

Energy Management

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| CG-BF-130a.1 | Energy Use by Source | Steelcase shares in-depth information related to our energy usage, greenhouse gas emissions, targets, and management of climate issues in our annual CDP response. Please see question 7.30 and all subquestions. |
|              | References           | <a href="#">CY 2025 CDP</a>                                                                                                                                                                                       |

Product Quality & Safety

|              |                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
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| CG-BF-250a.1 | Risks and Hazards Associated with Products | <p>Discuss the business and operational processes employed to assess and manage potential risks and hazards associated with the use of materials, chemicals and substances</p> <p>All materials used in Steelcase products are subject to a robust and stringent chemical management and assessment framework. Steelcase works actively with its suppliers and upstream raw material manufacturers to obtain detailed chemical composition and supporting documentation for materials, as allowed by confidential business information and data privacy laws. This information is screened against a comprehensive Steelcase Reportable Substances List (RSL), which is a compilation of all applicable regulated chemicals (globally) and restricted lists ("red lists") published by Non-Governmental Organizations, third-party sustainability certifications and ecolabels, and by customers. Each approved material is governed by a formal "material specifications" document managed internally within design/engineering and ERP systems that stipulates the "approval status" and "conditions of use" for each material.</p> <p>Steelcase subscribes to a third-party compliance database to track, monitor, and evaluate chemical-related regulations, both active and pending, at various levels of jurisdiction (municipal, state/province, national/federal, international etc.) for products, import/export and facility processes.</p> <p>In addition to the RSL screening process, materials may also be subjected to direct analytical testing for chemicals of concern, and/or subject to well-established hazard-and/or risk-based chemical assessment, life cycle assessment, and alternative assessment methodologies.</p> <p>All chemical substances, mixtures and formulations entering Steelcase facilities must go through a formal management system to document approval for the following aspects of chemical management: in accordance with regional laws, regulations and safety standards: (1) employee health &amp; safety; (2) fire protection; (3) air permitting; (4) waste water permitting; (5) waste characterization and permitting; (6) homeland security; (7) community right to know reporting and emergency planning; and (8) product-level compliance.</p> <p>Discuss management of chemicals used during manufacturing and production of products or chemicals associated with the production of raw materials or components of products, but that are not present in finished products</p> <p>Our management of process chemicals is governed by three key pillars:</p> <p>Certified management system: All our manufacturing facilities are ISO 14001 certified, providing a baseline for environmental compliance, risk assessment, and continuous improvement in chemical handling and disposal.</p> <p>Product-level chemical screening: During product development and lifecycle management, every chemical is assessed for regulatory compliance using Safety Data Sheets (SDS), test reports, and certificates. No chemical may be used until it has passed the material specification process.</p> <p>Facility-level chemical approval for owned sites: For chemicals intended for use in our own facilities, a dedicated software-based chemical approval process evaluates occupational health and safety, fire and explosion risks, air pollution, hazardous waste disposal, and product environmental compliance. Only after this approval may the chemical be purchased, stored, or used.</p> |
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| Describe whether your approach to chemicals management is characterised by a hazard-based, risk-based or other approach                                          | <p>Steelcase takes a precautionary approach to assess chemicals for potential harm to human health and the environment. Steelcase employs well-established chemical assessment methodologies that are hazard-based and/or risk (exposure)-based.</p> <p>Primary emphasis is on the presence/absence of chemical of concern (based on a hazard characterization) in a product above a certain threshold, typically set as 0.01-0.1% by weight of product. Risk-based assessments are informed by regulatory established limits (thresholds) and use applications / conditions of use.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Discuss the operational processes you employ for chemicals management                                                                                            | <p>Our operational processes for chemicals management apply uniformly to all chemicals in conformance with ISO 14001. All facilities are audited internally and externally annually during ISO 14001 surveillance visits. Chemicals are labeled, stored, maintained, and inspected according to ISO 14001 requirements. A spill response and emergency plan is in place and regularly reviewed.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Describe your approach to chemicals management in the context of each stage in your products' lifecycles                                                         | <p>Steelcase takes a life-cycle perspective to the assessment of chemicals of concern that may be present in its products. In other words, the Steelcase chemical management framework takes into account the potential impact (hazard and risk-based) of its products on human health and the environment during each main life cycle stage of the product's entire life cycle: (1) upstream of Steelcase facilities; (2) within Steelcase facilities, including surrounding communities and environs; (3) users of our products (employees within Steelcase offices, customers); (4) end-of-life management of products (e.g. recycling, disposal).</p> <p>Moreover, the Steelcase Sustainable Design Framework utilizes life-cycle thinking (supported by analytical tools like Life Cycle Assessment) during the design phase to identify potential impacts of material selection, product design, and manufacturing processes, before the product is manufactured.</p>                                                                                                                                                                                                                                                                                                 |
| Describe how you prioritise chemicals for reduction or elimination from products and how you integrate alternative chemicals into product formulation and design | <p>Prioritization for reduction and elimination is based on the following criteria:</p> <ol style="list-style-type: none"> <li>(1) Any chemical that becomes newly regulated per given applicable regulations</li> <li>(2) Changes to chemical criteria with targeted product- and/or material-level sustainability certifications and ecolabels</li> <li>(3) Specific mandates from key customers</li> <li>(4) Actions to proactively address pending/emerging issues that have a high probability of impacting Steelcase materials and products</li> <li>(5) Steelcase decision to adhere to the most stringent regional standard for all products, globally.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Disclose if you conduct testing or pursue third-party certification to verify the chemical content of your finished products                                     | <p>Steelcase certifies its products, globally, to a number of independent third-party product sustainability ecolabels and certifications that have robust and strict criteria around chemical content. These include:</p> <ul style="list-style-type: none"> <li>- BIFMA LEVEL (Americas)</li> <li>- Declare (Americas)</li> <li>- SCS Indoor Advantage (Global)</li> <li>- Green Tick (Australia)</li> <li>- Blue Angel (Germany)</li> <li>- GS (German Safety Standard)</li> <li>- NF Environment (France)</li> <li>- NFOEC (French Safety Data)</li> </ul> <p>Steelcase routinely performs direct analytical testing of its products for indoor air emissions (formaldehyde, VOCs) in accordance with international standards for test methods and thresholds. Materials and final products may also be tested to validate compliance to specific chemical content regulations, including:</p> <ul style="list-style-type: none"> <li>- EU/UK REACH Substances of Very High Concern</li> <li>- EU/UK Restriction of Hazardous Substances (RoHS)</li> <li>- California Proposition 65</li> <li>- Halogen content</li> <li>- Flame retardants</li> <li>- Metals of concern (e.g. lead, cadmium, mercury)</li> <li>- Per- and polyfluoroalkyl substances (PFAS)</li> </ul> |

