

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	For the majority of the reporting period covered by this report, Steelcase was a publicly traded company listed on the New York Stock Exchange (NYSE:SCS). On December 10, 2025, Steelcase was acquired by HNI and became a wholly owned subsidiary of HNI Corporation. Steelcase currently operates as part of HNI's Workplace Furnishings segment. HNI Corporation is a publicly traded company listed on the New York Stock Exchange (NYSE: HNI) and headquartered in Muscatine, Iowa. Steelcase continues to maintain its headquarters in Grand Rapids, Michigan. 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). 2025 Annual Report (10-K) HNI 2025 Annual Report on Form 10-K
2-2	Entities included in the organization's sustainability reporting	Steelcase uses the same organizational boundary for environmental reporting that it used for its consolidated financial statements, that is, Steelcase Inc. and the subsidiaries for which a controlling interest is maintained. Steelcase used 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. 2025 Annual Report (10-K) HNI 2025 Annual Report on Form 10-K
2-3	Reporting period, frequency and contact	The reporting period for this report is calendar year 2025, January 1 to December 31, 2025. Changes in reporting period were made due to the acquisition. Prior year reports used 'FY25' nomenclature and were inclusive of the Steelcase fiscal year that ran from March through February. Future reporting periods will continue to align with calendar years. The Steelcase Impact Report is published annually around September 30. Questions regarding this report or additional information found in the Steelcase CY25 Impact report may be directed to ESG@steelcase.com. CY 2025 Impact Report HNI 2025 Corporate Responsibility Progress Report HNI Investor Relations
2-4	Restatements of information	As of December 2025, Steelcase became a wholly owned subsidiary of HNI Corporation. Where disclosures relate to enterprise governance, consolidated legal structure, executive compensation, or board oversight, the discussion covers the Steelcase governance structure that was in place during the majority of the reporting period, with additional links to relevant HNI documentation. Where comparability is affected by the December 2025 acquisition of Steelcase by HNI, changes in reporting boundary are described in the disclosure.
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.

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 2025 Annual Report linked below. Steelcase now operates as part of HNI Corporation's Workplace Furnishings segment.
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[2025 Annual Report \(10-K\)](#)

2-7

Employees

	Female	Male	Not Disclosed	Total
Number of Employees	3,682	6,370	10	10,062

Region Name	Total
Number of employees	10,062

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: 56 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.
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2-9	Governance structure and composition	During the reporting period, our governance was overseen by our Board of Directors and its committees. Our Board of Directors had ten members, nine of whom were non-executives, and one who was an executive. Eight members were independent and two were not independent. Tenure, gender and competencies of the members were disclosed in our 2025 proxy statement. Oversight of management of our impacts on the economy, environment and people was the responsibility of the Nominating and Corporate Governance Committee. The Nominating and Corporate Governance Committee had four members, all of whom were independent and non-executives. Biographies of the members were disclosed in our 2025 proxy statement. Steelcase is now governed within the HNI Corporation governance framework. For information on the HNI governance structure and composition, please see GRI 2-09 in the HNI 2025 GRI Index and the HNI 2026 Proxy Statement Corporate Governance and Board Matters. 2025 Proxy Statement HNI Investor Relations HNI 2025 GRI Index HNI 2026 Proxy Statement
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2-10	Nomination and selection of the highest governance body	The Steelcase process to nominate and select members of our Board of Directors is found in the Steelcase 2025 Proxy Statement. For information on the HNI governance body, please see GRI 2-10 in the HNI 2025 GRI Index.
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2-11	Chair of the highest governance body	During the reporting period, our governance was overseen by our Board of Directors and its committees. The description of the Board of Directors is found in the Steelcase 2025 Proxy Statement. Steelcase is now governed within the HNI governance framework. 2025 Proxy Statement See "Other Corporate Governance Matters - Board of Directors Leadership Structure" HNI 2025 GRI Index HNI 2026 Proxy Statement
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 oversaw our strategies and policies with regard to environmental, social and governance matters. The committee received 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 oversaw our due diligence and other processes with regard to our impacts on the environment and people. The Nominating and Corporate Governance Committee of the Steelcase Board of Directors received regular updates from management on the establishment of goals and progress against such goals. Following the acquisition, oversight of material business, governance, and corporate responsibility matters affecting Steelcase now sits within HNI's governance framework. HNI is governed by integrity, experience, and independence and publishes formal governance guidelines and committee charters. For more information on the HNI governance structure, please see GRI 2-12 in the HNI 2025 GRI Index and the HNI 2026 Proxy Statement Corporate Governance and Board Matters. Nominating and Corporate Governance Committee Charter 2025 Proxy Statement See "Other Corporate Governance Matters - ESG Governance", p. 17 HNI 2025 GRI Index HNI 2026 Proxy Statement
2-13	Delegation of responsibility for managing impacts	During the reporting period, the Nominating and Corporate Governance Committee of the Steelcase Board of Directors had oversight over our strategies and policies with regard to environmental, social and governance matters. Such matters were 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 reported 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. Following the acquisition, day-to-day management of sustainability- and impact-related matters is the responsibility of the Steelcase Leadership Team (SLT). The SLT serves as Steelcase's primary leadership group to set direction, align priorities and ensure Steelcase remains focused on what matters most for our customers, our people, and the business. Oversight of the SLT is provided through HNI's executive and governance structure. For more information on the HNI governance structure, please see GRI 2-13 in the HNI 2025 GRI Index and the HNI 2026 Proxy Statement Corporate Governance and Board Matters. 2025 Proxy Statement See "Other Corporate Governance Matters - ESG Governance", p. 17 HNI 2025 GRI Index HNI 2026 Proxy Statement
2-14	Role of the highest governance body in sustainability reporting	During the reporting period, our Board of Directors, through its Nominating and Corporate Governance Committee, oversaw our strategy and policies with regard to sustainability matters. Review and approval of material topics and reported information was completed by our senior executive team. Following the acquisition, sustainability reporting for Steelcase continues to be prepared by Steelcase management and is now also reviewed through HNI's governance and disclosure processes. For more information on the HNI governance and disclosure processes, please see GRI 2-14 in the HNI 2025 GRI Index. Nominating and Corporate Governance Committee Charter 2025 Proxy Statement See "Other Corporate Governance Matters - ESG Governance", p. 17

