



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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Welcome Letter

As leaders in the world of work, we have a responsibility — and an opportunity — to create a positive impact beyond our business. The strongest solutions create value for multiple stakeholders at once: employees, customers, partners, communities and the world we share. We view this impact not as separate from business success, but as an integral way we achieve it.

At Steelcase, our commitments to people and the planet put that belief into practice. They shape how we serve customers, build resilience and live out our foundational values and beliefs. Creating community helps our team members feel connected and supported so they can do their best work, strengthening the collaboration, creativity and care we bring to customers. Working toward net-zero carbon emissions drives innovation across our products, operations and with our suppliers, while supporting customers pursuing their own sustainability goals.

Our 2025 Impact Report shares many of the actions we're taking to design for the wellbeing of people and the planet, including:

- Bringing employee Changemakers, community partners, customers and dealers together through our Better Futures Community, including our third annual Better Is Possible Design Challenge
- Growing our Business Inclusion Groups in number and impact, creating more opportunities for connection, learning and shared leadership
- Expanding wellbeing resources to support employees and leaders through periods of change
- Partnering with suppliers to set science-based targets and accelerate progress toward reducing carbon emissions
- Installing our Kentwood onsite solar array — our largest to date and first in North America
- Advancing circular services and seating innovations that improve product sustainability and support customer goals

As we look ahead as a new member of the HNI Corporation, this work provides a foundation for broader collective action and impact. Our commitments to people and the planet help focus the choices we make, the partnerships we build and the value we create. By aligning business performance with positive impact for our stakeholders, we help create a more resilient and thriving future for work and the world we share.

Better is possible.



Megan Blazina
Senior VP, Steelcase
*International, Digital & Strategy
Sustainability & Social Innovation*

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.

Community is built through relationships and the places that help nurture those relationships. In the workplace, these connections grow when people have opportunities to build trust, collaborate and work toward a shared purpose. Over time, these relationships strengthen belonging, leadership and accountability.

At Steelcase, we foster community through the choices we make with employees, partners and customers. Our Better Futures Community brings people together to create positive impact. Our inclusive design practice engages employees and customers so more voices shape the places and experiences we design. Our policies, programs and values guide decisions and actions across the company.

When communities are strong, people feel more connected to one another and to the culture they help create. They are better equipped to adapt through change, contribute with purpose and do their best work together. By sharing our experiences in designing for community over the last year, we aim to contribute to ongoing learning and collaboration across our industry. Together, we can strengthen the relationships and communities that make better futures possible.

Building Community in the Workplace

Community-Based Design is our insight-led approach to planning spaces that build community and respond to change. Based on more than 20 years of Steelcase research, it draws on urban planning principles and the way resilient cities work. By offering a range of spaces for different kinds of work, it helps people connect, build trust, develop shared purpose and do their best work. We use this approach in our own spaces and with customers.

*Better Is Possible Design Challenge,
Munich, Germany*

“Thriving communities are essential for resilient futures. We believe we make the greatest impact by partnering with and investing in the places and communities where we live and work, creating shared value for all.”



Aileen Strickland McGee
Director of Impact
People + Planet





Helping Communities Thrive

Through our **Better Futures Community**, a global network of organizations and individuals connected to Steelcase, we're working toward a shared goal of improving the wellbeing of people and the planet.

The community harnesses collective action to drive progress on our people and planet commitments in three ways:

1. **Changemakers** are employee leaders who activate local impact initiatives across the globe.
2. **Catalyst** community partners advance positive social change.
3. Our broader **Network** creates connections through shared learning.

This partnership-centered model engages our employees and connects us to our community partners and customers in new ways, creating shared value for our people and our business.

How It Creates Community

Across the world, this work looks different in every community, reflecting local needs and opportunities. It opens doors for young people, strengthens organizations, supports families, and creates opportunities for connection and learning. By building trust, fostering understanding, and creating shared value, we bring people and partners together to advance collective impact and strengthen the communities that make better futures possible.



Better Is Possible Design Challenge, Shanghai, China

Designing for Trust Across Differences

Trust is a critical issue in workplaces around the world. At a time when trust can feel harder to build, civil discourse and open communication need practice.

Our third annual Better Is Possible Design Challenge gave employees, dealers, customers and community partners a way to practice building trust. In the one-day event, 219 participants across the globe used design thinking to explore a timely question: How might we design for trust and communication across differences to create community?

They listened, reflected, ideated and prototyped new ways to build connection, learning alongside one another and co-creating solutions rooted in their shared experiences. Few came as traditional designers, but the process helped them see design as a human-centered approach to problem-solving and a practical tool for complex social issues.

Participants left with ideas they could bring back to work — strengthening transparency and creating more inclusive spaces for dialogue.



