

**Steelcase**







# Our Work Toward *Better* Futures

We're designing for the wellbeing of people  
and the planet — making an impact through our business  
to create better futures at work and in the world.

**Better Is Possible**

2025 Impact Report

# Our Work Toward Better Futures: What’s Inside

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## Letter From Our CEO

In a time of transformation, our shared purpose has never been more important. Across our organization, we are accelerating progress in our business and the communities we share by focusing on what matters most: the wellbeing of people and the planet.

We're making moves to position Steelcase for long-term, sustainable growth in an environment that is increasingly challenging and constantly changing. Work is at the core of our business, and we support people in the many places where work happens. We aim to create communities where everyone can feel seen, heard and valued. As designers and makers, we also recognize the impact we have on our planet. That is why we are committed to a net-zero future by transforming our business in ways that lead to long-term change — a future where sustainability guides everything from the energy we use to the materials we choose.

This work does not live within one team or one function. It is embedded across our company with each member of our team having a role to play. Our shared responsibility guides the choices we make, the ways we serve our customers, and how we design for the wellbeing of people and the planet.

Our 2025 Impact Report shares the actions we have taken this past year to make progress toward a better future, including:

- Promoting the values and research embedded in our inclusive design practice to our customers, the design community, dealers and employees
- Advancing a culture of inclusion through our employee-led Business Inclusion Groups around the world
- Designing our most popular chairs with double the recycled content
- Increasing our use of renewable energy, including onsite solar at key manufacturing locations

- Creating new business models, like Circular by Steelcase, to keep more products in use and out of landfills
- Partnering with Changemakers and community organizations to create positive impact where we live and work

How we make an impact matters — to our employees, partners and customers. It is not separate from our business; it fuels it. And when we lead through collective action, we raise the bar for our entire industry.

*Better is possible.*

*Sara Armbruster*



**Sara Armbruster**  
President and CEO



# How We Create Community

We're committed to creating community where every person feels seen, heard and valued, at work and in the world.





# Creating Community

Strong communities are resilient, helping people and organizations thrive.

Communities can be places or sets of relationships — and places can be designed to help us build stronger relationships. When people feel a sense of community, they are more likely to have higher levels of trust, shared accountability and a common purpose — it is the glue that holds us together during times of uncertainty and rapid change.

We choose to focus on the areas where we can make the biggest impact. Our Better Futures Community brings employees, partners and customers together to drive positive change in the world. We design for inclusion with our employees and customers, embracing uniqueness and creating places that welcome everyone. We govern how we make decisions and take action across our company with policies and programs rooted in our Core Values.

Our transparency encourages collaboration and the acceleration of progress within our industry. By building strong, resilient communities at work and in the world, people feel a greater sense of wellbeing and are more committed and motivated toward a shared purpose. Strong communities are able to adapt more easily when conditions change — helping people, organizations and the world thrive.

## Creating Community in the Workplace

Community-Based Design is an approach we developed that applies lessons from great cities to create vibrant, adaptable workplaces. It creates environments in which organizations can build community and leads to higher levels of employee wellbeing, engagement and productivity. An emphasis on including employees in the design process helps ensure their voices are heard and they can thrive in their work. We use this approach in our own spaces and with our customers who want to create their own workplace community.

*Kuala Lumpur, Malaysia*

“The solutions to the issues we face are always found in community. Uplifting the voices and visions of those closest to the issues is the way we learn, grow and thrive together.”



**Kim Dabbs**  
VP, Impact





# Living Our Core Values

Our values guide how we lead, collaborate and contribute to the world.

Our Core Values are not just ideals; they're actionable principles that guide how we support one another through complexity and change. They ask that we be honest and thoughtful, listen closely and learn constantly. By staying committed to these promises and taking action that benefits both people and the planet, we create a culture built to thrive in a changing world.

We live our Core Values in visible ways each day. They show up in how we set goals, measure success and recognize great work. We work to bring these values, in simple and practical ways, into everyday interactions with each other, our partners and our customers.

Living our Core Values creates a foundation of trust and belonging, essential for building strong, inclusive partnerships.

## Our Values Are the Foundation of Our Culture

This year, we refreshed our Core Values for the first time in over two decades. They are modern, actionable and built on the same strong foundation that's helped shape our company for more than a century. These values not only guide our decisions and behaviors — they reflect a shared purpose that unites us and strengthens our sense of community across every part of the organization. At Steelcase:

- We act with integrity
- We treat people with dignity and respect
- We work better when we work together
- We hold ourselves and each other accountable
- We work toward better futures for people and the planet

These enduring beliefs guide who we are as an organization, how we live our culture and how we make important decisions.

In our latest culture survey, 81.5% of salaried employees indicated they observe examples of our Core Values being lived day-to-day at Steelcase. This marks a positive shift from our FY2024 baseline of 80.3%, reflecting a growing merger of our values with our everyday actions.

Employees representing all parts of Steelcase helped shape our updated values — ensuring they reflect who we are and how we work today. Our operations employees who make and deliver our products expressed a desire to deepen their connection to our company values. In response, plant leaders now discuss our values during daily meetings, which helps build awareness and brings our values into everyday work across all locations.



“Our Core Values reflect what we expect of ourselves and each other, and they show up in the way we lead, collaborate and make decisions. Values always have been, and will continue to be, the foundation of Steelcase culture.”



**Donna Flynn**  
VP, Chief People Officer





# Helping Communities Thrive

We're dedicated to helping communities thrive through our Better Futures Community — a global network that brings together our employees, community partners, dealers and customers to make an impact for people and the planet.

We do this in three ways: by empowering our employees to become Changemakers, by investing in local organizations to co-create meaningful solutions and by designing experiences that promote wellbeing at work and beyond. This engages our employees and connects us to our community partners and customers in new ways. When our communities thrive, so do our people and business.

## How It Creates Community

Uniting people around a shared purpose to make a positive impact enables collective action. By creating connections in and with community, everyone has a role in designing a better future, together.

## How Design Thinking Amplifies Impact

Our annual Better Is Possible Design Challenge is a full-day, in-person workshop that brings together employees, dealers and community partners dedicated to making positive change in their communities. This year's challenge focused on belonging — exploring how to create environments where everyone feels seen, heard and valued, in the workplace and the world.

Kim Koeman, director of Impact, shares, "Belonging is a topic that transcends industries and cultures and feels especially relevant today. Bringing together a multi-stakeholder group made it even more impactful." By bringing together diverse perspectives, the design challenge sparks innovation and builds stronger communities at work and in the world.

Participants leveraged a design thinking framework, an approach to problem-solving and innovation rooted in human-centered design. Teams worked together to brainstorm, prototype and share ideas. This approach encourages long-term, impactful solutions while emphasizing social innovation and shared learning.

Ultimately, the design challenge is more than a workshop; it's a movement. It allows us to reimagine the future through collaboration and empathy. And we've seen the results. Connections made during earlier challenges have already led to tangible outcomes in the form of partnerships that are affecting meaningful social change.

The FY2025 challenge expanded its reach to 15 cities across the globe, up from 12 the previous year. This growth reflects the increasing interest in fostering in-person connections around some of the world's most pressing issues.

# Helping Communities Thrive

## Goal

Align 100% of social innovation investments to United Nations Sustainable Development Goals (UN SDGs) by FY2025

## Progress

**100%** of Steelcase donations were aligned to UN SDGs in FY2025.

## Goal

Increase the creative capacity of 100 organizations by FY2030

## Progress

In FY2025, **91** organizations joined our Better Is Possible Design Challenge. We have exceeded our goal, working with **285** since FY2021.

## Goal

Design learning opportunities into our community partnerships by FY2025

## Progress

In FY2025, **1,538** participants registered for seven learning engagements globally. These learning sessions included keynote speakers, webinars and workshops.



### Building Community Roots in the Rainforest *Kuala Lumpur, Malaysia*

In the heart of rural Malaysia lies the Belum-Temengor Rainforest. The Pulau Banding Foundation (PBF) guards the forest's biodiversity and the Indigenous people who call it home. The partnership began when Steelcase Kuala Lumpur Changemakers and PBF staff members took part in our FY2024 Better Is Possible Design Challenge. The workshop's focus that year was on climate action through community-driven solutions. One idea stood out: supporting the Indigenous communities of Belum-Temengor by amplifying the sustainability already rooted in their traditions.

The local Changemakers team hosted a fundraiser to raise money for school uniforms for the children, purchased from the community itself to ensure the support stayed local. More recently, a group of Changemakers set out on a three-day visit to the forest to understand the difference they could make on the ground. Their aim was to deepen their understanding of the rainforest ecosystem, foster community engagement with Indigenous residents and support PBF's mission.

During the trip, Changemakers delivered hygiene products and school supplies, assisted with cleanups and shared guidance on waste management systems. The partnership didn't stop there, as plans are in motion to install water tanks and piping systems to provide increased access to clean water.

The rainforest's heritage lies not just in its age or biodiversity but also in the unity of the people who come together to protect it.

### Empowering Young People to Lead *Berlin, Germany*

The European Youth Parliament (EYP) offers a platform for civic education, intercultural encounters and the exchange of ideas — run by young people, for young people. Their mission to empower a generation of informed, open-minded and active citizens who shape society and drive impact appeals to Steelcase Learning Consultant Valeriya Boyko, who volunteers with EYP. Valeriya applied for a Better Futures Community Changemaker Grant, a program providing funding for social impact projects that are important to employees. EYP was awarded with a grant to support its training academy program. The academy enhances leadership, public speaking and facilitation skills so the trainees can become trainers, all while fostering a culture of continuous learning and civic engagement.

*Kuala Lumpur Changemakers arriving to Belum-Temengor*



## Helping Communities Thrive

### Goal

Build a globally scalable Steelcase Changemaker model by FY2025

### Progress

**41** Changemaker teams were responsible for **72** Changemaker projects globally in FY2025.

### Goal

Activate Better Futures Community partnerships in every Steelcase location by FY2030

### Progress

In FY2025, we activated **186** partnerships in **35** of our **72** global locations with **136** community partners.

### Goal

Provide Changemaker Grant funding for 100 employees by FY2025

### Progress

In FY2025, **34** Steelcase employees received Changemaker Grants for organizations they volunteer with totaling **\$41,600**. Since the program began in FY2022, **88** employees have received grants totaling **\$123,758**.