2-15	Conflicts of interest	During the reporting period, 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 applied to all of our employees and directors. Only our Nominating and Corporate Governance Committee could grant any waivers of either code for a director or executive officer. In addition, our Nominating and Corporate Governance Committee reviewed any related person transactions under our Related Person Transactions Policy. Any waivers to our Code of Ethics or Code of Business Conduct would be posted on our investor relations website. To that date, no such waivers had been granted. All related person transactions required to be disclosed under the rules of the U.S. Securities and Exchange Commission were disclosed in our proxy statement. Following the acquisition, Steelcase is subject to HNI's corporate governance and ethics framework, including its Corporate Governance Guidelines, Member Code of Integrity, and other applicable governance policies. For more information on HNI policies regarding conflicts of interest, please see GRI 2-15 in the HNI 2025 GRI Index. Code of Ethics Chief Executives and Senior Financial Officers Related Person Transactions Policy Code of Business Conduct 2025 Proxy Statement See "Other Corporate Governance Matters - Code of Ethics and Code of Business Conduct" and "Related Person Transactions", pp. 16, 20-22 HNI 2025 GRI Index												
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. <table><tr><th>Incident Category</th><th>Number of Incidents</th></tr><tr><td>Employee Relations</td><td>35</td></tr><tr><td>Policy Violations</td><td>19</td></tr><tr><td>Financial Fraud</td><td>9</td></tr><tr><td>Other Matters</td><td>12</td></tr><tr><td>Total Incidents Reported</td><td>75</td></tr></table> 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	Incident Category	Number of Incidents	Employee Relations	35	Policy Violations	19	Financial Fraud	9	Other Matters	12	Total Incidents Reported	75
Incident Category	Number of Incidents													
Employee Relations	35													
Policy Violations	19													
Financial Fraud	9													
Other Matters	12													
Total Incidents Reported	75													
2-17	Collective knowledge of the highest governance body	During the reporting period, there were routine updates provided to senior management and board committees on sustainable development issues. Members of various teams participated in seminars and training to maintain current knowledge and shared that with senior management and board committees as appropriate. More information could be found on our Corporate Governance Overview and Corporate Governance Principles webpages linked below. For more information on the HNI governance body, please see GRI 2-17 in the HNI 2025 GRI Index. Corporate Governance Overview Corporation Governing Principles HNI 2025 GRI Index												
2-18	Evaluation of the performance of the highest governance body	During the reporting period, the Nominating and Corporate Governance Committee oversaw the annual self-assessment of the performance of the Board and each committee. The self-assessment process included a peer evaluation of each member of the Board. On a periodic basis (generally once every three years), the Board engaged an outside consulting firm to facilitate the Board's performance assessment.												

After the acquisition, all evaluation is done at the parent level. For more information on the HNI governance body, please see GRI 2-18 in the HNI 2025 GRI Index.

[2025 Proxy Statement](#) | See "Other Corporate Governance Matters - Corporate Governance Principles", p. 16
[HNI 2025 GRI Index](#)

2-19	Remuneration policies	Steelcase executive remuneration policies in place during the reporting period are described in the Steelcase 2025 Proxy Statement. Going forward, executive remuneration policies will be determined under HNI Corporation's compensation and governance framework. For more information on HNI remuneration policies please see GRI 2-19 in the HNI 2025 GRI Index. 2025 Proxy Statement HNI 2025 GRI Index
2-20	Process to determine remuneration	The process for determining executive remuneration during the reporting period is described in the Steelcase 2025 Proxy Statement. Going forward it will be governed by HNI Corporation's compensation and governance framework. For more information on HNI remuneration policies, please see GRI 2-20 in the HNI 2025 GRI Index. 2025 Proxy Statement HNI 2025 GRI Index
2-21	Annual total compensation ratio	The compensation ratio during the reporting period is described in the Steelcase 2025 Proxy Statement. Going forward, please see HNI 2026 Proxy Statement Compensation Ratio. 2025 Proxy Statement HNI 2026 Proxy Statement
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. In 2024, Steelcase 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. HNI is also a signatory of the UN Global Compact. Following the acquisition Steelcase will remain committed to the UN Sustainability Development Goals as part of HNI. 2024 Net Zero Transition Plan See "Letter from CEO" and "Our Path to Net Zero: Executive Summary", pp. 3-5 CY 2025 Impact Report See "Our Commitment to Net Zero" 2025 UN Global Compact Communication on Progress See "CEO Statement on Continued Support", p. 1 CY 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 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 Integrity Helpline and other capture mechanisms. Senior management and the audit committee receive regular reports on the process and results. Steelcase's Report on Combating Forced Labour and Child Labour in Supply Chain Anti-Bribery Anti-Corruption Policy Global Business Standards Integrity Help Line Policy Corporate Compliance Policies Global EHS Compliance Policy Code of Business Conduct Supplier Code of Conduct
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. 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. Steelcase's Report on Combating Forced Labour and Child Labour in Supply Chain Anti-Bribery Anti-Corruption Policy Harassment Prevention/Respect and Responsibility Policy Global Business Standards Integrity Help Line Policy Code of Business Conduct

