437	4.28	365	10.00	1,072	27.47
Global	Under 30	All	802	7.85	917	50.69	2,018	94.63
Global	Between 30 and 50	All	514	5.03	626	12.11	1,387	24.95
Global	Over 50	All	53	0.52	69	2.28	183	6.36

Employee Turnover

			2024		2023		2022	
Area of Operations	Age Group	Employee Category	Total	Rate	Total	Rate	Total	Rate
Global	All	All	2,444	23.93	1,104	11.04	2,522	23.72
Americas	All	All	1,827	17.89	728	11.50	1,955	29.27
EMEA	All	All	239	2.34	149	6.53	187	7.91
APAC	All	All	378	3.70	227	16.33	380	23.87
Global	All	Male	319	3.12	710	11.17	1,799	26.72
Global	All	Female	464	4.54	393	10.77	723	18.53
Global	Under 30	All	756	7.4	411	22.72	1,131	51.43
Global	Between 30 and 50	All	1,087	10.64	452	8.75	1,075	19.34
Global	Over 50	All	601	5.88	241	7.96	316	10.99

Numbers in this section are from Calendar Year. Comparing them to other sources based on Fiscal Year will lead to a mismatch between them.

| 401-2 | Benefits provided to full-time employees that are not provided to temporary or part-time employees | For Steelcase Temporary and Part-time employees are two different groups. Temporary employees, also known as contract employees, are hired for a specific period or project duration. They are employed by Steelcase's staffing agencies, and not directly by Steelcase. Temporary employees are generally hired to fill a temporary need for a specific purpose, usually to complete a project or task, or to fill a current vacancy. They do not receive the same benefits as regular full-time employees or part-time employees.

Part-time employees, on the other hand, work a reduced schedule compared to full-time employees, but they are still considered regular employees of Steelcase. They are entitled to some benefits based on the number of hours they work, such as vacation time, holiday pay, and sick time. Part-time employees are employed on an ongoing basis, and their work hours are generally consistent from week to week. Part-time employees are generally eligible for benefits that full-time employees have access to, as long as they work an average of 8 hours per week for a minimum of 416 hours per Plan Year.

The specific benefits available to employees may vary depending on factors such as location, position, and length of service. Steelcase aims to provide competitive benefits to attract and retain top talent, and frequently evaluates and updates its offerings to meet the changing needs of its workforce.

Benefits for U.S. employees (FTE and part-time) include:
Life insurance
Accidental Death & Dismemberment (AD&D)
Healthcare (medical, dental, vision)
Disability and invalidity coverage (short term and long term)
Parental leave
Retirement provision
Stock ownership (as determined by compensation and leadership)
Medical second opinion
HSA/FSA Accounts
Health supplement insurance
Health travel reimbursement
Legal insurance
Identity theft coverage
Vida Health coach
Pet insurance
Wellbeing reimbursement
Employee assistance program
Paid caregiver leave
Bonding leave
Tuition reimbursement ($5,250 fulltime, $2,625 part time per calendar year)
Caregiver support (access to care.com and discounts / priority placement at The Learning Care Group.) |
| 401-3 | Parental leave | Steelcase has significant locations of operation all around the Globe (Americas, EMEA, and APAC), which means that each region has its own labor regulations and parental leave policies. Thus, global numbers are not reported.

However, Steelcase regularly reviews and updates its employee benefits policies to ensure that they remain competitive and meet the needs of its employees and their families. Therefore, these policies may be subject to change over time in response to local regulations or employee feedback. Below is an overview of the parental leave policies for Steelcase employees in different regions:

Americas (US, Mexico, Canada)
Policies vary in every location depending on each country laws and regulations. In the US, Steelcase provides up to 6 weeks of paid bonding leave to both new mothers and fathers. The benefit can be taken within a year of the child's birth or adoption. In addition to bonding leave, mothers (who give birth) are also eligible for 6-8 weeks of paid disability leave after the birth of their child. Mexico and Canada follow their own country regulations.

EMEA (Europe, Middle East, and Africa)
Steelcase policy for parental leave in EMEA may vary by country law requirements. Eligible parents in some EMEA countries may be entitled to paid leave for a period which may vary with the country.