**Deepening Community Bonds***Monterrey, Mexico*

TECHO provides access to housing and basic services and their mission is “to build a society without poverty in Latin America.” Since 2018, Steelcase Changemakers Monterrey has partnered with them, donating funds and mobilizing volunteers. Their work together now includes a co-designed series of trainings where employees share expertise to help TECHO amplify its impact. For one such session, Steelcase sales director Jose Simancas hosted a sales pitch activity. Jose was so inspired by TECHO’s work that he became a board member. Together, TECHO and the many Steelcase employees who’ve joined along the way are building a stronger, more connected Mexico.

“Joining TECHO Mexico’s Board has been both a privilege and a strategic opportunity to bring Steelcase’s experience and connections in the industry to the table. I am proud to help this incredible organization drive tangible and lasting social impact, benefiting people and the planet.”



**Jose Eugenio Simancas**  
Director, Sales



*Custer, Steelcase and Special Olympics Michigan project members gather at the Inclusion Center*

**Creating Community Outreach With Dealers**

Across North America, our Steelcase Dealer Network gives time and resources to support their communities. Their generosity helps us make a larger impact, together.

**Custer, Grand Rapids, Mich.**

Custer partnered with Steelcase and Special Olympics Michigan to help design a sports and inclusion center for people with a wide range of disabilities. This space celebrates and fosters collaboration among nonprofits dedicated to disability inclusion. True to its mission, Custer views this project as a powerful expression of its long-standing commitment to the community.

**Heritage Office Furnishings, Vancouver, BC**

Heritage takes a fresh approach to strengthening its community. Last year, they planted a tree for every visitor to their showroom rather than giving merchandise that might end up in a landfill. This effort totaled 1,350 trees, turning everyday meetings into an investment in the environment. It’s a simple, thoughtful way they’re making sustainability part of their culture.

**Helping Communities Thrive****Charitable Giving**

**\$2.7** million from Steelcase donations, community partnerships and employee donations to United Way

**\$7.7** million from the Steelcase Foundation, a separate 501c3 nonprofit

**\$10.4** million total in FY2025

**Goal**

Provide platforms for employees to volunteer by FY2030

**Progress**

Our online platform makes it easy for employees, retirees and board members to engage in volunteer opportunities and donate to causes. In FY2025, Steelcase employees contributed **15,635** volunteer hours. Since 2021, employees have logged **77,905** hours toward our goal of **100,000** by FY2030.

**Goal**

Promote community engagement through our dealer channel

**Progress**

This year, our North American dealers donated more than **\$3.6** million to charitable organizations and completed over **3,000** hours of community service.



# Fostering Inclusion

We create a culture where our employees, partners and customers can feel seen, heard and valued.

We work to foster inclusion by ensuring fairness and access to opportunity in our talent practices, designing for inclusion across our culture, supporting wellbeing and cultivating learning for all employees. We strive to create great work experiences where everyone can do their best work. We do this by building strong teams through inclusive talent attraction strategies and skills-based hiring practices. Our people, business and communities thrive when employees grow and develop in their careers, which is why we're dedicated to ensuring access to opportunity for everyone. And we empower employees to help us make spaces where everyone feels welcome.

## How It Creates Community

Fostering inclusion leads to communities where everyone can contribute meaningfully and thrive. Our Core Values and rich history of human-centered design provide a foundation for making space for all. By co-designing with our employees, customers, dealers and community partners, we create work environments that help the world work better.





## Building Strong Teams

Our recruitment strategies and skills-based hiring practices are designed to attract top talent while also promoting fairness and transparency. We actively build talent networks across the globe to attract and engage talent across cultures, skills, abilities, experiences and more. We build strong teams through continuous learning and leadership enablement.



## Shaping Futures Through Internships

Interning with us means more than gaining experience — it’s about becoming part of a community to learn from each other and grow. From day one, interns work alongside experts across disciplines on projects that support our mission to help people work better. Their experience includes collaborative meetings, interaction with leaders and final project presentations.

We strategically recruit from over 20 universities across the U.S. for our intern and co-op opportunities, enabling us to attract a wide-range of talent to our program. We proudly include, on average, students from 25 unique colleges and universities each year. Our goal is to provide greater access to opportunity for all and to inspire students to reach their full potential.

### Steelcase U.S. Summer Interns

	FY2025
<b>Gender</b>	
Women	47%
Men	43%
Did not disclose gender	9%
<b>Race and Ethnicity</b>	
All minority groups	49%
White	43%
Did not disclose race	8%

Summer interns totaled 76 in FY2025.  
Gender percentages do not add to 100% due to rounding.

## Building Strong Teams

### Gender Representation Globally

Hourly: **22.5%** women; **77.5%** men  
Salaried: **48.5%** women; **51.5%** men  
STEM Roles: **34.3%** women; **65.7%** men

New Hires	Hourly	Salaried
Women	11.7%	52.6%
Men	83.3%	47.4%

U.S. Race and Ethnicity	Hourly	Salaried
All minority groups	47.6%	15.9%
White	52.4%	84.1%

Employees Hired in FY2025	Hourly	Salaried
All minority groups	58%	19.4%
White	42%	80.6%

Workforce Percentage by Age Group Globally	Hourly	Salaried
Under 30	26.6%	20.7%
30-50	45.3%	53.7%
Over 50	28.1%	25.7%

All minority groups includes: American Indian or Alaskan Native, Asian, Black or African American, Hispanic or Latino, Native Hawaiian or Pacific Islander; Other and Two or more races, as reported by the U.S. Equal Employment Opportunity Commission (EEOC)

## Transforming How We Hire

We're rethinking how we hire by focusing more on people's potential — their strengths, interests and what really motivates them — rather than just their past job titles or degrees. Our skills-based hiring approach helps us spot capabilities and match people to roles where they're more likely to succeed. It's good for teams and good for our business.

This approach is based on applying evidence-based selection methodology, which involves making hiring decisions that rely on data and research to identify the most qualified candidates. We've updated our hiring process and redefined the recruiter's role to reduce potential bias and improve outcomes. We're also expanding the tools in this framework to teams outside of Talent Acquisition. And it's working — baseline surveys show 96% of employees said they felt like a strong fit in their new role after 180 days, and 50% of hiring managers agreed. These early results give us a strong starting point as we work to ensure new employees integrate smoothly with their team and our culture.

By focusing on skills, data and potential, we're creating a more transparent and consistent hiring experience that opens doors to a broader range of talent and strengthens our workforce.



## Problem-Solving With a Shared Framework

Strong teams thrive on mutual accountability, continuous learning and empowered decision-making. Our Critical Thinking Model (CTM) supports teams by providing a structured approach to solving problems. As our shared business language, this framework fosters consistent, high-quality collaboration.

Benefiting from strong executive support, our learning consultants in Europe and Asia Pacific have leveraged the CTM Activation Kit to bring the model to life through individual and group assignments that build and hone skills. These experiences enhance individual performance, improve team effectiveness and contribute to creating an environment where learning is expected, valued and celebrated.

## Pacing Sales for Success

Sales careers often have a significant learning curve in the beginning. Our PACE program in the U.S. and Canada is designed to give early-career professionals tools, experience and support to succeed through a mix of on-the-job learning and structured training. Over six months, participants build confidence, sharpen their skills and prepare to hit the ground running. PACE is more than just training — it's truly a launchpad. Upon graduating, these new sales associates step into their roles equipped with an ability to connect with people, think strategically and bring fresh ideas to the table.

*2025 PACE cohort members*



**“PACE is a key investment in our talent and an example of growth, learning & teamwork.”**



**Amy LaLonde**  
Sales Enablement  
Program Manager



## Ensuring Access to Opportunity

When people grow, our business and communities thrive. That’s why we’re committed to providing employees with the opportunity to build their skills and advance their careers.

We foster a culture of curiosity and continuous learning, and encourage every employee to actively partner with their leaders to build development plans. We offer a wide range of resources for our employees to support career development. Learning isn’t just encouraged — it’s expected, valued and celebrated by all.



## Ensuring Access to Opportunity

We work to ensure all employees have access to learning and development opportunities so they can advance in their careers.

### U.S. Race and Ethnicity

#### Hourly

Leaders  
**32.6%** all minority groups  
**67.4%** white

#### Salaried

Top Executive Positions  
**0%** all minority groups  
**100%** white

Senior Management  
**12.9%** all minority groups  
**87.1%** white

Director-Level Management  
**11.1%** all minority groups  
**88.9%** white

All Other Salaried Employees  
**17%** all minority groups  
**83%** white

*All minority groups includes: American Indian or Alaskan Native, Asian, Black or African American, Hispanic or Latino, Native Hawaiian or Pacific Islander, Other and Two or more races, as reported by the U.S. Equal Employment Opportunity Commission (EEOC)*

### Pay Equity Analysis

Steelcase women in all locations earn **\$0.99** for every **\$1.00** earned by Steelcase men in similar roles with similar qualifications (compared to the PayScale benchmark of \$0.99).

### Gender Representation Globally

#### Hourly

Leaders  
**12.5%** women  
**87.5%** men

#### Salaried

Top Executive Positions  
**37.5%** women  
**62.5%** men

Senior Management  
**32.9%** women  
**67.1%** men

Director-Level Management  
**38.2%** women  
**61.8%** men

All Other Salaried Employees  
**51.3%** women  
**48.7%** men



*Butterfly Journey participants*

“The Butterfly Journey is more than a program — it’s a testament to Steelcase’s commitment to inclusion, equity, and the belief that when women rise, communities thrive. And it’s just one chapter in the growing story of the Women of Steel.”



**Priti Patil**  
Human Resources  
Manager

### Women of Steel Take Journey of Development

Launched in 2022, Women of Steel was born from a bold vision: empowering women at our Pune, India plant to step into manufacturing roles traditionally held by men. This culturally significant effort opened doors to opportunity, leadership and growth. The intentional efforts even led to the Steelcase Series® 1 chair being made entirely by women in Pune.

Building on that momentum, our Steelcase team in the Asia Pacific region introduced the Butterfly Journey, a three-month development program designed to help women realize their full potential — personally and professionally.