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 Grand Rapids Area Chamber of Commerce Inforum West Michigan International Living Future Institute (ILFI) International WELL Building Institute (IWBI) 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, dealers) 4. Reduce our Carbon Footprint (suppliers, customers) 5. Design for Circularity (employees, suppliers) 6. Choose and Use Materials Responsibly (employees, suppliers, customers) 7. Materiality Matrix Our Suppliers Investor Relations CY 2025 Impact Report
2-30	Collective bargaining agreements	Percentage of all employees covered by collective bargaining agreements: 25.41%

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	CY 2025 Impact Report See "Materiality Assessment"

GRI 201: Economic Performance 2016

201-1	Direct economic value generated and distributed	Where significant, report EVG&D separately at country, regional, or market level.			
		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, 2.2.1, 2.2.2, 2.2.7, 2.4, 3.1, and 3.6.			
		CY 2025 CDP			
201-3	Defined benefit plan obligations and other retirement plans	USD			
		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	USD			
		Country	2024	2023	2022
		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
			2024	2023	2022
		Total	12,400,000	11,300,000	17,800,000

GRI 202: Market Presence 2016

202-1	Ratios of standard entry level wage by gender compared to local minimum wage	The values for the US reporting remain the same in 2026 with the minimum wage at \$7.25 and Steelcase's lowest start rate at \$20.00/hour again at this time. (Therefore our ratio of the entry rate to minimum wage also remains at 2.76.) For the Mexico data, please use the following rates to update our response: Minimum wage rate for the border zone in Mexico. Now for the plants. Finally, France, Germany, and Spain minimum wage rates remain subject to the local works council approvals.										
202-2	Proportion of senior management hired from the local community	<table><tr><th>Location of Operation</th><th>Senior Management Hired from Local Community</th></tr><tr><td>Americas</td><td>53%</td></tr><tr><td>Europe (EMEA)</td><td>3%</td></tr><tr><td>Asia (APAC)</td><td>2%</td></tr><tr><td>Global</td><td>58%</td></tr></table> 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).	Location of Operation	Senior Management Hired from Local Community	Americas	53%	Europe (EMEA)	3%	Asia (APAC)	2%	Global	58%
Location of Operation	Senior Management Hired from Local Community											
Americas	53%											
Europe (EMEA)	3%											
Asia (APAC)	2%											
Global	58%											

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. Includes direct material and finished goods spend by the purchasing region and globally combined based on country of origin for those materials and products.

GRI 205: Anti-corruption 2016

3-3	Management of material topics	See "Act with Integrity Section". CY 2025 Impact Report See Act with Integrity Section.															
205-1	Operations assessed for risks related to corruption	<table><thead><tr><th></th><th>2025</th><th>2024</th><th>2023</th></tr></thead><tbody><tr><td>Total number of business units analyzed for risks related to corruption</td><td>57</td><td>57</td><td>36</td></tr><tr><td>Percentage of business units analyzed for risks related to corruption</td><td>100%</td><td>100%</td><td>100%</td></tr></tbody></table> 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) This is our Fraud Risk Assessment performed over the entire company. This listing reports locations to help reconcile the different scope & definitions. For this reporting, we leveraged our scoping of PP&E by ownership and governance, as we perform our Fraud Risk Assessment across the global company, considering individual businesses rather than individual locations. As a result, this file can help clarify the definition of location.		2025	2024	2023	Total number of business units analyzed for risks related to corruption	57	57	36	Percentage of business units analyzed for risks related to corruption	100%	100%	100%			
	2025	2024	2023														
Total number of business units analyzed for risks related to corruption	57	57	36														
Percentage of business units analyzed for risks related to corruption	100%	100%	100%														
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. Steelcase’s Report on Combating Forced Labour and Child Labour in Supply Chain Code of Ethics Chief Executives and Senior Financial Officers Anti-Bribery Anti-Corruption Policy Harassment Prevention/Respect and Responsibility Policy Global Business Standards Integrity Help Line Policy Corporate Compliance Policies Code of Business Conduct															

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.
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GRI 301: Materials 2016

3-3	Management of material topics	CY 2025 Impact Report See "Designing for Circularity"
301-1	Materials used by weight or volume	Some of the key materials Steelcase uses in its products include steel, aluminum, other metals, plastics, solid and composite wood, glass, and flexible polyurethane foam. 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	Steelcase actively monitors 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 product builds across 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	The company complies with applicable Extended Producer Responsibility (EPR) obligations through registrations and participation in Producer Responsibility Organizations (PROs) across regions. These partnerships support the collection, recovery, recycling, and responsible management of products and packaging materials at end of life. In certain markets, PROs facilitate take-back programs and provide collection infrastructure, including designated drop-off locations, to enable consumers and businesses to return materials for proper treatment and recycling, 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 2.2.2, 2.4, 7.30 and all respective subquestions, 7.53, 7.53.1, 7.54 and all respective subquestions, and 7.55 and all respective subquestions. CY 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 questions 7.2, and 7.30 and all respective subquestions. CY 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 questions 7.30 and all respective subquestions. CY 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 questions 7.6, 7.7, and 7.45. CY 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 question 7.30 and all respective subquestions. CY 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, 7.8.1, 7.55 and all respective subquestions, 7.74, and 7.74.1. CY 2025 CDP

GRI 303: Water and Effluents 2018

3-3 Management of material topics From CY 2025 Impact Report extracted paragraphs (p. 41)

Every Drop Counts: Smarter Water Use

We're proud to report our water usage is down 18% from our FY2020 baseline.