APAC (Asia-Pacific)
Steelcase provides parental leave to eligible employees in APAC, but the specific policies and benefits may vary depending on the local regulations and laws of the country where the employee works or resides. |

GRI 402: Labor/Management Relations 2016

| 3-3 | Management of material topics | 2025 Impact Report | See "Foster Inclusion", pp. 9-22 |

| 402-1 | Minimum notice periods regarding operational changes | For organizations with collective bargaining agreements, report whether the notice period and provisions for consultation and negotiation are specified in collective agreements: Notice period and/or provisions for consultation and negotiation are specified in collective agreements.

The minimum notice period that Steelcase provides to its employees prior to the implementation of significant operational charges that could substantially affect them may vary depending on the circumstances and the specific location or region of the company. It's important to note that Steelcase complies with all relevant legal requirements for employee notice and communication in each region, as well as the policies and procedures outlined in the company's internal employee handbook or other guidelines.

In the United States we follow the terms described by the WARN Act (which requires a 60 day/8 week notice if certain criteria is met) If the circumstances don't exist for the WARN Act, notice periods could be as little as 0 days or as many as 12 months, depending on a variety of factors.

WARN Act Compliance Assistance |

GRI 403: Occupational Health and Safety 2018

| 3-3 | Management of material topics | Global Business Standards rev 2023

2025 Impact Report | See "Our Comprehensive Wellbeing Approach", p. 19 |
| 403-1 | Occupational health and safety management system | Steelcase has a global comprehensive occupational health and safety management system. The system has been implemented to achieve legal requirements and standards that are best practices in health and safety. The system and protocols we developed are based on recognized risk management and legal guidelines.

We use a Job Safety Analysis (JSA) tool to anticipate, recognize, and prevent hazards. All associates such as hourly, salary and union/nonunion are required to follow our occupational health and safety management system. At this time, all employees are required to follow health and safety guidelines.

We believe our people are one of our greatest assets and, as such, safety is paramount. It's part of our culture for our company to excel. Our safety record, and our commitment to it, supports the development of our brand reputation. And although we've made significant progress over the past few years, we know that safety is a journey that never ends.

Steelcase's Occupational Health and Safety Management System, aligned with OSHA and MIOSHA standards, covers a broad scope of workers, activities, and workplaces and doesn't exclude people or process.

2025 Impact Report | See "Our Comprehensive Wellbeing Approach", p. 19 |
| 403-2 | Hazard identification, risk assessment, and incident investigation | Steelcase has a comprehensive program to identify work-related hazards and assess risks on a routine and non-routine basis called Job Safety Analysis (JSA). The standard provides clear expectations and methods to anticipate, recognize and control hazards in the workplace. A global team of occupational health and safety professionals lead the implementation and review of our JSA procedures.

Daily, weekly, monthly, quarterly and annual reviews are conducted on our JSA performance management system. Any gaps found in the system are quickly identified and documented in our To-Do's accountability system. A specific person and date is set by which the process or JSA must be revised to continuously improve our system.

A comprehensive accountability system for continuous improvement has been implemented at Steelcase called the Lean Management System (LMS). Steelcase has an open-door policy to report any work-related hazard, hazardous situation and all other concerns of any nature. To ensure workers are protected against reprisal, we have several tools for leaders and employees. Employees have the right to communicate and remove themselves from any work situation they believe could cause injury or illness.

We have a comprehensive Steelcase employee handbook to explain how to report and how they are protected against harassment and retaliation for reporting a concern. A description of the processes used to investigate work-related incidents, including the processes to identify hazards and assess risks relating to incidents, are needed to determine corrective actions using the hierarchy of controls and improvements needed in the occupational health and safety management system. |
| 403-3 | Occupational health services | We have a Global Wellbeing Policy and Services that contribute to the identification and elimination of hazards and minimization of risks to employee total worker health. Steelcase has been a long-time leader in Total Worker Health (TWH) to ensure an employee's total wellbeing is considered along with providing a comprehensive list of services. We use leading and lagging indicators of occupational health services to ensure we're providing high quality experiences and resolving employee health concerns.