Rooted in the belief that growth comes from challenge and impact, the program combined learning sessions, mentorship and peer support. It provided participants with new tools, fresh perspectives and a chance to build strong networks. At the heart of it was the “Cocoon to Butterfly” phase — a time for reflection, self-discovery and breaking through old limits. The goal was to help women emerge with renewed purpose, while creating a pipeline of resilient talent at the Pune plant.

The event culminated in a graduation ceremony, during which participants shared stories of transformation — quiet moments of growth, bold leaps forward and newfound confidence. We celebrate those victories and recognize the ripple effect this kind of empowerment creates for us and for the communities we serve.

### Mentoring Future Leaders

The Aware Mentorship Program builds visibility for individual contributors who are committed to their development and have aspirations beyond their current role. Participants are matched with a sponsor, and pairs meet regularly throughout the 4-month program. Sponsors provide guidance, help participants expand their networks and advocate for new opportunities.

This year, we completed the sixth cohort of the program, with 119 employees across 12 countries participating. Participants and sponsors find the program valuable — 98% said they would recommend it and felt the quality of their match was either very good or excellent. Since the program launched, we’ve seen participants in mentoring programs like Aware are two to three times more likely to experience a career growth opportunity, compared with other employees.

Sugei Lopez, who participated in Aware, shares, “My mentor didn’t just offer advice — he opened doors. He helped expand my network and even set up strategic one-on-one meetings that made a real difference in my journey. Although the official program has ended, our mentorship continues. To this day, whenever I need guidance or just someone to talk to, he’s my go-to person.”



## Advancing a Culture of Inclusion

We empower employees to lead, connect and create change. Through valuing our differences, listening and learning and championing inclusion, we actively seek employee feedback and redesign systems to reflect a wide range of perspectives.

*Young Professionals Business Inclusion Group members talk with Allan Smith, president, Americas, during a listening session in Grand Rapids, Michigan*

## Finding Community at Work

We invest in and support employee-led Business Inclusion Groups (BIGs), which play a vital role in driving progress and expanding collaboration across regions. Their efforts help signal inclusion and strengthen culture and communities within — and beyond — Steelcase. Rooted in authenticity, empathy and respect, BIGs are open to all employees and create space for dialogue, learning and shared purpose. They also provide insights, innovation and inspiration for our partners, customers and the diverse range of communities our BIGs serve.

## Business Inclusion Groups of Steelcase

**ADAPT** aims to build a community of empathy, learning and support for all who are impacted by disability.

**BeBIG** (Black Experience Business Inclusion Group) creates a platform for Black employees and allies to build a culture of equity and authenticity.

**Changemakers** is a global network of employee-led social impact groups supported by our Better Futures Community.

**Gaming Community** celebrates play in all forms, creating community through gaming.

**GEN** (Gender Equity Network) strives to confront unconscious bias to create a diverse and inclusive workplace.

**Inclusion Champions** brings together a passionate network of employees who aim to advance our culture of inclusion.

**La Mesa** connects employees dedicated to learning about and celebrating Hispanic culture.

**Pride** is a global network of employees who celebrate and support LGBTQ+ diversity.

**Steelcase Salutes** creates an inclusive ecosystem for veterans across the company.

**Women of Steel** empowers and creates a support system for women in our India manufacturing plant to hold roles traditionally filled by men.

**Working Parents** offers a meaningful way to connect and share resources among parents and caregivers.

**Young Professionals** creates development and connection opportunities for all employees who want to grow in their careers.





## A Pattern of Pride

Members of our Pride Business Inclusion Group recognized an opportunity to make our annual Pride Month displays more inclusive. This led to the creation of Addition Plus, a one-of-a-kind fabric created to honor and signal support for all members of the LGBTQ+ community.

Developed in partnership with our Designtex Custom Digital Printing Team and Steelcase industrial designers, the textile features addition signs in all the colors of the Progress Pride flag. The pattern creates the visual appearance of a waving flag and never appears the same on any two chairs, symbolizing individuality. This design makes a bold, visible statement that we make space for all and is available for our customers to order for their own spaces.

“Seeing this textile signals a safe, welcoming space — an open invitation to acceptance. For people in the LGBTQ+ community, it means everything to walk into an office, see that chair, and instantly know you belong.”



**Melina Sinigos-Norton**  
Materials Analyst,  
Pride BIG Member





### Serving Those Who Serve

Steelcase Salutes, which supports veterans and their families, is helping sailors aboard U.S. Navy aircraft carriers. By providing privacy pods and applying our design expertise, they created quiet respite areas for sailors to make phone calls to family during long deployments. This is critical for emotional and mental wellbeing according to Nate Kolakowski, co-founder of Steelcase Salutes. “It goes beyond just supporting people in a traditional way. This is at the core of making a human difference.”

*USS George Washington, Norfolk, Virginia*



*Sign language event, Puchong, Malaysia*

### Learning Together in Every Language

During a launch event hosted by our Malaysia manufacturing team, participants learned to introduce themselves in sign language and played games to build empathy by simulating communication differences. The bi-monthly initiative focuses on sign language education and is important because the factory includes a number of deaf employees, enabling coworkers to communicate more effectively. By broadening our perspectives, we can create more inclusive spaces for our teams and our customers.

“We aim to celebrate our employees’ resilience and talents, and to redefine what inclusion truly means. It’s about recognizing the value in every voice and building a workplace where everyone belongs.”



**Fajrul Ain Jamaludin**  
Human Resources  
Business Partner





## Exploring the Black Experience with Power and Possibility

After a year of visioning and planning, our Black Experience Business Inclusion Group (BeBIG) brought their first-ever U.S. summit to life. The three-day event brought 120 attendees together, including community partners, local business leaders and employees from across Steelcase.

Attendees explored the Black experience in the workplace and identified opportunities to break down barriers. Sessions tackled tough but

*Sauda Smith, BeBIG core team member, speaks on stage during the summit*

necessary questions, like how we ensure Black voices are heard in shaping policy and culture.

Breakout sessions and panels sparked reflection and action among participants. Speakers and facilitators brought ideas and encouraged candor, while local vendors and artists infused the event with culture and celebration.

The BeBIG Summit was a powerful catalyst, reminding us that a better future for all starts with honest dialogue and a community willing to show up for one another.

## Create a Culture of Inclusion

We support our employee-led Business Inclusion Groups (BIGs) and departmental inclusion teams and invite them to share their experiences and activities with others. We partner on engagements globally across the BIGs and with employees.

### Business Inclusion Groups

**12** in FY2025

### Employee Engagement in Cultural Learning Experiences

Employees actively participate in a variety of cultural learning experiences. Events held over this past year attracted employees to come together for both in-person and hybrid learning opportunities to foster inclusion.

**2,253** employees participated in at least one experience in FY2025.

There were **100+** cultural learning experiences offered in FY2025.

### Employee Voices Survey

Salaried employee perceptions of organizational inclusion remained highly positive, showing no significant shifts from the prior year.





# Designing For Inclusion

Inclusive design engages people with different lived experiences to create workplaces where everyone can do their best work.

Inclusive design considers the full spectrum of human diversity, including people's conditions, experiences, abilities, language, culture, gender and age. Building on our long-standing history of human-centered research and design thinking, we apply this approach by considering everyone's needs and then co-creating spaces with the people who will use them. That ensures our understanding of inclusive design is shaped through meaningful partnerships that prioritize empathy and understanding.

The process then continues with a dedication to inclusion, listening and evolution — a journey of learning we share with partners and customers through collaborative webinars, co-creation initiatives and global partnerships. By designing with the community, we encourage people to express their lived perspectives, and in doing so create an equitable experience for everyone.



## Designing a Community for All

In collaboration with Better Futures Community partner, Disability Advocates of Kent County (DAKC), and our ADAPT Business Inclusion Group, our inclusive design core team hosted a series of accessibility tours at our offices in Grand Rapids, Michigan. Employees learned to design *with*, not *for*, DAKC's test pilots — individuals with disabilities who offer real-time feedback on workspaces.

Accessibility is about navigating a world that often overlooks those with a disability. The tours uncovered subtle but significant insights, including observations about seating that isolates, slopes that hinder mobility

and awkward carpet or table placement. Our product development teams are taking action by ensuring people with disabilities are included in usability testing.

The test pilots found the tours validating. "You get used to adapting to a world that wasn't built for you," Vicky Schmidt, a paraplegic and longtime test pilot, says. "But at Steelcase, they don't just listen — they ask for more."

True accessibility creates a range of spaces where everyone feels welcome, helping foster community. Our work with DAKC is part of a growing movement to understand and evolve inclusive design principles.

# Making Space for Well Beings

Genuine care and investment in our people's physical, emotional, mental and financial health is a cornerstone of Steelcase culture.

Whether supporting someone through a complex medical issue, providing resources for recovery or helping people navigate economic turbulence, we believe 'well beings' are at the heart of a healthy and resilient organization.

We've led with an embedded wellbeing strategy for nearly a decade. Today, it remains central to how we care for our people and shape our culture. We recognize that the value of investing in wellbeing is clear and significant for long-term growth amid ongoing uncertainty. Being physically, mentally and emotionally healthier reduces healthcare costs and helps everyone be more adaptable to change.

Focusing on wellbeing helps us build trust, strengthen culture and create a sense of community within Steelcase. We listen to our people and use their feedback to shape supportive environments. Because our approach is grounded in research, we share what we learn and apply those insights to our designs, benefiting both our teams and our customers.



## Our Comprehensive Wellbeing Approach

A strong focus on wellbeing is key to supporting our people — it's not just a nice-to-have. Our approach has long centered on five essential dimensions: physical health, mental and emotional wellbeing, strong relationships, meaningful work and financial stability. This year, we strengthened our approach by better connecting these dimensions with what employees tell us they need. That helped us expand programs, reduce stigma and improve access where it was most critical. For example, we're growing mental health support and financial wellbeing programs due to increasing global uncertainty in those areas. By listening more closely and taking quick action, we're making wellbeing more relevant, available and meaningful — so it truly supports people in the moments that matter.

We're using more comprehensive approaches that combine coaching with personal growth

and stress management. We recognize that actively tracking burnout, psychological safety and feelings of inclusion can help shape our workforce strategies. We continue to build programs sensitive to cultural differences to make sure they resonate with diverse identities and cultures.