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|              | Describe where chemicals management policies and practices vary significantly by business unit, product category or region                                                                                              | Steelcase adheres to the same chemical management framework (policy, strategy, management system, chemical assessment methodologies) globally, i.e. all countries where Steelcase manufactures and sells products. Regional differences do exist in terms of the specific chemicals that are regulated (and their thresholds). These differences are addressed through criteria in regional product sustainability certifications and ecolabels, and/or of specific concerns to customers. Even with these regional differences, Steelcase has a corporate goal of applying the most stringent regional standard (for a specific chemical of concern) to all its products, globally.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|              | Identify chemicals in your finished products for which you have a policy to reduce, eliminate or assess                                                                                                                 | Steelcase has a corporate policy to prohibit the use of any type of flame retardant unless critically required to meet a flammability or electrical safety standard. If a flame retardant is required, it must be subject to a comprehensive toxicological assessment for human health impacts before its use can be approved. Steelcase has implemented a plan to reduce and ultimately eliminate the presence of any per- and polyfluoroalkyl substance (PFAS) in its products. Steelcase prohibits the use of hexavalent chromium in its products, or in upstream processes, globally, irrespective of whether such a use is permitted in a particular country.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|              | Discuss the time line to achieve elimination or substitution goals, identify which products or product lines will be affected, and provide an analysis of progress toward achieving those goals                         | Steelcase has a target to phase-out and eliminate all uses of PFAS in its products within the next 1-2 years. Steelcase does not have details, at this time, to share on its implementation plan and timeline to eliminate certain chemicals of concern. In general, rejection of a material due to the presence of a chemical concern is done at the time that a material is nominated by design/engineering and supply chain, i.e. as a part of the material approval process, and is documented in the material specification documentation.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|              | Discuss use of chemicals classified as Group 1 carcinogens by the IARC Monographs on the Evaluation of Carcinogenic Risks to Humans and and other listed substances under applicable jurisdictional laws or regulations | <p>Steelcase strives to avoid the use/presence of IARC Group Carcinogens and EU REACH Restricted Substances (Annex XVII) in its products. If the presence of such chemicals is unavoidable, then Steelcase complies with all thresholds and conditions of use stipulated by the applicable regulations. Moreover, Steelcase has established protocols to ensure that the presence of the chemical(s) will not present an unsafe risk of exposure to the user of the product under normal conditions of use.</p> <p>As a case-in-point, Steelcase products may contain composite wood (e.g. particleboard, MDF, plywood), where formaldehyde-based resins are commonly used. Due to these materials, formaldehyde (an IARC Group 1 Carcinogen) may off-gas from the product, but Steelcase voluntarily performs indoor air quality controls to measure and validate that the level of formaldehyde off-gassing is well below the most stringent indoor air quality standards.</p>                                                                                                                                                                                                                                                |
|              | References                                                                                                                                                                                                              | <a href="#">CY 2025 Impact Report</a>   See "Choosing and Using Materials Responsibly"                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| CG-BF-250a.2 | Products Meeting VOC Standards                                                                                                                                                                                          | <b>Percentage of eligible products which meet VOC emissions and content standards (% by revenue)</b> 100%                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|              | Comments                                                                                                                                                                                                                | <p>All materials used in Steelcase products, globally, must comply with all applicable laws, regulations and standards, including VOC, formaldehyde and aldehyde emissions and content.</p> <p>Moreover, most Steelcase products, globally, have achieved Indoor Advantage Gold certification through Scientific Certification Systems (SCS). This certification provides independent third-party verification that these products have been tested and comply with the most stringent criteria for formaldehyde and VOC in accordance with the following BIFMA Furniture Emissions Standards for indoor air quality:</p> <ol style="list-style-type: none"> <li>1. ANSI/BIFMA M7.1-2011(R2021) Standard Test Method for Determining VOC Emissions from Office Furniture Systems, Components, and Seating</li> <li>2. ANSI/BIFMA X7.1-2011(R2021) Standard for Formaldehyde &amp; TVOC Emissions of Low-emitting Office Furniture and Seating</li> </ol> <p>Furthermore, some Steelcase products sold in Europe are also certified to The Blue Angel Standard for "Low-Emission Furniture and Slatted Frames made of Wood and Wood-Based Materials" (DE-UZ 38), which has strict limits for VOC and formaldehyde emissions.</p> |
|              | References                                                                                                                                                                                                              | <a href="#">CY 2025 Impact Report</a>   See "Choosing and Using Materials Responsibly"                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