2025 Impact Report | See "Fostering Inclusion", p. 20 |

403-4	Worker participation, consultation, and communication on occupational health and safety	Employee engagement and involvement in an occupational health and safety management system is critical to achieve world-class results. Further, we strive to build a cross-functional team to represent the health and safety team. We use the Lean Management System (LMS) for addressing issues and holding people accountable to get things done. During our safety committee meetings, all leading and lagging indicators of safety are reviewed to ensure we are proactively identifying and preventing hazards in the workplace.
		2025 Impact Report | See "International Transparency", p. 41
403-5	Worker training on occupational health and safety	Steelcase is committed to providing legally required EHS training and behavioral-based safety training to employees to ensure world-class EHS results. We train monthly on a diverse array of global EHS topics such as environmental awareness, PPE, hearing conservation, emergency evacuation planning, fire extinguisher training and much more.
403-6	Promotion of worker health	Steelcase provides several different avenues to help employees connect to wellbeing resources and improve their quality of life. Some examples include onsite nurses, healthcare carriers, vendor call centers and other government programs that vary globally. In the United States, Steelcase offers numerous well-being programs and services at no cost to employees to help them address specific health risks. Those resources include virtual health, addiction support, weight loss counseling, nutrition coaching, second opinion service, mental health counselling and health coaching. Additionally, all carriers offer disease management built into their programs to help employees better manage their chronic disease.
		2025 Impact Report | See "Wellbeing Champions Support Mental Health", p. 20
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Steelcase has a comprehensive approach to preventing and mitigating occupational health and safety risk factors. On a daily, weekly, monthly, quarterly, and yearly basis globally, we conduct safety observations and identify opportunities for improvement. On a daily and weekly basis leading indicators of safety are reviewed and corrective action plans are implemented to avoid incidents. On a monthly basis, we review employee discomforts, near misses and/or loss data. On a quarterly basis, employees and leadership review leading and lagging indicators of health and safety performance to implement corrective action and apply resources to resolve any unfavorable safety conditions or behaviors. On an annual basis, we review the leading and lagging indicators of health and safety to ensure we continue to provide a world-class health and safety environment for our employees.
		2025 Impact Report | See "Maintaining Safety with AI", p. 26
403-8	Workers covered by an occupational health and safety management system	All Steelcase employees are covered by an occupational health and safety management system. Steelcase has a comprehensive program to identify work-related hazards and assess risks on a routine and non-routine basis called Job Safety Analysis (JSA). We follow OSHA and Worker's Compensation guidelines for compiling this data.
403-9	Work-related injuries	*(see table below)*

Employees	2024	2023	2022	2021
Number of high-consequence work-related injuries:	2			
Rate of high-consequence work-related injuries:	0.02			
Number of recordable work-related injuries:	125	113	95	87
Rate of recordable work-related injuries:	1.19	1.0	2.09	1.71
The main types of work-related injury:	Sprains and strains	Sprains and strains		
Number of hours worked:	21,041,713	22,508,832	9,079,781	10,184,045

Steelcase has a strong safety culture and maintains a low rate of serious workplace injuries. However, like any manufacturing and logistics company, it faces certain work-related hazards that could pose a high consequence of injury if not properly managed.

Rates calculated based on 200,000 or 1,000,000 hours worked: 200,000.

No workers have been excluded. We do not separate employees from non-employees.

The leading causes of work-related injuries are lacerations and sprains/strains/overexertion.

We combine our temporary workforce data with our total data provided, as required by OSHA. A risk assessment is conducted and reviewed for each job at Steelcase. The hazards are identified and communicated through a Job Safety Analysis (JSA) posted on the machine. All employees must review job requirements and prove competency before performing the job. The Zone Leader observes and validates training with the employee.

Steelcase is continuously reviewing and implementing an engineering, administrative and personal protective equipment hierarchy of controls to ensure a world-class safety environment for all employees.

Steelcase uses the OSHA Record Keeping guidelines to compile and report our data globally.

Employees	2024	2023	2022
Number of fatalities as a result of work-related ill health:	0.0	0.0	0.0
Number of cases of recordable work-related ill health:	0.0	0.0	0.0

Non-Employees	2024	2023	2022
Number of fatalities as a result of work-related ill health:	0.0	0.0	0.0
Number of cases of recordable work-related ill health:	0.0	0.0	0.0

403-10 Work-related ill health

Steelcase has a structured approach to managing and mitigating work-related illnesses and injuries, emphasizing employee safety and well-being. The key aspects of how Steelcase addresses work-related health issues include:
1. Occupational Injury and Illness Reporting
2. Job Safety Analysis (JSA)
3. Commitment to Human and Labor Rights

Steelcase aligns with international labor standards and human rights frameworks, ensuring safe and healthy working conditions, access to grievance mechanisms and protection from retaliation for reporting concerns.