When our people are healthy, our company is healthy. According to research from BSR, a sustainable business network and consultancy, organizations that focus on team member wellbeing achieve higher profitability, lower absenteeism and faster recovery during crises. "Wellbeing is woven into everything we do at Steelcase," says Gary Strehlke, Talent Futures manager. "It leads our global research, it's reflected in our Core Values and it's important to our employees. It's central to the impact we have on the communities where we live and serve."



Wellbeing Champions Support Mental Health

We continue to evolve and expand a global community of Wellbeing Champions. These passionate leaders are committed to helping local employees access resources, boost program engagement and identify gaps.

In Monterrey, Mexico, our team has gone a step further and signed onto a coalition of organizations to form the Network for Mental Health, Monterrey Chapter. The goal is to reduce the stigma of seeking mental health services in the community. Team members participate in forums to share best practices, champion mental health in the business community and continue to create programs for our employees.

Through our global Employee Assistance Provider (EAP) program and network of wellbeing champions, we are able to support employees in need. While we continue to expand our EAP program and work to ensure more employees are aware of it, usage remains above our goal, averaging 7% globally this year. Our U.S. utilization for the year was 12%, well above the 3–6% average (a widely cited industry benchmark). The majority of employees leverage our EAP for mental health services, including anxiety, stress and grief.



Steelcase and partner organizations sign a commitment to the Network for Mental Health, Monterrey Chapter

“Mental health is a highly relevant topic in our community and a stigmatized topic in our country. But we are convinced our business can contribute in a positive way to bring mental health to light.”



Mara Mier  
Human Resources  
Business Partner

Safety First

Our commitment to the overall wellbeing of our employees is critical, which is why ensuring their physical safety while on the job is a top priority. To minimize work-related injuries, we adhere to rigorous safety protocols in our global manufacturing and distribution facilities. Our Injury Frequency Rate is well below the industry average of 3.0.

	FY2023	FY2024	FY2025
Asia Pacific	0.39	0.09	0.09
Europe, Middle East and Africa	0.64	0.67	1.06
Americas	1.71	1.25	1.41

The Injury Frequency Rate indicates how many injuries occur in a year per 100 full-time employees.



# Learning Better Together

We adapt and grow most when we think critically and creatively together. We're led by curiosity and continuously listen, learn, research and collaborate to build better solutions. It's how we innovate.

Acquiring new skills is essential for staying ahead. From company leaders to new hires, knowing where to find learning opportunities and who to ask for help ensures long-term success in both work and personal growth. By learning and improving together, we develop a shared sense of purpose and belonging, strengthening our teams and driving the organization forward.

This year, we set out to build on what we've already started by helping more people discover and use the learning tools available at Steelcase. Our goal was to make it easier for employees to pick up new skills and work more effectively. Having access to the right resources is key to staying flexible and ready for what's next.

A collective effort to learn builds trust, strengthens relationships and creates a culture where everyone feels valued and connected.



## Growing as a Learning Organization

We foster an environment where everyone expects, values and celebrates growth and learning. To do this, we introduced new habits and practices globally to improve learning behaviors.

We share essential learning updates and highlights in a monthly blog and celebrate the most engaged learners and leaders. We meet learners where they are, with the ability to connect people with easy-to-use resources like getAbstract, a service that provides concise summaries of books, articles and podcasts in a 15-minute format.

In FY2025, 33% of salaried employees participated in career development courses and training. Across the full population, employees spent an average of 2.8 hours on training throughout the year.

Looking forward, we're creating a strategy to support leaders at all levels — from first-time managers to senior executives — to help them grow. The aim is to accelerate performance and achieve results through transformational behaviors. It's also critical for developing a strong leadership pipeline within Steelcase. With the rapid pace of change, leveraging these resources has been crucial for adaptability, innovation and growth.





“We believe when our people grow, our business grows. People need to know we care and want to support their development. We must continuously invest in our talent to stay ahead during a time of rapid change.”



**Lynnette Collins**  
Director, Global Learning  
and Development

### Leveraging Learning Tools

More employees are using our Career and Development Conversation Guide, which prompts meaningful discussions based on current business needs. Every employee is encouraged to build an individual development plan to set goals and actions in line with their career aspirations.

Engagement in tools like getAbstract, LinkedIn Learning and the Critical Thinking Model has risen significantly, helping us do business more effectively.

Our people use LinkedIn Learning for various content needs and to set personal upskilling goals. Over the past year, we saw user adoption increase by 18%, with 4,750 users activating their license and 970 establishing a career goal in the hub. Usage of AI-powered features in LinkedIn Learning grew tenfold. Our use of getAbstract increased by 13%.

After the global launch of an activation kit for the Critical Thinking Model (CTM), views of the support tools soared, making them some of the most sought-after assets available within our learning ecosystem. As a result of activating the CTM, employees are reporting improved clarity and structure in advancing their work, as well as stronger collaboration and greater confidence in decision-making.

### Providing Personal Impact Coaching

Steelcase Impact Coaching helps employees track their performance and growth by focusing on what matters most to them in their work and careers. Leaders and employees use tools like the Conversation Guide, Individual Development Plan and Alignment Check-ins to support open, ongoing conversations about goals and development. These tools make coaching more meaningful and help people take charge of their growth. That ownership helps drive productivity and deliver better outcomes for our business.

The impact of these coaching sessions combined with the learning tools we offer is reflected in responses from our annual Employee Voices Survey, which measures employee perception and experience. In FY2025, the percentage of employees who said they identify with the following statements helps us identify areas of strength and opportunities for improvement.

**76%**

I know where to access resources that help me with my development and career advancement.

**73%**

Day-to-day I have opportunities to build my skills at work.

**72%**

I have regular opportunities to contribute to the development of others.

**68%**

Steelcase provides me with the necessary tools and resources to manage my development and improve my skills.



# Acting With Integrity

We act with integrity by rigorously implementing programs and policies rooted in our Core Values and ethics, which guide our choices.

We promote integrity by giving employees consistent training for cybersecurity and ethics, offering safe ways to report concerns and expecting partners to follow the same ethical standards. We also trust the people closest to the work to make the right decisions. Our global training programs help everyone act responsibly and with confidence.

## How It Creates Community

Strong principles of integrity help build a workplace community by fostering trust, empowering ethical decision-making and creating a safe, respectful environment where everyone feels valued and accountable.



### Recognition and Validation

We are proud to be recognized continuously as a leader in creating better futures for people and the planet. This year our awards included\*:

#### EcoVadis

Gold Rating  
Top 5% globally

#### CDP

Supplier Engagement Leader  
B rating for climate change disclosure

#### Points of Light

The Civic 50

#### Human Rights Campaign Corporate Equality Index

Perfect Score U.S. and Mexico

#### Fortune

World's Most Admired Companies

#### Newsweek

Most Trustworthy Companies in America  
America's Most Responsible Companies  
America's Greatest Workplaces for Women

#### Forbes

Best Large Employers  
Best Employers for Diversity

#### VETS Indexes

3 Star Employer

#### Michigan Veterans Affairs Agency

Gold-Level Veteran Friendly Employer

#### USA Today

America's Climate Leaders

#### NASPO

Environmental Impact Award

*\*None of these references "should be interpreted as" (or, "are") an endorsement or sponsorship of Steelcase.*





## Our Commitment to Fairness

We believe everyone deserves to be treated with respect. We focus on talent strategies and practices that promote fairness.

We stay close to these ideals by intentionally exercising our commitment to acting with integrity as a core value in everything we do.

If someone feels they've been treated unfairly or discriminated against, we make sure they have a safe way to speak up and get support.

All employees have a responsibility to uphold our Core Values. We conduct an annual Global Business Standards employee training to ensure everyone understands and follows our ethical guidelines. This helps us spot areas where more training or support might be needed. This year, 98% of all employees completed the Global Business Standards training. We also provide anti-bribery training to teach employees how to recognize and avoid unethical behavior, like bribery or corruption, and to ensure they follow international laws. Together, these efforts help build a strong culture of integrity and responsible business practices.

### Speaking Up For What's Right

We encourage everyone to speak up if they see or experience something that goes against our policies or Core Values. To support this, we offer a variety of training courses and reporting channels. Our Global Harassment Prevention Policy makes it clear we have no tolerance for misconduct. We also offer training to help employees understand what harassment looks like and how to respond to it. Our Global Human and Labor Rights Policy aligns with international human rights standards to ensure everyone is treated fairly and with dignity. Anti-bribery and conflict of interest training is required for certain employees and we ensure that all employees understand how to recognize a potential conflict and report it.

Employees can use our Steelcase Integrity Helpline to report a wide range of topics, including employee relations, policy violations, security, financial fraud and more. We investigate all reports and act when we find unacceptable behavior. Transparency is essential when outside relationships or business activities could influence our work.

Our other outreach channels include:

- Our Open Door Policy
- Team member roundtables with senior leaders
- One-on-one meetings
- Impact coaching sessions
- Employee surveys
- Access to HR, legal or internal audit business partners



### Extending Our Values to Our Suppliers

Our Supplier Code of Conduct is rooted in our Core Values. This agreement lays a strong foundation for lasting partnerships with our network of reputable suppliers, ensuring trust, reliability and consistent standards for our customers. We require suppliers to comply with fair labor practices, respect human rights and provide safe and healthy working conditions across their entire value chains. We encourage environmental responsibility and prioritize responsible sourcing of materials and minerals.

We've taken important steps to strengthen how we manage risk and promote accountability. We're using new software to add measurable data to our code of conduct and contract compliance, helping us screen for risk more effectively. We've also implemented a data governance platform to continuously monitor suppliers against the Dow Jones risk index. We publish a transparency report focused on child and forced labor risks. And through our annual supplier forum, we've created a space to openly share our governance priorities — something our suppliers have told us they find valuable.



# Leading Through Change

We invest in building strong and resilient leaders and teams by enhancing and customizing our learning opportunities.

The pace of change in today's business world is faster than ever, and organizations must be able to adapt quickly. The pressure is on leaders to guide their teams through constant shifts. That is why we believe it's important to support our leaders, not just to manage change but to help their teams stay resilient and remain focused.

When leaders are engaged and have the right tools, knowledge and support, they're better prepared to steer their people through adversity. That kind of leadership brings clarity, builds trust and helps teams stay connected — even in uncertain times.