- FY2025: 83,814,725 gallons used
- FY2024: 84,453,851 gallons used
- FY2020: 102,181,140 gallons used

Here's how we're conserving water:

In Tijuana, Mexico, our facility uses a system that captures evaporated water and repurposes it to flush toilets.

This creative, low-impact solution helps reduce overall water use and shows how even behind-the-scenes systems can support sustainability.

By rethinking the sequence in the start-up and shut-down processes of their paint lines in Athens, Alabama, the team now saves over 100,000 gallons of water every month. This proves that small operational tweaks can have a major impact.

We have completed the water analyses for Steelcase locations within areas designated by the World Wildlife Foundation as "waterstressed" — places where it's difficult to meet the water demand for people and the environment. In FY2025, we completed analyses for six additional facilities. We aim to complete a water balance assessment for all of our manufacturing sites as well as facilities that have high water usage. These analyses help us identify ways to further refine our systems while reducing water consumption.

[CY 2025 Impact Report](#) | See "Making Every Drop Count"

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.

[CY 2025 Impact Report](#) | See "Making Every Drop Count"

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	2025	2024	2023
	Produced water	306.6	317.3	319.7
	Total water withdrawal	317.3	317.3	319.7
		2025	2024	2023
	Produced water	55.2	58.8	69.2
	Total water withdrawal from areas with water stress	55.2	58.8	69.2
		2025	2024	2023
	Freshwater (total)	306.6	317.2	319.7
	Freshwater (stressed areas)	55.2	58.8	69.2

303-4	Water discharge	2025	2024	2023
	Third-party water	306.6	317.3	319.7
	Total water discharged	306.6	317.3	319.7

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)	2025	2024	2023
		Total water consumption	306.6	317.3	319.7
		Consumption from all areas with water stress	55.2	58.8	69.2

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 and all respective subquestions, 2.2.7, 5.1 and all respective subquestions, 5.2, 5.3, 5.11 and all respective subquestions, 7.53, 7.53.1, and 7.54 and all respective subquestions. CY 2025 CDP
305-1	Direct (Scope 1) 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 6.1, 7.1.1, 7.1.2, 7.1.3, 7.2, 7.5, 7.6, 7.12, 7.15, and 7.15.1. CY 2025 CDP
305-2	Energy indirect (Scope 2) 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 6.1, 7.1.1, 7.1.2, 7.1.3, 7.2, 7.3, 7.5, and 7.7. CY 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, 7.8.1 and 7.12. CY 2025 CDP
305-4	GHG emissions intensity	Direct (Scope 1) Indirect (Scope 2) Other Indirect (Scope 3) 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. CY 2025 CDP
305-5	Reduction of GHG emissions	Direct (Scope 1) Indirect (Scope 2) Indirect (Scope 3) 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 7.53, 7.53.1, 7.54 and all respective subquestions, and 7.55 and all respective subquestions . CY 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 19 of our manufacturing facilities.

GRI 306: Waste 2020

3-3	Management of material topics	CY 2025 Impact Report See "Designing for Circularity"
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 generated by human activities in manufacturing settings, including printing, cafeteria, and bathroom waste. Production waste occurs during the receipt of raw materials and during production processes, including 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. CY 2025 Impact Report See "Choosing + Using Materials Responsibly"
306-2	Management of significant waste-related impacts	Steelcase takes measures to reduce its impacts through circular-economy initiatives, including tracking and recording waste streams, conducting waste audits, and understanding waste sources. Waste is prevented through internal processes, such as 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 recycled or composted, and any material that cannot be recycled or composted is processed accordingly in each region, sometimes through incineration; 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 planned scrap from the process, significantly improving the overall 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, which enables data to be tracked and stored globally across multiple sites and facilities. We also conduct routine waste audits to better understand waste sources and the 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.

The increase in emissions from our previous reporting year may be due to insourcing activities and process improvements to reduce complexities within our manufacturing processes, which have led to inventory reductions. Steelcase has identified and implemented insourcing strategies to reduce costs and improve sourcing efficiencies within our supply chain. While these efforts might reduce overall process waste by improving efficiency, they are now under Steelcase's control, leading to an initial increase in waste at almost every plant compared to previous years. Additionally, Steelcase continually works to improve the accuracy of its data reporting processes. The improved reporting accuracy is reflected in the additional waste streams reported this year compared to previous years. We also have a strategic corporate initiative to reduce complexity and improve efficiency in our manufacturing processes, which has led to lower inventory levels. While these efforts will eventually lead to more lean manufacturing principles and waste reduction, it has temporarily increased our waste output.