Data is collected in compliance with OSHA and Worker's Compensation requirements.

GRI 404: Training and Education 2016

3-3 Management of material topics — 2025 Impact Report | See "Learning Better Together", pp. 21-22

404-1 Average hours of training per year per employee

For FY25, the average hours of training per employee is 2.8 per year.

2025 Impact Report | See "Learning Better Together", p. 21

404-2 Programs for upgrading employee skills and transition assistance programs

2025 Impact Report | See "Learning Better Together", pp. 21-22

404-3 Percentage of employees receiving regular performance and career development reviews

For FY25, on average 90% of active salaried employees engaged in Impact Coaching with their leaders each quarter.

GRI 405: Diversity and Equal Opportunity 2016

3-3 Management of material topics — 2025 Impact Report | See "Fostering Inclusion", pp. 9-18

405-1 Diversity of governance bodies and employees

	Gender		Age Group			Other indicators of diversity
	Male	Female	Under 30 years old	30-50 years old	Over 50 years old	Minority/ Vulnerable groups
Governance Bodies Members	40%	60%			100%	20%
Total	63.1%	36.9%				28.5%
Managers	72.2%	27.8%				14.7%
Senior management	66.7%	33.3%				11.6%
Middle management	73.1%	26.9%				15.7%

Senior Management: CEO, VPs and Directors.
Middle Management: Managers and Supervisors.
Managers: Senior and Middle Management.
Minority or vulnerable groups: Only includes U.S. data.

2025 Proxy Statement | See "Board Demographics", p. 11

405-2	Ratio of basic salary and remuneration of women to men	Employee Category	Location	2024 Ratio	2023 Ratio	2022 Ratio	2021 Ratio
		Senior management	APAC	1.16	1.03	0.93	0.85
		Middle management	APAC	1.16	1.18	1.24	1.10
		Senior management	EMEA	0.88	0.80	0.81	0.82
		Middle management	EMEA	0.85	0.92	0.86	0.85
		Senior management	Americas	0.94	0.95	0.98	0.95
		Middle management	Americas	0.91	0.90	0.89	0.94

Senior Management: CEO, VPs and Directors.
Middle Management: Managers and Supervisors.
Ratio is calculated as the average salary for all women / the average salary for all men (within categories).

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

GRI 406: Non-discrimination 2016

3-3	Management of material topics	Harassment Prevention/Respect and Responsibility Policy
		Global Human and Labor Rights Policy
		2025 Impact Report | See "Fostering Inclusion", pp. 9-18
406-1	Incidents of discrimination and corrective actions taken	During FY25, Steelcase did not encounter any significant issues pertaining to discrimination incidents or corrective actions.

Steelcase is dedicated to upholding workplaces that comply with relevant anti-discrimination laws and are free from any form of discrimination. All Steelcase employees are required to adhere to the Steelcase Core Values and Global Business Standards, which emphasize treating all individuals with dignity and respect, and fostering an inclusive and non-discriminatory culture. We have a comprehensive investigation process that involves the Corporate Compliance Officer, Director of Internal Audit, Chief Administrative Officer, General Counsel, VP of Global Talent, and their respective teams. Periodically, we report any allegations to our Audit Committee of the Board of Directors.

Steelcase encourages all employees and individuals associated with the company to report any incidents of discrimination or harassment through the company's internal reporting channels. These channels may include the HR department, the Integrity Line, or other designated reporting channels.

If an incident of discrimination is reported, Steelcase will initiate an investigation to determine the facts of the situation and take appropriate action. Depending on the severity and nature of the incident, this may include disciplinary action up to and including termination of employment, training or counseling for employees involved, or other appropriate corrective measures.

GRI 407: Freedom of Association and Collective Bargaining 2016

407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Steelcase strives to work with suppliers who share their values and principles of ethical behavior, environmental responsibility, and social accountability. Steelcase expects its suppliers to comply with its Supplier Code of Conduct, which includes requirements for labor practices, human rights, and working conditions.