## Equipping Everyone to Lead

In FY2025, we launched a global program to help employees lead through change. It begins with a module on leading yourself through change, and follows with a course on leading others so your team feels supported during periods of disruption. Over 500 people participated, and 94% said they walked away with practical tools and clear next steps to support others.

Employees are encouraged to provide ongoing feedback about their leaders. Through that feedback loop over the past three years, we have seen the number of highly effective leaders increase, while the number of less effective

leaders declined. The top three strengths our leaders exhibit, according to employees, are in the areas of psychological safety, empowering employees and teams and recognition. These all reflect how leaders live our Core Values.

Looking ahead, we're rolling out a strategy to grow effective leaders at every level — from new managers to senior executives and their successors. This strategy focuses on three areas: helping leaders succeed quickly in new roles, developing leaders who consistently deliver results and building a strong internal pipeline by making leadership development a shared responsibility across the company.



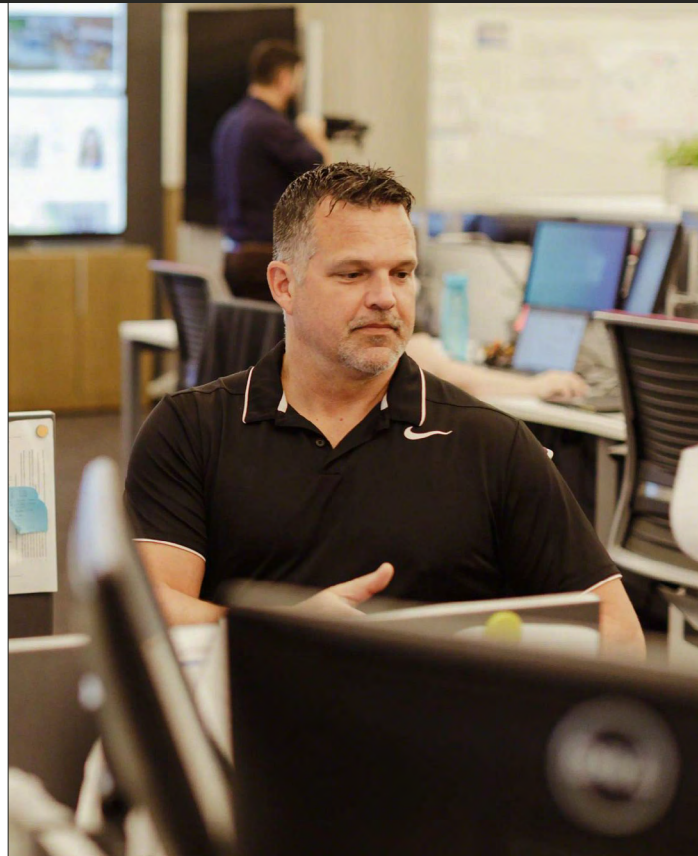
## Our Cybersecurity Commitment

Protecting our data and that of our customers and partners requires vigilance and a continuous focus on enhanced cybersecurity.

Cyber threats are becoming more frequent and sophisticated, while the growing use of AI is creating security complexities in the technology landscape. This year, we made major strides in cybersecurity — from launching a Security Operations Center in Monterrey, Mexico, to rolling out a company-wide password manager. We have published guidelines for the responsible use of AI, not only for ourselves but also for our dealer community.

“We’re living security — we’re not just checking a box,” says Barbara Heimstra, Steelcase consulting IT security analyst. “This commitment is reflected in the year-over-year improvement of our Center for Internet Security score, a self-assessment which measures cybersecurity best practices and exceeds the average for our industry.”

Protecting data, ensuring fairness and promoting ethical use create a safe and trustworthy digital environment where people can connect, collaborate and share openly.



“As we integrate AI into our operations, responsibility and security must be foundational. It’s not just about building smart tools — it’s ensuring they’re built and used ethically, with the right data, and in ways that reflect our values.”



**Jorge Lozano**  
Director, Information Technology

### Strengthening Internal Controls

We’ve continued to strengthen cybersecurity across our operations. Firewalls are in place at every plant, and we have implemented a new program to detect and fix software vulnerabilities. Security for acquisitions has improved through updated assessments and training, and we continue to protect customer payment data with third-party certification.

To stay ahead of threats, we run regular third-party penetration tests on our custom tools. Over 100 developers have been trained in secure coding, which is now being applied across 1,100+ applications. Plus, our cybersecurity team stays current through ongoing training and certifications. But it’s more than just our professionals tasked with keeping our data safe — it takes all of us. Company-wide participation in monthly security awareness training rose from 75% to 99% in FY2025.

### Maintaining Safety with AI

AI is rapidly reshaping the world of work. Our approach responsibly embraces AI to empower people, enhance the work experience and evolve the places where work happens.

We encourage the use of AI tools that have been vetted and approved by our IT Asset Management Team. Unvetted tools can put sensitive information at risk, so we ask employees not to integrate third-party tools and to report security concerns right away. Our goal is to harness AI’s benefits while keeping our organization safe and secure. Our IT Governance Team oversees the use of AI and ensures it is guided by transparency and accountability.



# Our Path to Net Zero

We're committed to a net-zero future,  
transforming our business to make a lasting  
impact at work and in the world.





# Our Commitment to Net Zero

In FY2025, we announced our commitment to a net-zero future by 2050. To achieve this ambitious goal, we are making changes now.

That means eliminating over 90% of our carbon emissions across our value chain by 2050.\* Our actions are rooted in science and aligned with leading businesses and world governments. The Science Based Targets initiative (SBTi) validated our plan to reduce our carbon emissions at the rate required to achieve the goals set out by the landmark 2015 Paris Agreement. It's a significant undertaking that doesn't just happen — it's built, choice by choice, action by action, every single day.

To get there, we're making changes across our entire company, from how we design products to the way we power our buildings and how we transport goods around the world. Steelcase was the first company in our industry — and is still the only — to publish an actionable net-zero transition plan, which transparently shares how we aim to reach our goal. Now, we're making significant strides toward achieving it.

\*From FY2020 base year

## Progressing Toward Net Zero With Purpose

Imagine a future where the air is cleaner, forests are thriving and communities are healthier and more resilient. That's the kind of future we're working toward every day.

We're working to accomplish this by reimagining our business in three significant areas: the products we make, how we make them (our operations) and how we deliver them (our transportation).

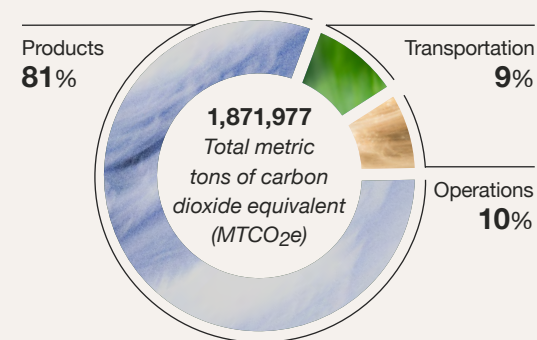
Our transition plan requires a multi-pronged approach based on a critical near-term goal: cutting our scope 1 and 2 emissions in half by 2030.\* It's a bold target, and we're moving with urgency and intention to meet it.

In our operations, we're using more renewable energy and finding innovative ways to cut waste. We're rethinking transportation — from deliveries to business travel — to increase efficiency and sustainability. And because products are our biggest source of emissions, we're designing with circularity in mind and choosing and using materials responsibly.

*On-site solar panels, Rosenheim, Germany*



## Our Sources of Carbon Emissions (FY2020)



We doubled the recycled content in our most popular task chairs in the Americas, with an average 35% embodied carbon reduction across the portfolio. We launched new services like Circular by Steelcase: Remade to keep more products in use and out of landfills. And we're partnering with suppliers to help them set science-based targets — because we know we can make a bigger impact, together. These all add up to positive proof that every decision we make today is helping us build a more sustainable future for our business and customers.

The reality of climate change demands bold choices and decisive action. We're committed to working with our customers, suppliers, partners and communities to build a more resilient future for everyone. Net zero is where we're headed. Cutting scope 1 and 2 emissions 50% by 2030\* is a first step to getting there. We believe better is possible.

*Our net-zero baseline (FY2020) emissions have been recalculated from the previously reported figures to reflect improvements in data quality and calculation methodologies. This increases the accuracy of our emissions inventory and enhances our ability to track progress toward our target.*





# Reducing Our Carbon Footprint

Our goals are to rapidly reduce carbon emissions from our operations, help suppliers set industry-leading reduction targets and design products with lower embodied carbon.

We're working toward our near-term operations targets by improving energy efficiency and reducing waste. New tools help us better track and manage our emissions data. We're also taking action across our top-selling products to make choices that reduce embodied carbon.

Our roadmap supports decarbonization across our entire value chain, and we work closely with our suppliers to help them set science-based targets. As we work on reducing our carbon emissions, we continue to invest in high-quality carbon credits and offer certified CarbonNeutral® products for our customers. These efforts are helping us prepare for the future while driving meaningful impact today.

## How It Leads Us to Net Zero

We reach net zero by cutting the emissions we control (scopes 1 and 2) and shrinking the ones we influence (scope 3). Every step we take to reduce our carbon footprint moves us closer to net zero.

## Reducing Carbon Emissions

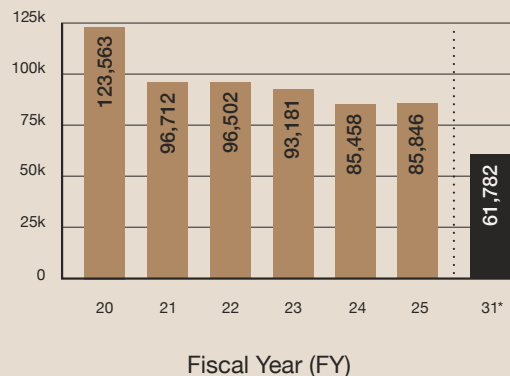
### Goal

Reduce absolute emissions from our own operations 50% by 2030 (FY2031)

### Progress

**31%** reduction achieved from FY2020-FY2025. Our energy-efficiency metrics are ahead of our original forecast.

### Scope 1 + 2 Emissions



*\*FY2031 shows our target emissions based on our 50% reduction goal. Emissions numbers are measured in metric tons of carbon dioxide equivalent.*

### Goal

Annually finance carbon credit projects to maintain carbon neutrality for our direct operations

### Progress

**100%** of our scope 1 emissions are offset through our support of verified projects around the world. These deliver carbon emissions reductions and removals beyond our value chain.