## Product Design & Lifecycle Management

CG-BF-410a.1

Product Lifecycle Impacts

|                                                                                                                                                                                                          | <b>Percentage of products certified to third-party multi-attribute or single-attribute sustainability standards (%)</b>                                                                                                                                                                                                                                                                                                                                                                                                           | 97% |
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| Discuss your strategies to assess and manage the environmental impact of products throughout their lifecycle                                                                                             | Steelcase currently leverages the dealer network to help with repairs after the point of sale. We do lose some control over products after point of sale, but we have piloted repair and reuse programs and have gained insights into which products are easier to recycle than others. We currently have an active program that allows customers to utilize a project management service that supports sustainable end of life options like donation, resale, recycling and incineration to divert as much as 98% from landfill. |     |
| Discuss factors that drive demand for your sustainable building and furnishings products                                                                                                                 | Most customers are interested in sustainable furnishings because it helps them meet their internal sustainability goals. As more organizations set science based carbon targets, they are becoming more interested in sustainable decommissioning services, repair services, and refurbishment and remanufacturing.                                                                                                                                                                                                               |     |
| Describe the scope of your efforts including to which product categories, business segments or operating regions you relate                                                                              | We currently offer sustainable decommissioning services in all of NA, some parts of South America, Germany, France, Luxembourg, Switzerland, UK, China, Singapore, Australia, and on a case by case bases, based on our partners and dealers capabilities.                                                                                                                                                                                                                                                                        |     |
| Discuss your use of Life Cycle Assessment (LCA) and Environmental Product Declarations (EPD) in the context of your approach to reducing environmental impact and maximising product resource efficiency | We are currently leveraging LCA and EPD data to identify baseline carbon data for product categories to help reduce embodied carbon of our products.                                                                                                                                                                                                                                                                                                                                                                              |     |
| Describe your extended producer responsibility (EPR) efforts                                                                                                                                             | Steelcase is actively engaged and pays into schemes in all regions where obligated for EPRs. We work with a consultant to support our EPR efforts globally. We are registered, report, and pay into each system in accordance with the local laws. If a customer requests support with recycling electronics, batteries, or packaging we support those requests.                                                                                                                                                                  |     |
| References                                                                                                                                                                                               | <a href="#">End of Use Partnership Program</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |     |