The Supplier Code of Conduct includes a commitment to respecting the right of freedom of association and collective bargaining. Steelcase expects its suppliers to respect their employees' rights to form or join a union, as well as to bargain collectively and engage in lawful collective action. The company also expects that suppliers will not retaliate against employees who exercise their right to freedom of association and collective bargaining.

Steelcase conducts regular audits and assessments of its suppliers' compliance with its Code of Conduct and works with suppliers to address any areas of non-compliance. The company also collaborates with other organizations and stakeholders to promote fair labor practices and respect for human rights in the global supply chain.

Supplier Code of Conduct

GRI 408: Child Labor 2016

3-3	Management of material topics	Steelcase builds strong supplier relationships based on integrity and trust. We work closely with our partners to meet evolving customer needs through a frictionless and responsive supply chain. We expect our partners to adhere to the highest standards for safety, quality and sustainability. Through our Supplier Code of Conduct, we communicate our global standards for organizational governance, human rights, labor practices, environmental stewardship and community involvement and development. In FY25, Steelcase developed an external facing report that describes in detail how Steelcase is combating child labor in our supply chain. Combating Forced and Child Labor in Supply Chain, 2025 Report
408-1	Operations and suppliers at significant risk for incidents of child labor	Steelcase is committed to responsible sourcing and ethical business practices. The company has a Supplier Code of Conduct that outlines its expectations of suppliers to adhere to strict policies against forced labor, child labor, and other forms of human rights abuses. Steelcase works closely with its suppliers to ensure that they respect the rights of workers and operate in accordance with local and international labor laws and regulations. The company requires suppliers to verify the age of all workers and to conform to laws and regulations regarding child labor wherever they operate. Steelcase has a zero-tolerance policy for any forms of child labor or any other human rights violations. Suppliers who are found to be in violation of Steelcase's policies and Code of Conduct risk losing their status as a Steelcase supplier. Steelcase conducts regular audits and assessments of its suppliers' compliance with its Code of Conduct and works with suppliers to address any areas of non-compliance. The company also collaborates with other organizations and stakeholders to promote fair labor practices and respect for human rights in the global supply chain. Supplier Code of Conduct

GRI 409: Forced or Compulsory Labor 2016

3-3	Management of material topics	Steelcase builds strong supplier relationships based on integrity and trust. We work closely with our partners to meet evolving customer needs through a frictionless and responsive supply chain. We expect our partners to adhere to the highest standards for safety, quality and sustainability. Through our Supplier Code of Conduct, we communicate our global standards for organizational governance, human rights, labor practices, environmental stewardship and community involvement and development. In FY25, Steelcase launched our first report "Combatting Forced Labor and Child Labor in Supply Chain." This report explains our expectations in supply chain and how we navigate this effort. Our Suppliers Supplier Code of Conduct Global Human and Labor Rights Policy Global Business Standards rev 2023 Combating Forced and Child Labor in Supply Chain, 2025 Report
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Steelcase is committed to responsible business practices and ethical sourcing. The company has a Supplier Code of Conduct that outlines its expectations of suppliers to adhere to strict policies against forced or compulsory labor and any other forms of human rights abuses. Steelcase works closely with its suppliers to ensure that they respect the rights of workers and operate in accordance with local and international labor laws and regulations. The company requires suppliers to verify that all labor is voluntary and that workers are free to leave their employment at any time or terminate their employment with reasonable notice. Steelcase conducts regular audits and assessments of its suppliers' compliance with its Code of Conduct and works with suppliers to address any areas of non-compliance. The company also collaborates with other organizations and stakeholders to promote fair labor practices and respect for human rights in the global supply chain. Steelcase has a zero-tolerance policy for any forms of forced or compulsory labor or any other human rights violations. Suppliers who are found to be in violation of Steelcase's policies and Code of Conduct risk losing their status as a Steelcase supplier. Supplier Code of Conduct