306-4	Waste diverted from disposal	Category	Waste Diverted in metric tons (t)
		Recycling	19,839.06
		Incineration	15,785.23
		Compost	159.69
		Anaerobic Digestion	0.40
	Total Weight of Hazardous Waste Diverted from Disposal	Total	
		Recycling	35.34
		Other recovery operations	127.34
	Total Weight of Non-hazardous Waste Diverted from Disposal	Total	162.68
		Recycling	
Other recovery operations		19,839.06	
	Total	15,945.32	
		35,784.38	

Data sourced from Envizi using Carbon Map sites for Scope 1&2 by Kyle DeBruyn in July 2026, using the following filters: All Waste Streams, Scope 1&2 in scope locations, unit of measure tons (metric), emissions mtCO2e, excludes Riyadh & Viccarbe because those sites are not fully owned by Steelcase

306-5	Waste directed to disposal	Category:	Waste Directed in metric tons (t)
		Recycling (non-hazardous)	19,839.06
		Incineration (non-hazardous)	15,785.23
		Landfill (non-hazardous)	5,889.20
		Compost	159.69
		Hazardous Waste	187.04
		Anaerobic Digestion	0.40

Total Weight of Hazardous Waste Directed to Disposal		Total
	Incineration (with energy recovery)	127.34
	Landfilling	24.36
	Other disposal operations	35.34
	Total	187.04
Total Weight of Non-hazardous Waste Directed to Disposal		Total
	Incineration (with energy recovery)	15,785.23
	Landfilling	5,889.20
	Other disposal operations	19,999.14
	Total	41,673.57

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.

Data sourced from Envizi using Carbon Map sites for Scope 1&2 by Kyle DeBruyn in July 2026, using the following filters: All Waste Streams, Scope 1&2 in scope locations, unit of measure tons (metric), emissions mtCO₂e, excludes Riyadh & Viccarbe because those sites are not fully owned by Steelcase

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 Diversity Initiatives Supplier Code of Conduct						
308-1	New suppliers that were screened using environmental criteria	100% Steelcase screens 100% of new suppliers added to our Scorecard Supplier Program, which represents approximately the top 80% of our suppliers by spend, using environmental criteria as part of the supplier onboarding and evaluation process. Environmental screening includes review of supplier alignment with Steelcase's environmental expectations and requirements, including compliance with the Supplier Code of Conduct and the environmental sustainability requirements outlined in the START Manual. These requirements are communicated during supplier onboarding and form part of our supplier assessment and management processes. Through this process, all new scorecard suppliers are screened against environmental criteria before being integrated into Steelcase's strategic supplier management program. START Manual rev June 2024 Supplier Code of Conduct						
308-2	Negative environmental impacts in the supply chain and actions taken	<table><tr><td>Number of suppliers subject to environmental impact assessments:</td><td>320</td></tr><tr><td>Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which improvements were agreed upon as a result of assessment:</td><td>0%</td></tr><tr><td>Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which relationships were terminated as a result of assessment:</td><td>0%</td></tr></table>	Number of suppliers subject to environmental impact assessments:	320	Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which improvements were agreed upon as a result of assessment:	0%	Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which relationships were terminated as a result of assessment:	0%
Number of suppliers subject to environmental impact assessments:	320							
Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which improvements were agreed upon as a result of assessment:	0%							
Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which relationships were terminated as a result of assessment:	0%							

We have implemented regular supplier risk screening processes to assess environmental, social, and governance (ESG) risks across our supply chain. We preform risk screening to strengthen our global due diligence processes to identify, evaluate, and monitor potential supply chain-related risks. In 2025, we screened approximately 320 suppliers for supply chain risks. The assessment identified no significant actual or potential negative environmental impacts requiring enhanced due diligence or corrective action. Through supplier engagement, risk screening, performance monitoring, and transparency reporting, we work to promote responsible business practices across our supply chain and support compliance with evolving regulatory requirements worldwide.

Our Environmental, Social, and Governance (ESG) goals depend on strong partnerships with our suppliers. Key initiatives supporting the management of environmental impacts within our supply chain include:

Supplier Greenhouse Gas Emissions Engagement:

Suppliers representing 80% of our supplier spend are targeted for annual GHG emissions data collection and are encouraged to establish science-based emissions reduction targets.

Sustainable Product Design and Material Transparency:

Our sustainable product design framework incorporates life-cycle thinking and circular economy principles, including responsible material sourcing, material health, and end-of-use considerations. Materials are reviewed to identify, reduce, and eliminate chemicals of concern.

Responsible Wood Sourcing:

Steelcase supports responsible forestry practices and chain-of-custody certification programs to help ensure wood materials are sourced responsibly and in accordance with our Wood Policy.

Supplier Sustainability Performance Management:

We assess supplier participation in sustainability-related programs through supplier scorecards and the Annual Sustainability Questionnaire (ASQ), helping drive continuous improvement and increase supply chain transparency.

Supply Chain Due Diligence and Risk Monitoring:

We utilize risk screening and monitoring tools to assess potential ESG risks within our supply chain and support informed decision-making and ongoing supplier engagement.