### Goal

Annually purchase renewable energy equivalent to 100% of our global electricity consumption for our direct operations

### Progress

**100%** of our scope 2 electricity consumption has been offset by our investment in renewable electricity in every country in which we operate.

### Goal

Reduce emissions from scope 3 fuel-related and energy-related activities, waste generated in operations and business travel by **28%** by 2030 (FY2031)

### Progress

We have achieved a reduction of **37%** from FY2020-FY2025.





*Bassline® tables with tops made from salvaged materials*

## Focusing on the Products We Make

Every design decision is an opportunity to lower embodied carbon and move closer to a net-zero future.

The furnishings and solutions we design for work, learning and healthcare environments represent the largest share of our carbon footprint, especially through the materials we source and how products are treated at the end of use. That's why we focus on choosing and using materials responsibly and designing for circularity.

### Designing for Lasting Impact

To reach our net-zero goal and reduce carbon emissions from products, we're rethinking everything we make. We focus on designing for sustainability throughout the entire product life cycle. We design for circularity in order to make products that last longer and can be easily disassembled and recycled instead of ending up in a landfill. We choose and use materials responsibly, sourcing components that are healthier for people and the planet. Our holistic approach helps us lower the embodied carbon of our products.

For example, in the Americas, we've doubled the recycled content in our most popular task chairs by reimagining every detail through a circular design lens. That includes using materials like recycled plastics and responsibly sourced components, all without sacrificing performance. And we're teaming up with creative partners to turn waste into beautiful furniture — like tabletops made from reclaimed wood, fallen trees and used chopsticks.

**“In nature, there is no waste; everything continues the circle. Humans are the only species that generate waste. We aspire to get to a state without waste.”**



**Michael Held**  
VP, Global Design

## Reducing Emissions from Our Products

### Goal

Reduce embodied carbon of the Steelcase product portfolio

### Progress

We are making progress as a result of many ongoing initiatives:

- **83** Life Cycle Assessments and Environmental Product Declarations have been completed, which consider the full life cycle of each product. This helps product development teams identify opportunities to further reduce carbon footprints.
- A new embodied carbon calculator tool generates real-time data to inform product development about the carbon tradeoffs from choosing one material versus another.
- A new focus on carbon intensity (how many kilograms of carbon are tied to each kilogram of product) as a predictive metric for design decisions enables more proactive planning.
- Exploration projects on materials used in multiple products are underway, to lower embodied carbon at scale.

## Minimizing Our Footprint in Operations and Transportation

We are reimagining how we use energy in our operations through things like investing in higher efficiency equipment, streamlining processes and using data to drive decisions. Working toward net zero has become a core driver of innovation and progress.

*Wool Circle recycled fabric by Camira and Orangebox*



### Stribro, Czech Republic

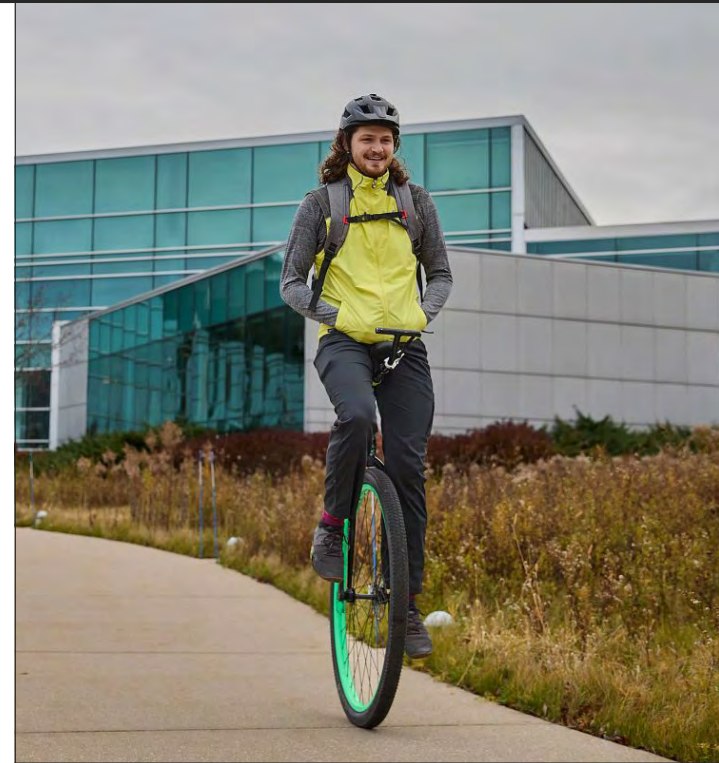
This year, our Stribro plant became the first Steelcase manufacturing facility to reduce carbon emissions by 50% (from the FY2020 baseline), well in advance of the 2030 company-wide target. The local team combined multiple strategies to achieve this milestone, including focusing on efficiency, investing in on-site solar energy and leveraging a cleaner electric grid. This progress further motivates them to deepen their contributions to our net-zero future.

### Kentwood, Michigan, U.S.

Our Wood Plant won a statewide award recognizing significant energy savings following a major upgrade to its laminate production line. As part of the project, the team replaced more than 60 older machines with 25 new, energy-efficient ones. This move led to a 10% drop in energy use and carbon emissions, equal to 1,658 metric tons of CO<sub>2</sub>e (410 passenger vehicles driven for one year).

### Nantgarw and Hengoed, Wales, UK

Instead of sending manufacturing byproducts to incineration, Orangebox, a Steelcase company, is finding new uses for them, collaborating with outside organizations for sustainable results. Orangebox partners with a supplier to have foam scrap recycled into a rebonded foam used in their production. They also work with Camira, a contract fabric provider, on Wool Circle, a textile-to-textile recycling initiative that transforms wool offcuts into high-quality fabric with 50% recycled content. These waste reduction efforts cut carbon emissions while highlighting how circularity can be achieved through collective action.



*Kevin Higby, applications engineer, unicycled to the Grand Rapids office during the carbon challenge*

### Driving Change: Greener Transportation Starts with Us

Changing employee commuting habits is another step we can take on the journey to net zero. We conducted an employee survey this year to better understand current travel behaviors so we can explore alternative, lower-carbon options. To help kickstart the effort, our Young Professionals Business Inclusion Group held a Carbon Challenge to encourage employees to explore transportation alternatives to driving individual cars, including biking, carpooling and public transit. These initiatives help shape smarter, more sustainable commuting strategies for the future.





## Collective Action With Suppliers Drives Progress

Products make up the largest share of our total carbon emissions, which means our supply chain plays a critical role in making substantive reductions. These are part of scope 3, or indirect emissions, which include emissions from the sourcing, creation and transportation of materials we purchase, among other things.

Working with our suppliers is another key step in our strategy to reach net zero. We're proud to recognize the meaningful steps many of our suppliers are taking to cut emissions and operate more sustainably. The following examples feature 2025 Steelcase Carbon Reduction Leaders — suppliers who are committed to accelerating our collective impact through innovation and collaboration.

“Our commitment to reach net zero by 2050 is ambitious, and we know we can't do it alone. Our suppliers are among our most important partners in making it possible.”



**Derek Ludwig**  
VP, Chief Procurement Officer



*Photo courtesy of Kvadrat*

### Partnering for Progress

Shared values and innovation drive progress, as demonstrated by our partnerships with trusted suppliers.

We have an ongoing collaboration with PPG, a supplier of paint and coatings, to use safer materials and implement circular solutions like paint recycling. PPG's broader efforts — like cutting emissions and using more renewable energy — have twice earned them Steelcase Carbon Reduction Leader recognition.

Denmark-based Kvadrat, a global design textile supplier, is committed to a net-zero future and leads in transparency, innovation and eco-conscious design. They've committed to enforce strict chemical standards. They design durable and circular products, offering fabrics with recycled materials and upcycling end-of-use textiles.

When our suppliers take action to be more sustainable, the benefits multiply. Our customers see the impact, and our suppliers' other customers feel it as well, accelerating progress.

## Working With Our Suppliers

### Goal

Partner with 80% of suppliers based on emissions levels to set their own science-based targets by 2025

### Progress

For FY2025, **17.5%** of suppliers based on emissions levels have set targets and an additional **42%** of suppliers based on emissions levels have committed to setting targets.

As we sunset this goal at the end of this calendar year in line with SBTi standards and reflect on our progress, we will continue to partner with suppliers on emissions reduction efforts to reach our long-term net-zero goal.

### 2025 Steelcase Carbon Reduction Leaders

We congratulate our 2025 Carbon Reduction Leaders who have set science-based targets:

3-Form OEM  
A. & H. Meyer  
Asia Specific Enterprises (ASE)  
Bufab  
erform GmbH  
Ivars  
Kvadrat  
Milliken & Company  
Ninkaplast GmbH  
Pfleiderer  
PPG  
Ultrafabrics

## Carbon Neutral Now for a Net-Zero Future

Reducing our carbon emissions is a continuous process, so with the help of carbon credit projects, we offset the emissions we can't immediately eliminate to achieve carbon neutrality each year.

Being carbon neutral means we take responsibility for the emissions from our operations by making progress on achieving science-based reductions and offsetting the rest through high-quality carbon credits and renewable energy. It's a complementary part of our broader net-zero strategy while we work toward deep reductions by 2030 and beyond.

We also offer a portfolio of certified CarbonNeutral® products for our customers to meet their climate goals. At the same time, we're lowering the embodied carbon in our products through smarter design, better materials and improved manufacturing.

The projects we support are carefully chosen for their integrity and impact. From forest conservation in Michigan to clean cooking in Kenya, methane leak repairs in Bangladesh and carbon-storing concrete in North America, these projects reduce emissions and improve lives. They also help scale the innovative carbon removal technologies needed to reach global net zero by 2050.

### Turning Waste Into Worth

In India, one way we are counterbalancing our operational carbon emissions is by financing an innovative biochar project. Biochar is a natural, charcoal-like substance made by heating agricultural waste to high temperatures in a low-oxygen environment. Instead of letting that waste decompose or burn in open fields, it's transformed into something useful. Biochar can be added to soil to improve its health, and it locks away carbon for centuries that would otherwise be released into the atmosphere. Local farmers benefit from crop yield increases through the use of biochar and additional income from the sale of carbon credits. It's a simple, emerging solution that helps remove emissions while supporting communities.