GRI 413: Local Communities 2016

3-3	Management of material topics	In FY25, Steelcase successfully diverted approximately 450 rolls of scrap fabric from landfills by donating them to several local organizations. These partners repurpose the materials into a range of consumer products, including rugs, towels, and bags, through ethical and sustainable manufacturing practices. Steelcase partners with these organizations based on their demonstrated positive impact within the local community, ensuring that environmental stewardship goes hand-in-hand with social responsibility. We are working to help address the root causes of inequalities around the world. To truly make a transformational difference, we need to operate in new ways by establishing a more inclusive and innovative approach where a range of people, taking different actions, are all pointed in the same direction — a global community of changemakers making a local impact. This led us to create our Better Futures Community, which brings together our clients, dealers, employees, and community partners to expand upon our efforts around the globe through three programs. 1. Steelcase Changemakers is a program that empowers employees to volunteer and leverage our resources, tools, and expertise to make an impact in their local communities. 2. The Better Futures Lab designs experiences to help our partner organizations learn from each other, grow together, and accelerate and scale their work related to equity, education, and the environment. 3. The Better Futures Fund provides capital, consulting, employee time, furniture, and more in support of our community partners. Our Better Futures Community sets goals focused on three areas where we can make the greatest impact: reducing inequalities, accessing quality education, and climate action — aligned with the United Nations Sustainable Development Goals (UN SDGs). We have also signed the United Nations Global Compact — a voluntary initiative in which CEOs commit to adopt sustainable and socially responsible policies, and to report on their implementation. It's only when we work together — businesses, organizations, individuals, and governments — that we can truly make a positive difference in the world. Goal #1: Build a globally scalable Steelcase Changemaker model by FY2025. Progress: 41 Changemaker teams were responsible for 72 Changemaker projects globally in FY2025. Goal #2: Align 100% of social innovation investments to United Nations Sustainable Development Goals (UN SDGs) by FY2025. Progress: 100% of Steelcase donations were aligned to UN SDGs in FY2025. 2025 Impact Report | See "Helping Communities Thrive", pp. 6-8
413-1	Operations with local community engagement, impact assessments, and development programs	Percentage of operations with implemented local community engagement, impact assessments, and development programs: 49%. 2025 Impact Report | See "Helping Communities Thrive", pp. 6-8
413-2	Operations with significant actual and potential negative impacts on local communities	Steelcase has well over 100 facilities throughout the world, including 20 manufacturing sites. For our manufacturing sites, there are applicable federal, state/province and/or local requirements that we must comply with as part of obtaining permission to manufacture in these locations. Steelcase takes our compliance obligations very seriously and work to continuously improve any environmental impacts. The regulatory authorities have issued applicable regulations, or specified in our operating permits, the level of emissions that is protective of human and environmental health. So, we work with regulatory authority to ensure that we are not being impactful to our people, our neighbors or our planet. In addition to meeting our regulatory obligations, Steelcase has a large and diverse group of projects to continuously improve our environmental impacts. This second step in managing our impacts is the basis for several initiatives as part of our environmental conformance, the primary example being our certification to ISO 14001 of our Environmental Management System. We use the ISO 14001 system globally to manage our manufacturing environmental aspects. All 20 of our manufacturing sites are certified to ISO 14001. In addition to reducing our environmental impacts Steelcase has a robust system for reducing negative impacts through our corporate Health and Safety as well as Human Resources Departments. These departments work together to ensure that our employees have a healthy place to work, earn a fair wage and excel at our Core Labor Requirements. These two departments also work together with Sustainability to ensure that we are good neighbors as well as good citizens, in our sites around the world. 2025 Impact Report | See "Wellbeing Champions Support Mental Health", p. 20