[Suppliers Carbon Reduction Leaders rev 2024](#)

[EcoVadis GOLD Rating](#)

[Sustainable Wood Policy rev June 2020](#)

[CY 2025 CDP](#)

[CY 2025 Impact Report](#) | See "Building Momentum with Suppliers"

GRI 401: Employment 2016

3-3 Management of material topics See "Fostering Inclusion"
[CY 2025 Impact Report](#) | See "Fostering Inclusion"

401-1	New employee hires and employee turnover			2025		2024		2023	
		Age Group	Employee Category	Total Number	Rate	Total Number	Rate	Total Number	Rate
		Global	All	1,607	15.97	1,369	13.40	1,612	16.11
		Americas	All	1,241	18.92	1,010	15.40	1,367	21.59
		EMEA	All	204	8.97	176	7.65	150	6.58
		Global	Male	1,116	17.52	927	14.45	1,246	20.00
		Global	Female	462	12.54	437	11.73	365	10.00
		Global	Under 30	915	45.09	802	36.85	917	50.69
		Global	30 to 50	602	11.63	514	9.74	626	12.11
		Global	Over 50	90	5.55	53	1.97	69	2.28

Employee Turnover

				2025		2024		2023	
		Age Group	Employee Category	Total Number	Rate	Total Number	Rate	Total Number	Rate
		Global	All	1,193	11.85	1,136	11.19	1,104	11.04
		Americas	All	888	13.54	722	11.01	728	11.50
		EMEA	All	175	7.69	174	7.57	149	6.53
		APAC	All	130	10.57	240	18.60	227	16.33
		Global	Male	808	12.68	729	11.36	710	11.17
		Global	Female	385	10.45	407	10.92	393	10.77
		Global	Under 30	558	27.50	368	16.91	411	22.72
		Global	30 to 50	446	8.62	523	9.91	452	8.75
		Global	Over 50	189	6.61	245	9.10	241	7.96

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	See "Fostering Inclusion" CY 2025 Impact Report See "Fostering Inclusion"
402-1	Minimum notice periods regarding operational changes	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 changes 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	The organization evaluates actual and potential impacts on the economy, environment, and people, including human rights. Economic: Creates jobs, supports local businesses, and contributes to economic growth, while potential negative impacts may include supply chain disruptions or operational changes affecting communities and suppliers. Environmental: Reduces environmental impacts through resource conservation, waste reduction, and emissions management, while operations may also generate waste, consume resources, and create pollution risks. People and Human Rights: Promotes safe workplaces, fair treatment, diversity, and employee development while respecting human rights. Potential negative impacts include workplace injuries, discrimination, or human rights risks within the supply chain. Significant impacts are assessed and managed through policies, controls, stakeholder engagement, and continual improvement processes. The organization evaluates whether it is involved in negative impacts through its own activities or through its business relationships, including suppliers, contractors, customers, and other value chain partners. Through activities: Potential negative impacts may arise from operational activities such as resource consumption, emissions, waste generation, workplace hazards, or impacts on local communities. Through business relationships: Potential negative impacts may be linked to suppliers, contractors, or other partners through labor practices, human rights concerns, environmental performance, or regulatory compliance issues. The organization assesses these relationships and activities to identify, prevent, mitigate, and monitor significant environmental, social, and human rights impacts throughout its operations and value chain. The organization is committed to operating responsibly through policies and management systems to address environmental, social, human rights, health and safety, and ethical business practices by: - Complying with applicable legal and regulatory requirements. - Protecting the environment through pollution prevention, resource conservation, and continual improvement. - Providing a safe and healthy workplace for all employees. - Respecting human rights and promoting fair, ethical, and inclusive employment practices. - Maintaining ethical business conduct throughout its operations and supply chain. - Engaging stakeholders and addressing material environmental, social, and economic impacts through established management systems and governance processes. The organization manages related impacts through established policies, procedures, and management systems designed to identify, assess, and reduce risks while enhancing positive outcomes. The organization tracks the effectiveness of actions through performance monitoring, audits, inspections, incident investigations, corrective action follow-up, and management reviews. Key performance indicators (KPIs), objectives, and compliance metrics are regularly evaluated to determine whether actions have reduced risks, mitigated negative impacts, and achieved desired outcomes. Results are reviewed with leadership, and additional actions are implemented when performance targets are not met or improvement opportunities are identified.
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Policies and management systems are in place to promote legal compliance, environmental stewardship, workplace health and safety, ethical conduct, and respect for human rights. Actions such as risk assessments, operational controls, training, audits, and corrective actions are implemented to prevent or reduce negative impacts and enhance positive outcomes. Performance is monitored through key metrics, inspections, incident investigations, audits, and management reviews to assess the effectiveness of these actions. Stakeholder engagement, including feedback from employees, suppliers, customers, and communities, helps shape actions, evaluate results, and drive continual improvement.

[Global Business Standards](#)

[CY 2025 Impact Report](#) | See "Our Cybersecurity Commitment"

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.

[CY 2025 Impact Report](#) | See "Building Wellbeing into Work"

403-2 Hazard identification, risk assessment, and incident investigation

The organization uses a Job Safety Analysis (JSA) process to identify work-related hazards, assess risks, and determine appropriate controls for both routine and non-routine work activities. Prior to performing a task, the job is broken down into individual steps, and each step is evaluated to identify potential safety and health hazards.

The organization encourages all employees to promptly report work-related hazards, unsafe conditions, near misses, injuries, illnesses, discomforts, and hazardous situations. Workers may report concerns through multiple channels, including:

Reporting directly to their supervisor or leader.

Submitting ergonomic concerns or physical discomforts through the organization's Smartsheet reporting system.

Contacting Human Resources (HR).

Contacting the site's Health and Safety representative or EHS professional.