*Farmers processing agricultural waste into biochar*



### Cutting Carbon, Together

This year, our customers contributed to a major milestone — choosing to purchase over 15,000 CarbonNeutral® certified products from us. That equated to more than 2,400 metric tons of CO<sub>2</sub>e emissions removed or avoided — the equivalent of 6.1 million miles driven by a typical gas-powered car. It's a powerful reminder that when customers choose sustainable products, it adds up to real climate impact.

Since launching the industry's first certified CarbonNeutral® product in the U.S. in 2022, we've expanded the reach. We now offer 12 CarbonNeutral® product lines globally, featuring our most popular task chairs and height-adjustable desks to drive the greatest impact at scale. Each product sold supports global projects that reduce or remove carbon emissions, verified by Climate Impact Partners — experts in the voluntary carbon market. The certification verifies that high-quality carbon credits account for the full life cycle emissions of each product — including how it's made, delivered and what happens at the end of use.



## Designing for Circularity

We believe circularity is one of the most powerful ways to reduce the embodied carbon in our products, and we've made significant strides in turning that belief into action.

We're leading the way in circular design by rethinking how our products are developed, sourced, made, shipped and even reused in the future. Thanks to better tools and smarter data, we make more informed decisions while designing products that lead to real, lasting impact. With deep expertise in materials, engineering and design, we're building circularity into every step of our process without compromising the quality, durability or performance our customers count on. And our products are built to last, providing value beyond their first use. We design them to be repaired, reused, remade or recycled when needed, extending their life and keeping them out of the landfill.

### How It Leads Us to Net Zero

By building products that last and offering end-of-use services, we're reducing virgin materials and waste, lowering emissions across the entire product life cycle. Every step we take moves us closer to our net-zero goal.





### Redesigning Seating for Net Zero

This year, we doubled the amount of recycled content in our high-performance seating in the Americas, resulting in a 35% carbon reduction on average across the portfolio. By targeting popular, high-volume products like Steelcase Series® 1 and Leap®, we are reducing our carbon footprint at a greater scale and maximizing the impact of this change.

Our design and engineering teams accomplished this by reimagining our material strategy. We reduced our reliance on virgin petroleum plastics by replacing them with recycled plastics derived from everyday waste, like residential trash, recycled plastic bottles and carpet scraps. This was done without compromising the durability, performance, material health or certifications our chairs are known for.

Circularity is a key strategy to reduce carbon emissions. Increasing the recycled content of our leading chairs represents meaningful progress on the path to net zero. And it lays the groundwork for even more reductions as we take the lessons learned from these changes and begin applying them globally across our entire portfolio, helping our customers meet their sustainability goals.





### Circular by Steelcase: Making an Impact

Circular by Steelcase offers a range of end-of-use services to help customers achieve their workplace and sustainability goals. Whether a client wants to extend the use of the products they have, is relocating or is inheriting furniture in a space they're moving to, we guide them through the best ways to reuse, repair, remake and recycle their furniture.

These services include:

- **Remake:** Through Circular by Steelcase: Remade, we give task chairs a second life by replacing worn elements and restoring chairs to their original specifications with a new warranty.
- **Reuse & Recycle:** We support sustainable decommissioning, keeping furniture out of landfills and identifying opportunities for reuse. And our products are designed to be easily disassembled and recycled.
- **Repair:** Our service parts program and industry-leading warranty helps products last longer.

### Moving Forward Without Waste

When a company refreshes its workspace, there's often a big question: What happens to the leftover furniture? Circular by Steelcase works with customers to keep those products out of landfills by reselling, donating, recycling or remaking.

Partnering with our customers globally and supporting their goals is making an impact — through Circular by Steelcase decommissioning engagements, we've consistently achieved a landfill diversion rate of over 95%. In FY2025,



*Chair components being replaced during Circular by Steelcase: Remade process*

we helped divert more than 2,180 tons of furniture, fixtures and equipment from over one million square feet of office space.

When consulting firm Capgemini consolidated offices in Rennes, France, they leveraged Circular by Steelcase: Remade, which allows clients to return certain lines of used or damaged chairs and have them remade to original specifications. Rather than discarding nearly 1,000 of their existing task chairs, we took them back and replaced high-wear parts (like upholstery, foam and casters) and delivered the remade chairs to Capgemini's

new workplace for their next use. The result? The same comfort and durability, a new warranty and less carbon emissions compared with a new chair. For Capgemini, that meant cutting the carbon footprint of each chair to about a third of a new one. Christine Tessier, Capgemini Workplace Manager shared, "When the chairs were delivered, everyone thought they were new!"

We're helping more organizations around the world meet their goals through Circular by Steelcase, without leaving waste behind.



### Innovating Our Packaging Materials

Our teams in Europe are exploring ways to reduce packaging waste.

In Rosenheim, Germany, there is a project underway to replace foam with a recyclable paper-based solution in our tabletop packaging. The change is expected to eliminate more than 700,000 linear meters (over 400 miles) of foam.

In Wales, Orangebox, a Steelcase company, has also replaced foam with a paper-based solution in one of their table products. Since making the change, they have not recorded a single table being damaged in transit.

Our packaging engineers in Sarrebourg, France, are prototyping paper-based wraps to replace plastic stretch and shrink foils for products launching later this year. They've created two concepts, and both passed early tests to ensure products reach their destination without damage as a result of the change.

### Packaging Upgrades Cut Plastic and Emissions

Even small packaging and shipping changes make an impact. By switching to a lighter-grade hand stretch film for packaging at our plant in Athens, Alabama, we've reduced plastic usage by approximately 2,775 pounds each year.

The team also upgraded their wall product packing process with a design that eliminates the need for over 300 wood crates each year and a new tool that streamlines how products are moved and packed. These improvements allow for more efficient packing and loading, reducing the number of shipments, cutting emissions and lowering transportation costs.

These targeted improvements in our packaging and shipping processes are examples of the small changes that add up to help meet our goal of reaching net zero by 2050.

**"We continuously seek, test and implement innovative, sustainable packaging solutions to support our environmental goals."**



**Nick Bruett**  
Packaging Engineer

## Improving Packaging

### Goal

Phase out single-use plastics in Steelcase brand product packaging by 2030 (FY2031)

### Progress

We are successfully redesigning packaging for several products to reduce or eliminate plastics and spent **8%** less on plastic packaging from FY2024 to FY2025.

### Goal

Achieve 75% recycled content materials in single-use Steelcase brand product packaging by 2030 (FY2031)

### Progress

We currently average **43%** recycled content for all packaging, up from 40% in FY2024.



# Choosing + Using Materials Responsibly

On our path to net zero, we're redesigning our product development process so the impact of the material choices are considered earlier in the design stage.

As designers and makers, we drive toward continuous improvement. We use custom tools to predict a product's impact on the planet so we can make the best choices for our employees and customers.

## How It Leads Us to Net Zero

Products make up the largest share of our overall carbon footprint. The materials that go into our products can play a significant role in reducing our overall carbon footprint. Each choice we make has an impact and is guided by our commitment to choose responsibly for the safety and health of people and the planet.



## Proactive Sustainable Design

We've developed a framework that helps teams make more sustainable decisions throughout the design process. This approach is a fundamental shift in the way we design, scaling our impact across our global portfolio. To aid with decision-making, our carbon calculator tool analyzes new and legacy products. This produces rich environmental data, which translates into actionable insights. Teams can predict the carbon intensity of future products and analyze past ones. This proactive approach enables more accurate annual baselining and

helps us make progress toward our net-zero 2050 goal.

As we work to implement lower carbon materials in our products, we're not compromising on our standards. We're also actively evaluating chemicals in our supply chain.

Our approach is to design this way at scale, transforming the fundamentals of how we develop products to thrive in a net-zero future.





“We are driving the industry to a higher standard of product transparency, helping everyone make more informed decisions.”



**Maeve Tropf**  
Director, Global Sustainability

### Growing Our Impact, Transparently

We’re helping our customers understand what goes into what they buy — and we’re doing it by constantly increasing the transparency of our products.

This year, the number of products with recycled content reports grew by more than 17%. We continue to be an industry leader in certifications like BIFMA LEVEL®, covering 97% of our sales and Declare™, representing 45% of our sales in the Americas. Our Steelcase Series® 1 chair earned the Declare Living Building Challenge Red List Free certification, a testament to our commitment of manufacturing products that meet our chemical avoidance and transparency requirements.

We publish detailed product data to help customers make informed product sustainability purchasing decisions. Our listings on Ecomedes expanded to our Europe, Middle East & Africa (EMEA) market this year, and Asia Pacific (APAC) listings will be added next year.

We nearly doubled our Product Ingredient Disclosures (PIDs), expanding them globally. This is another way we identify and share what’s in our products. The PIDs meet internationally standardized norms for chemical and material transparency. In addition, our third-party verified Environmental Product Declarations (EPDs) and Life Cycle Assessments (LCAs) grew by more than 48%, giving a clearer picture of product impact from cradle to grave.

These numbers reflect our momentum. By expanding access to sustainability data, we’re making it easier for customers to make informed, confident choices.

### Sustainability Verification By the Numbers

Our commitment to chemical and material transparency is verified through certifications and public product information.

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416 products listed on Ecomedes (Americas 316, EMEA 100)

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495 products listed on Origin.Build (Americas 325, EMEA 102, APAC 68)

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1,118 products with recycled content reports (Americas 879, EMEA 113, APAC 126)

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83 Environmental Product Declarations (EPDs) and Life Cycle Assessments (LCAs)

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575 Scientific Certification Systems Indoor Air Advantage™ (Americas 362, EMEA 117, APAC 96)

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285 BIFMA LEVEL® certified products

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15 FEMB LEVEL certified products (European label for sustainability across materials, energy, health and social responsibility)

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26 Declare™ labels

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20 Blue Angel certified products (German label for wood-based products)

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31 NFE-certified products (French label for quality, durability, limited environmental impact)

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31 Green Tick Sustainable™ certified products (Australian label)

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44 Product Ingredient Disclosures





## Making Better Possible: Inside Our Sustainable Materials Summit

Over two days, a cross-functional group of designers, engineers, supply chain experts, marketers and sustainability leaders gathered to examine the materials used most in our industry — foam, plastics, metals and wood — and ask how we can make them better for the planet. These materials account for the majority of our products' carbon footprint, so rethinking how we choose and use them is one of the most powerful ways we can move closer to our net-zero goal.