GRI 414: Supplier Social Assessment 2016

3-3	Management of material topics	Steelcase builds strong supplier relationships based on integrity and trust. We work closely with our partners to meet evolving customer needs through a frictionless and responsive supply chain. We expect our partners to adhere to the highest standards for safety, quality and sustainability. Through our Supplier Code of Conduct, we communicate our global standards for organizational governance, human rights, labor practices, environmental stewardship and community involvement and development.
		Leveraging our supplier forums to spread the ESG message is a key avenue to encourage supplier participation beyond just signing our contract and our supplier code of conduct. We engage supplier council members via regular meetings on ESG issues and goals (i.e., Supplier GHG Emissions SBT targets, Supplier Code of Conduct and more) to ensure progress is emphasized within their businesses.
		Supplier Code of Conduct
		2025 Impact Report | See "Extending Our Values to Our Suppliers", p. 24
414-1	New suppliers that were screened using social criteria	As of May 2025, we have screened 80% of our existing supply chain on the Forced labor issue and are currently in the process for engaging with any identified high-risk suppliers. We are also screening suppliers to other social criteria in the next few months to meet governance/regulations related to due diligence.
		Supplier Due Diligence: We do risk assessments to vet our suppliers using software screening platforms to social impact criteria along with environmental criteria. There is also additional screening relating to modern slavery, forced labor, and child labor in our supply chains using US-CTPAT (Customs Trade Partnership against terrorism). We have also started to report on regulatory reporting guidelines around social due diligence in our supply chain. We measure the percent screened by % spend under contract. We track and report this monthly.
		Supplier Code of Conduct: We expect our partners to adhere to the highest standards for safety, quality and sustainability. Through our Supplier Code of Conduct, we communicate our global standards for organizational governance, human rights, labor practices, environmental stewardship and community involvement and development.
		Supply Chain Transparency: We have implemented a process to inform both new and existing suppliers regarding social responsibility expectations for our supply chain through our supply chain transparency disclosure.
		Global Human Rights: In FY25, Steelcase published our "Combatting Forced Labor and Child Labor in Supply Chain" report. The new report incorporates relevant elements of our ESG strategy, such as our commitment to inclusion, our commitment to our communities and fair employment and labor practices, as well as several pre-existing polices within the company.
		Child Labor Law Rev B
		Supply Chain Transparency California Act of 2010 Disclosure
		Anti-Bribery Anti-Corruption Policy
		Supplier Code of Conduct
		Global Human and Labor Rights Policy
		Supplier Diversity Initiatives
		Steelcase's Report on Combating Forced Labour and Child Labour in Supply Chain
		Combating Forced and Child Labor in Supply Chain, 2025 Report

| 414-2 | Negative social impacts in the supply chain and actions taken | In FY25, 95.92% of suppliers were assessed for social impacts. Our approach to limiting negative social impacts in the supply chain include: |

Supplier Code of Conduct
When registering suppliers, we request they confirm that they operate in accordance with our supplier code of conduct including protection of human rights. Our suppliers contractually commit to comply with these requirements.

Responsible Procurement Practices
We communicate global standards for organizational governance, human rights, labor practices, environmental stewardship and community involvement and development through our Supplier Code of Conduct. Suppliers are evaluated through questionnaires and select site visits.

Conflict Minerals Engagement
Suppliers are required to ensure that the products, components and materials they sell to us which are incorporated into the products we sell or resold by us do not contain any tantalum, tin, tungsten or gold which originate in the Democratic Republic of the Congo or an adjoining country and directly or indirectly finance or benefit armed groups. They are required to cooperate with Steelcase by providing information for Conflict Minerals reporting. Suppliers shall also (1) establish a due diligence process to ensure compliance with other material sourcing programs, such as wood sourcing, through their supply chains, and (2) provide Steelcase with information regarding the source and chain of custody of any such materials in their products upon our request. In 2024, we surveyed around 219 suppliers and in response to our survey, we identified 206 conformant Smelters and Refiner (SOR) facilities in our supply chain. The Responsible Minerals Initiative (RMI) organization validates that SORs pass the Responsible Minerals Assurance Process (RMAP) through a risk-based approach of processes for responsible mineral sourcing practices. In order to have sourcing impact, we continue to include a Conflict Minerals reporting clause in purchasing contracts, either upon establishment or during the renewal process. See also our annual Conflict Minerals Report SEC filing, linked below.

Supplier Inclusion
Suppliers are expected to have a comprehensive commitment throughout their organization to build a culture of inclusion. At Steelcase, fostering inclusion goes beyond gender, ethnicity, religion and other status. We aim to create a culture that is values and heard by our partners. Our commitment to inclusion includes talent strategies, nurturing well-being, cultivating learning and doing ethical business practices.

Supplier Risk Screening and Social Due Diligence Initiatives
We are enhancing our supplier vetting processes by developing new assessments and leveraging advanced software screening platforms to evaluate risks across financial, environmental and social dimensions. As part of our commitment to ethical and responsible sourcing, we have implemented targeted screening procedures to identify and mitigate risks related to modern slavery, forced labor and child labor within our supply chains.