Reporting hazards during safety meetings, workplace inspections, or Job Safety Analyses (JSAs).

All reported concerns are reviewed, investigated as appropriate, and addressed in a timely manner. Corrective actions are implemented based on the level of risk and tracked through completion.

The organization has established processes that empower workers to stop work and remove themselves from situations they reasonably believe could result in injury, illness, or other health and safety risks. Employees are expected to immediately notify their supervisor, leader, Health and Safety representative, or Human Resources if they identify an unsafe condition or believe work cannot be performed safely.

The organization utilizes a documented Incident Investigation Standard and a standardized Incident Investigation Form to investigate work-related incidents, injuries, illnesses, and near misses. The purpose of the investigation process is to identify immediate and root causes, assess associated hazards and risks, implement corrective actions, and prevent recurrence.

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. CY 2025 Impact Report See "Fostering Inclusion"
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. Joint management-worker safety committee is responsible for reviewing leading and lagging indicators of health and safety in the workplace..... CY 2025 Impact Report See "Reporting Progress with Transparency"
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 supports employee wellbeing by facilitating access to a broad range of non-occupational medical and healthcare services designed to promote overall health, early intervention, and ongoing care. Employees and their eligible family members have access to medical, mental health, counseling, and wellbeing resources through company-sponsored health plans and support programs. This includes preventive care, primary and specialty medical services, virtual healthcare options, prescription coverage, and mental health support through the Employee Assistance Program (EAP). In addition, employees are provided with wellbeing education, health promotion initiatives, and guidance on navigating available healthcare resources. Access is available regardless of whether a condition is work-related, helping employees address personal health concerns that may impact their overall wellbeing, resilience, and quality of life. The scope of access may vary by region based on local healthcare systems, legal requirements, and available benefit offerings, but the organization strives to provide equitable support and promote access to quality healthcare resources across its global workforce.

Steelcase offers a variety of voluntary health promotion services and programs designed to support employee wellbeing and address major non-work-related health risks. These initiatives commonly focus on physical health, mental and emotional wellbeing, stress management, nutrition, physical activity, sleep health, chronic disease prevention, financial wellbeing, social connection, and work-life balance. Programs may include wellness challenges, educational workshops and webinars, mindfulness and resilience training, mental health awareness campaigns, health screenings, fitness initiatives, ergonomic education, tobacco cessation resources, and access to counseling or coaching services through the Employee Assistance Program (EAP).

To facilitate access, the organization promotes these services through internal communication platforms, wellbeing portals, email campaigns, onsite and virtual events, manager communication, and employee resource groups. Many programs are available in virtual formats to support accessibility for remote and global employees. Participation is voluntary, and employees are encouraged to engage in the programs and resources most relevant to their individual health goals and wellbeing needs.

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.

[CY 2025 Impact Report](#) | See "Building Wellbeing into Work"

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.
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[CY 2025 Impact Report](#) | See "Our Cybersecurity Commitment"

403-8	Workers covered by an occupational health and safety management system	All employees in the manufacturing facilities are covered. Employees in some global business centers (offices) are excluded from the total count reported here.
		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	Employees	2025	2024	2023
		Rate of fatalities:	0	0	0
		Number of high-consequence work-related injuries:	2	2	0
		Rate of high-consequence work-related injuries:	0.02	0.02	0.0
		Number of recordable work-related injuries:	103	125	113
		Rate of recordable work-related injuries:	0.97	1.19	1.0
		The main types of work-related injury:	Sprains and Strains	Sprains and strains	Sprains and strains
		Number of hours worked:	21,265,263	21,041,713	22,508,832

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.

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.

403-10	Work-related ill health	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

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.

, p. see 2019 tab for YoY calculations

GRI 404: Training and Education 2016

3-3	Management of material topics	CY 2025 Impact Report See "Fostering Inclusion"
404-1	Average hours of training per year per employee	For CY25, the average hours of training per employee is 2.02 per year. CY 2025 Impact Report See "Fostering Inclusion"
404-2	Programs for upgrading employee skills and transition assistance programs	CY 2025 Impact Report See "Fostering Inclusion"
404-3	Percentage of employees receiving regular performance and career development reviews	For CY25, 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	See "Fostering Inclusion"
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405-1	Diversity of governance bodies and employees	Gender		Other indicators of diversity
		Male	Female	Minority/Vulnerable groups
	Governance Bodies	62.5%	37.5%	0%
	All Employees	67%	33%	22.4%
	Managers	68.3%	31.7%	18.9%
	Senior management	63.5%	36.5%	36.5%
	Middle management	69.2%	30.8%	1.7%

Note. Because Steelcase was acquired by HNI in December 2025, the breakdown for the Governance body is based on the HNI Board of Directors demographic information in the HNI 2026 Proxy.

Definitions:

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	2025 Ratio	2024 Ratio	2023 Ratio
		Senior management	APAC	0.92	1.16	1.03
		Middle management	APAC	1.04	1.16	1.18
		Senior management	EMEA	0.85	0.88	0.80
		Middle management	EMEA	0.94	0.85	0.92
		Senior management	Americas	0.95	0.94	0.95
		Middle management	Americas	0.93	0.91	0.90

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.