During this Sustainable Materials Summit, participants surfaced bold ideas and tested them through a practical lens. Teams explored concepts like designing chairs without foam, using more recycled plastics, improving wood yield and sourcing lower-carbon metals. Each idea was evaluated for attributes including environmental impact, feasibility, business value and user appeal.

By the end of the summit, we had a set of promising concepts ready for prototyping. These ideas will be refined and tested, informing future product development.

This work reflects how we think about sustainability — not as a checklist but as a mindset and responsibility of doing business.



“The summit was a turning point, bringing together voices from across the company to think boldly and challenge assumptions. It showed what’s possible when we align around a shared goal and turn ideas into action.”



**Kaila Bryzgalski**  
Portfolio Manager, Product  
Sustainability Marketing



## 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 "water-stressed" — 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.



*Rosenheim Manufacturing Facility, Germany*

## International Transparency

ISO certification is an independent, third-party verification that Steelcase environmental, health and safety management systems conform to voluntary internationally recognized standards set by the International Organization for Standardization.

All 19 of our manufacturing facilities meet the ISO 14001 environmental certification standards. Approximately 25% of our facilities also meet the ISO 45001 voluntary standards

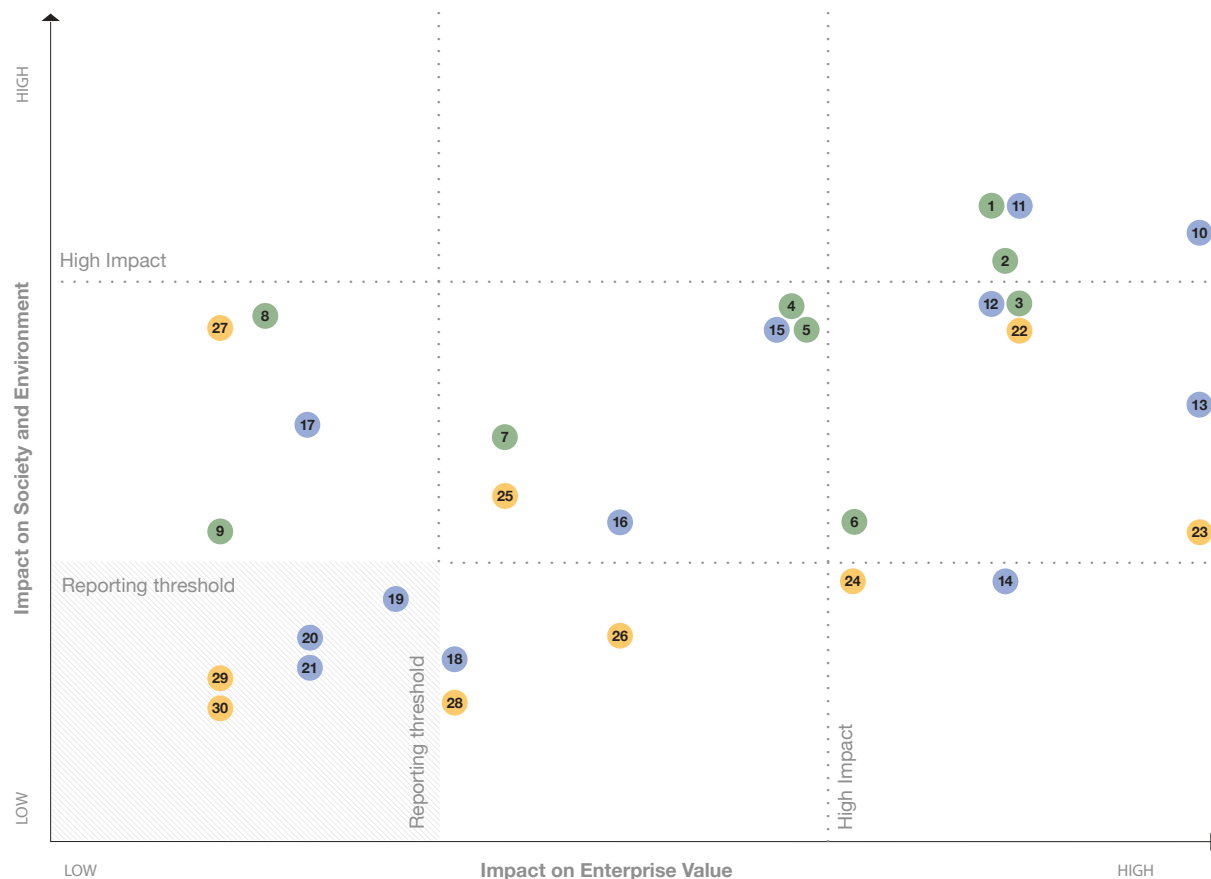
for workplace health and safety, and we have plans to audit and certify two additional locations next year.

Our Sarrebourg manufacturing facility in France recently achieved the ISO certification for energy efficiency (ISO 50001).

Our operations teams focus on continuous improvement to ensure that we maintain existing certifications and achieve new ones.



## Materiality Assessment



### Environmental

1. Environmental Impacts of Products & Services
2. Climate Mitigation
3. Circularity
4. Renewable Energy & Energy Efficiency
5. Pollution
6. Climate Adaptation, Risk & Resiliency
7. Operational Waste
8. Responsible Water Use
9. Biodiversity

### Social

10. Consumer Wellbeing
11. Diversity, Equity & Inclusion (DEI)
12. Occupational Health & Safety and Employee Wellbeing & Security
13. Talent Recruitment, Development & Retention
14. Data Security & Privacy
15. Community Engagement
16. Living Wage & Compensation
17. Child & Forced Labor
18. Conflict & Security
19. Freedom of Association
20. Land Rights
21. Freedom of Opinion & Expression

### Governance

22. Supply Chain Due Diligence
23. Product Quality & Safety
24. Fair Supplier Relations
25. Supplier Diversity / Inclusive Procurement Practices
26. Ethical Business Practices
27. Legal Practices & Access to Remedy
28. Fair Marketing Information
29. Responsible Tax Practices & Revenue Sharing
30. Public Policy

Steelcase is committed to transparently reporting annually on our commitments to people and the planet, including our goals and progress. The content of the 2025 Impact Report covers fiscal year 2025 (FY2025), representing March 2024-February 2025, and is limited to operations owned and/or operated by Steelcase. This double materiality assessment was completed in late FY2024.

Steelcase uses the same organizational boundary for environmental reporting as it uses for its consolidated financial statements, that is, Steelcase Inc. and all of the subsidiaries for which a controlling interest is maintained. Steelcase uses a slightly narrowed organizational boundary for labor topics as the data are restricted to those employees who are paid and managed by Steelcase Inc.

Find our full disclosure practices and ESG reporting indices for CDP, GRI, SASB, TCFD and the UN Global Compact Communication of Progress on our ESG Data Center: <https://www.steelcase.com/people-planet/esg-data-center/>

## Materiality Assessment

### Listening to Our Stakeholders

We understand the importance of all environmental, social and governance (ESG) topics for the wellbeing of people and the planet. To prioritize these topics, we periodically conduct comprehensive materiality assessments to prioritize areas where our business can make the most significant impact. Engaging with stakeholders such as employees, customers, investors, designers, dealers, suppliers, governmental agencies and community partners is crucial for impact across these topics.

### Process

In collaboration with an external consultancy, we perform a materiality assessment every 2-3 years. This assessment begins by identifying stakeholder groups and compiling a list of potential material topics, informed by reporting standards, industry-specific issues and stakeholder interests. Our leadership validates this list, considering both business and ESG strategies. After the list of topics is validated, we conduct primary and secondary research through surveys, interviews and workshops, plotting the preliminary results in a matrix. Our executive leadership team then completes a final review of the matrix, adjusting our strategy and reporting practices as needed. On an annual and ongoing basis, we monitor and manage these topics, dedicating resources to ensure their health and fidelity.

*\*Learn more about our involvement in UNGC at <https://unglobalcompact.org/what-is-gc/participants/8785-Steelcase>*

### 2030 UN Sustainable Development Goals (SDGs)

Steelcase is committed to making progress toward the 2030 UN Sustainable Development Goals (SDGs). Discussions of progress toward the areas where Steelcase has high impacts are found in the FY2025 Impact Report and the FY2025 Global Reporting Index (GRI) disclosures at the relevant pages indicated below.

#### Steelcase Alignment with SDG Goals

SDG Goal	Steelcase Topic Area	FY25 Impact Report	FY25 Global Reporting Index (GRI)
1 - Good Health and Well-Being	Making Space for Well Beings	pp. 19-20	403-1 403-3 403-6 403-7
4 - Quality Education	Helping Communities Thrive	pp. 6-7	–
5 - Gender Equality	Fostering Inclusion	pp. 10-14	405-1 405-2 406-1
6 - Clean Water and Sanitation	Choosing and Using Materials Responsibly	p. 41	303-1 303-2 303-4 303-5
7 - Affordable and Clean Energy	Our Commitment to Net Zero	pp. 28-33	302-1 302-4 302-5
8 - Decent Work and Economic Growth	Learning Better Together	pp. 21-22	404-1 404-2 404-3
10 - Reduced Inequalities	Fostering Inclusion	pp. 9-20	405-1 405-2
11 - Sustainable Cities and Communities	Helping Communities Thrive	pp. 6-8	–
12 - Responsible Consumption and Production	Choosing and Using Materials Responsibly	pp. 38-41	301-2 303-2 304-1 306-2
13 - Climate Action	Our Commitment to Net Zero	pp. 28-33	305-1 305-2 305-3 305-5

### United Nations Global Compact (UNGC)

Steelcase has been a signatory of the UNGC\* since 2009 as a sign of our commitment to and support for universal sustainability principles for businesses. As part of our participation in this business community, we annually communicate our progress toward the 2030 UN Sustainable Development Goals (SDGs) to the UNGC.



When we do better,  
we help the world work better.

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