CG-BF-410a.2

End-of-Life Material Recovered

|                                                                                                                                                                                                                      | <b>Weight of materials recovered, in metric tonnes</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 569.82 |
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|                                                                                                                                                                                                                      | <b>Percentage of end-of-life materials recovered that were recycled or remanufactured (%)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 98%    |
| Disclose whether your company directly conducts product take-back, recovery, and recycling or if you contract with a third party the task of collection for the express purpose of reuse, recycling or refurbishment | <p>This year, our Steelcase Workplace Services team opened up their services to all customers in North America. We also leverage our dealer partner network or contract with a third party for the task of collection, recovery, resale, or donations. We use Green Standards specifically in North America, and they have supported our clients in other global regions as well.</p> <p>In France, we operate our own end of use program called Eco'Services, which supports clients in French-speaking and German markets. We also support customers with refurbished offerings in French markets. In India, we support customers with our own service offerings, and have helped many customers divert materials from landfill through task seating repurposing.</p> |        |
| Disclose whether you support infrastructure for product recovery and recycling through joint ventures, partnerships, or by funding research into recycling technologies                                              | We actively pay into supporting infrastructure for recycling electronics, batteries and packaging through EPRs. We also support our clients through partnerships with third parties to divert our products, and competitors products from landfill at the end of its useful life.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |        |

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| Disclose whether your product take-back, recovery, and recycling efforts are voluntary or mandatory           | Product recovery and recycling efforts are voluntary except for electronics, batteries and packaging in some regions where it is mandatory to support recycling efforts.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Disclose relevant performance measures or targets for your product take-back, recovery, and recycling efforts | We have established a network of partners to support our clients with sustainable end-of-use solutions starting in 2023. We exceed this goal and have a robust network established in all regions where we sell products.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Comments                                                                                                      | <p>Circular Economy and Product End of Use is a material topic for Steelcase as it relates to climate change impacts through resource extraction and carbon impacts from waste produced from our products at end of use. Steelcase addresses this issue through our Sustainable Decommissioning services offered internally or through a network of partners to support end of use solutions to help divert not only our products from landfills but also competitor products.</p> <p>Steelcase manages end of use solutions for our customers through our internal Workplace Services team, via our Eco'Services program in France, using a network of local vendors who provide labor, including dealer support, moving companies and third-party support. Steelcase has established and continues to grow a network of global partners to support sustainable end of use solutions. Steelcase engages with extended producer responsibility laws globally. In regions where obligated, we offer product and packaging recycling support for our customers.</p> <p>Our calculations this year also include with weight and diversion rate from our Remade program in North America.</p> |
| References                                                                                                    | <a href="#">End of Use Partnership Program</a><br><a href="#">Waste Electrical and Electronic Equipment (WEEE) and Batteries Statement</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