This includes alignment with the U.S. Customs Trade Partnership Against Terrorism (CTPAT) standards, ensuring compliance with international trade security and human rights protocols. Additionally, we have initiated reporting aligned with emerging regulatory frameworks focused on social due diligence, further strengthening transparency and accountability throughout our supply chain operations.

GRI 416: Customer Health and Safety 2016

| 3-3 | Management of material topics | We strive to lead the industry in consumer health and safety performance. So our aim is to continuously improve the transparency in material health and the chemistry of our products. We build trust through transparency and demonstrate this through third-party product certifications. |

Consumer Health + Wellbeing. Our products are designed and tested with safety in mind, ensuring compliance with applicable codes and industry standards, as well as internal performance requirements. Products are tested by our internal teams, by external consultants and by third-party evaluators.

We maintain a robust system for customer questions and complaints, including online and telephone options. A global Alert Management System (AMS) is used to communicate product safety and quality issues and non-compliance concerns.

For ongoing product development, Design Failure Mode Effect Analysis (DFMEA) and Process Failure Mode Effect Analysis (PFMEA) risk assessments and mitigation plans are used to reduce design issues that might affect consumer safety.

Global Business Standards rev 2023

416-1	Assessment of the health and safety impacts of product and service categories	All of Steelcase products are covered by and assessed for compliance with company procedures for assessing product health and safety impacts.
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	There have been no incidents of non-compliance. Our products are designed and tested with safety in mind, ensuring compliance with applicable codes and industry standards, as well as internal performance requirements. Products are tested by our internal teams, by external consultants and by third-party evaluators. We maintain a robust system for customer questions and complaints, including online and telephone options. A global Alert Management System (AMS) is used to communicate product safety and quality issues and non-compliance concerns. For ongoing product development, Design Failure Mode Effect Analysis (DFMEA) and Process Failure Mode Effect Analysis (PFMEA) risk assessments and mitigation plans are used to reduce design issues that might affect consumer safety.

GRI 417: Marketing and Labeling 2016

417-1	Requirements for product and service information and labeling	Product/service information	Required for product/service labeling
		The sourcing of components of the product or service	Yes
		Content, particularly with regard to substances that might produce an environmental or social impact	Yes
		Safe use of the product or service	Yes
		Disposal of the product and environmental/social impacts	Yes
		All of Steelcase products are covered by and assessed for compliance with company procedures for assessing product information and labeling.	
417-2	Incidents of non-compliance concerning product and service information and labeling	There have been no incidents of non-compliance. Our products are designed and tested with safety in mind, ensuring compliance with applicable codes and industry standards, as well as internal performance requirements. Products are tested by our internal teams, by external consultants and by third-party evaluators. We maintain a robust system for customer questions and complaints, including online and telephone options. A global Alert Management System (AMS) is used to communicate product safety and quality issues and non-compliance concerns. For ongoing product development, Design Failure Mode Effect Analysis (DFMEA) and Process Failure Mode Effect Analysis (PFMEA) risk assessments and mitigation plans are used to reduce design issues that might affect consumer safety. In Europe, Steelcase voluntarily certifies its task seating to the NF Environnement Ameublement (NFE) certification, through FCBA. Following an external audit in 2021, Steelcase made the decision to temporarily remove the NFE Logo affixed directly to its certified products. This decision was flagged as a non-conformance by FCBA, but was necessary for Steelcase to update ERP controlled systems and processes to ensure the latest version of the NFE logo is affixed to products. Steelcase developed an action plan, shared with FCBA, to implement corrective actions in 2023 and completed those corrections in 2023.	
417-3	Incidents of non-compliance concerning marketing communications	Steelcase maintains accuracy and credibility with respect to its environmental marketing claims and other marketing communications. Steelcase is committed to clear transparency around the chemicals, materials and sustainabiltiy performance of its products.	

GRI 418: Customer Privacy 2016

3-3	Management of material topics	Cybersecurity Practices 2025 Impact Report	See "Our Cybersecurity Commitment", p. 26
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	We have not had any substantiated complaints of breaches of customer data.