See All

GRI 406: Non-discrimination 2016

3-3	Management of material topics	Global Human and Labor Rights Policy
		Harassment Prevention/Respect and Responsibility Policy
		CY 2025 Impact Report See "Fostering Inclusion"

406-1	Incidents of discrimination and corrective actions taken	During FY26, 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
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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 and Sustainable Procurement Guideline 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 Sustainable Procurement Guideline

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 "Combating Forced Labor and Child Labor in Supply Chain." This report explains our expectations in supply chain and how we navigate this effort. Our Suppliers Global Human and Labor Rights Policy Global Business Standards Supplier Code of Conduct Combating Forced and Child Labor in Supply Chain, 2025 Report
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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 and Sustainable Procurement Guideline 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 Sustainable Procurement Guideline
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GRI 413: Local Communities 2016

3-3	Management of material topics	In CY25, 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 CY 2025. Progress: 41 Changemaker teams were responsible for 72 Changemaker projects globally in CY 2025. Goal #2: Align 100% of social innovation investments to United Nations Sustainable Development Goals (UN SDGs) by CY 2025. Progress: 100% of Steelcase donations were aligned to UN SDGs in CY 2025. CY 2025 Impact Report See "Helping Communities Thrive"
413-1	Percent of operations with local community engagement, impact assessments, and development programs	49% CY 2025 Impact Report See "Helping Communities Thrive"

413-2	Operations with significant actual and potential negative impacts on local communities	Steelcase has well over 100 facilities worldwide, including 20 manufacturing sites. At our manufacturing sites, there are applicable federal, state/provincial, and/or local requirements that we must comply with to obtain permission to manufacture in these locations. Steelcase takes our compliance obligations very seriously and works 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 authorities to ensure we are not having a negative impact on our people, our neighbors, or our planet. In addition to meeting our regulatory obligations, Steelcase has a large, diverse portfolio of projects to continuously improve our environmental impacts. This second step in managing our impacts serves as the basis for several initiatives to support our environmental, health, and safety conformance, the primary example being our ISO 14001- and 45001-certified Environmental, Health, and Safety Management Systems. We use the ISO 14001 and 45001 standards globally to manage our environmental, health, and safety risks and aspects in manufacturing. All 20 of our manufacturing sites are ISO 14001 certified. In addition to reducing our environmental impacts, Steelcase has a robust system for mitigating negative impacts through our corporate Health and Safety and Human Resources Departments. These departments work together to ensure that our employees have a healthy work environment, earn a fair wage, and excel in meeting our Core Labor Requirements. These two departments also work with Sustainability to ensure we are good neighbors and good citizens at our sites around the world. CY 2025 Impact Report See "Building Wellbeing into Work"
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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 CY 2025 Impact Report See "Working Responsibly with Suppliers"
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414-1	New suppliers that were screened using social criteria	<table><tr><th>Percentage (%) of new suppliers that were screened using social criteria:</th><th>2025</th></tr><tr><td></td><td>100%</td></tr></table> As of December 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 measure the percent screened by % spend under contract, including new suppliers fall within this group. 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 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 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 2026, Steelcase published our " Steelcase Report on Forced Labor Risks in Our 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 policies within the company. https://www.steelcase.com/resources/documents/steelcase-report-on-forced-labor-risks-in-our-supply-chain/ Anti-Bribery Anti-Corruption Policy	Percentage (%) of new suppliers that were screened using social criteria:	2025		100%
Percentage (%) of new suppliers that were screened using social criteria:	2025					
	100%					

[Global Human and Labor Rights Policy](#)
[Supply Chain Transparency California Act of 2010 Disclosure](#)
[Child Labor Law Rev B](#)
[Supplier Code of Conduct](#)
[Steelcase Report on Forced Labor Risks in Our Supply Chain, 2026 Report](#)
[Steelcase Report on Forced Labour and Child Labour Risks in Our Supply Chain, 2026 Report](#)

414-2	Negative social impacts in the supply chain and actions taken	Number of suppliers assessed for social impacts: 2025 320 In 2025, 97.06% 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 and Sustainable Procurement Guideline. Suppliers are evaluated through questionnaires and select site visits. 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 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. Supplier Code of Conduct Sustainable Procurement Guideline
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GRI 415: Public Policy 2016

3-3	Management of material topics	Political Activities and Contributions Policy rev June 2024
415-1	Political contributions	Per corporate policy we do not contribute to political campaigns or officials for the purposes of influencing policy. See Political Activities and Contributions and Anti-Bribery/Anti-Corruption Policies linked below. Anti-Bribery Anti-Corruption Policy Political Activities and Contributions Policy rev June 2024

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.
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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](#)

416-1	Assessment of the health and safety impacts of product and service categories		2025	2024	2023
		Percentage of significant product or service categories that are covered by and assessed for compliance with company procedures for assessing product/service health and safety impacts:	100%	100%	100%
All Steelcase products are covered by and assessed for compliance with the company's procedures for evaluating product health and safety impacts. There is an existing process where the health and safety requirements for every product are identified, recorded, and validated through material and product specific documentation. This occurs in the product development and life cycle management, utilizing established deliverables, checklists, product reviews, safety reviews, etc. All documentation is saved and organized by Product and Supplier in the SharePoint and the Windhill engineering data system.					
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		
			2025	2024	2023
		Percentage of significant product or service categories that are covered by and assessed for compliance with company procedures for product and service information and labeling:	100%	100%	100%
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.			

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 sustainability performance of its products.
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GRI 418: Customer Privacy 2016

3-3	Management of material topics	CY 2025 Impact Report See "Our Cybersecurity Commitment" Cybersecurity Statement See "Data Management", p. 1
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.