## Supply Chain Management

CG-BF-430a.1

Wood Supply Chain Management

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|                                                                                                                                                                                                                                               | <b>Total amount of wood fibre materials (in air-dried metric tonnes) purchased during the reporting period (t)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 85,326                          |
|                                                                                                                                                                                                                                               | <b>Percentage of your total wood fibre materials purchased that have been sourced from forestlands certified to a third-party forest management standard (%)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 42%                             |
|                                                                                                                                                                                                                                               | <b>Third-Party Forest Management Standard</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Percentage Purchased (%)</b> |
|                                                                                                                                                                                                                                               | FSC (APAC)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 36%                             |
|                                                                                                                                                                                                                                               | PEFC (EMEA)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 86%                             |
|                                                                                                                                                                                                                                               | FSC (EMEA)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 6%                              |
|                                                                                                                                                                                                                                               | FSC (AMER)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 32%                             |
|                                                                                                                                                                                                                                               | <b>Percentage of total wood fibre materials purchased that have been certified to wood fibre standards (%)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 0%                              |
|                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                 |
| Describe the company's practices for sourcing wood fibre materials from forestlands not certified to a third-party forest management standard and for sourcing wood fibre materials not certified to other wood fibre certification standards | <p>Steelcase enforces strict adherence to applicable environmental and trade regulations, (e.g. US Lacey Act, EU Timber Regulations and pending EU Deforestation Regulation). This requirement is managed and communicated through our corporate Sustainable Wood Policy, Supplier Code of Conduct, Sustainable Procurement Guidelines and contracts with suppliers.</p> <p>We verify that wood is not sourced from illegal forests, etc. (see wood policy) or from exotic/endangered species, or classified as Conflict Timber. Compliance by suppliers with applicable regulations is validated through internal audits by the corporate Global Trade Compliance team, third party supply chain due diligence software, and review of supplier policies related to wood management.</p> |                                 |

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| Describe the company's policies to verify the forestry management and harvesting practices of suppliers              | <p>Steelcase maintains a corporate Sustainable Wood Policy and Sustainable Procurement Guidelines that emphasize a commitment to the procurement and use of wood fiber inputs are from legal and sustainably managed sources.</p> <p>Standard of Works are maintained for all our regional FSC and PEFC certified programs. These documents require a continuous maintenance approach to ensure that suppliers have valid third-party certifications and are providing the necessary Chain of Custody documentation, including tracking FSC/PEFC claims made by the supplier. These processes are checked annually through both internal and external audits.</p> <p>For FSC/PEC certified suppliers, we follow a Standard of Work: chain of custody documentation verification (invoices, bill of ladings), online verification of FSC/PEFC database to ensure supplier is in good-standing, and annual internal audits.</p>                                                                                                                                                                                                                                                                                                                                                                                                          |
| Disclose the company's wood fibre sources and the potential risks associated with procuring fibre from these sources | <p>Americas: The majority of composite wood (e.g. particleboard, MDF), laminates, veneers and solid wood components are sourced within the USA and Canada, with some input from Mexico. Plywood is primarily sourced from Malaysia with supplemental supply chains supported from other countries in Asia.</p> <p>EMEA: The majority of all wood fiber material inputs are sourced from countries within Europe.</p> <p>APAC: The majority of all wood fiber material inputs are sourced from suppliers based in China. Some components, including solid wood and laminates, are imported from Europe and the Americas.</p> <p>Risks: There have been significant disruptions in the global wood supply chain due to the geopolitical events. In particular, identifying new sources of plywood following a corporate position to prohibit the use of Conflict Timber. Furthermore, volatility in the wood supply chain has made it a challenge to maintain reliable sources for FSC- or PEFC-certified wood, especially plywood. This has impacted our current metrics around the amount of FSC-/PEFC-certified wood that has been purchased in recent years. Regardless of the challenges, Steelcase has maintained its commitment to procure sources of wood fiber inputs that are harvested in a legal and sustainable manner.</p> |
| References                                                                                                           | <p><a href="#">Sustainable Wood Policy</a></p> <p><a href="#">Supplier Code of Conduct</a></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

## Activity Metrics

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| CG-BF-000.A | Annual Production  | Due to the variety and global sales volume of Steelcase products, this data is not currently available to report. A methodological approach for counting production output in standard units is being evaluated. |
| CG-BF-000.B | Area of Facilities | <p><b>Area of manufacturing facilities in square metres (m<sup>2</sup>)</b></p> <p>573,696</p>                                                                                                                   |