Investing in Community Leadership

Through our Better Futures Community Catalysts Cohort, we put collective action into practice by investing in leaders from longstanding community partners. The cohort brings together a select group of leaders for a shared global learning journey designed to strengthen leadership, expand relationships and build capacity to advance impact in the communities they know best.

The experience is shaped through co-creation rather than a preset curriculum. Participants bring stories and perspectives from their communities, exchange ideas with peers and contribute as facilitators, thought partners and learners. Together, they explore approaches grounded in real-world community work and consider how new ideas can support the people and organizations at the center of their effort.

The cohort is further enriched through Better Futures Community learning experiences, including keynote conversations, fireside chats and workshops on topics important to our communities and business, such as decarbonization, belonging and the future of work. These experiences create opportunities for participants to connect with a broader network of leaders and changemakers.

By strengthening leaders and organizations closest to community challenges, we help shift impact from individual efforts to collective action. Leaders return with stronger relationships, new perspectives and greater capacity to create meaningful, lasting change.

Opening Doors Through Design

United Kingdom

Steelcase Changemakers in the UK partnered with Open Palm, a local nonprofit that helps young people build life skills and increase access to opportunities. Together, they welcomed 18 students for a Design and Manufacturing Career Insight Day, giving them a hands-on look at workplace design and the people behind it. Through career talks and a design-thinking workshop, participants imagined study and workspaces where people could focus, collaborate and feel inspired.

Their ideas considered sustainability, biophilia, diversity, color theory and sensory-friendly environments, showing how design can respond to human needs. The experience continued when six students returned for Junior Design Week, deepening their exposure to communication skills and careers in design and manufacturing.

“Our partnership with Open Palm helps open doors for young people to develop valuable skills, build confidence and explore future careers. These experiences strengthen future talent pipelines and make a tangible contribution to community impact.”



Jackie Davis
Human Resources
Business Partner

Helping Communities Thrive

Goal

Increase the creative capacity of
100 organizations by 2030

Progress

In 2025, **45** organizations joined our Better is Possible Design Challenge. We have exceeded our goal, working with **330** since 2020.

Goal

Activate Better Futures Community
partnerships in every Steelcase location
by 2030

Progress

In 2025, we activated **324** partnerships in
38 of our **72** global locations with **200**
community partners.

**Bridging Safety and Access***Athens, Alabama*

Near our manufacturing facility in Athens, Alabama, a 1,600-acre green space and trail system is being improved along the Elk River watershed. A Better Futures Community Changemaker Grant, which funds social impact projects important to our employees, was awarded to the Alabama Elk River Development Agency to help support this initiative.

Health and Safety Analyst Brad Wales requested the grant. He volunteered with the agency to create a digital map, mark and clear trails, coordinate Med-Evac landing zones and pilot QR tags to keep hikers oriented.

The grant will help build a footbridge at a difficult creek crossing, creating a safer route for hikers and children traveling to Elkmont Elementary School.



POI and Steelcase volunteers prepare holiday gifts in Toronto

Making the Holidays Brighter Together*Toronto, Canada*

Steelcase Toronto Changemakers partnered with POI, a Steelcase dealer focused on creating spaces where people feel inspired and supported, to bring joy and dignity to families served by Yonge Street Mission (YSM).

YSM is a social service provider working to break the cycle of long-term poverty for individuals and families in Toronto. Through YSM's annual Toy Market, nearly 500 families and 1,000 children receive holiday support, and many children receive their only new toys through the program.

Together, more than 20 Steelcase and POI volunteers helped stock the Toy Market and prepare families for the holidays, offering parents more choice and children a moment of joy during the season.

The effort brought together our Changemakers and dealers, helping build stronger community support through local action by sharing time, resources and care.

Helping Communities Thrive**Charitable Giving**

\$2 million from Steelcase donations, community partnerships and employee donations to United Way

\$7.9 million from the Steelcase Foundation, a separate 501c3 nonprofit

\$9.9 million total in 2025

Employee Volunteering

20,680 volunteer hours by Steelcase employees in 2025

96,641 total hours logged since 2020, toward our goal of **100,000** by 2030

“Being a Better Futures Community Changemaker means investing in long-term improvements that last. It’s the idea of planting fruit trees we may never harvest and vines for shade we may never sit under.”

**Brad Wales**

Health and Safety Analyst
Environmental Specialist

Fostering Inclusion

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

Fostering inclusion means creating conditions that help people do their best work. First, by listening. Then, as a result of what we learn, empowering people through employee-led communities, inclusive design efforts, wellbeing support and learning opportunities so teams can work better together. We build strong teams through inclusive talent strategies and skills-based hiring, ensuring fairness and access to opportunity for all.

This work is rooted in the principles that shape how we work and our long history of human-centered design. We co-design with employees, customers, dealers and community partners to better understand the range of needs people bring to work. We use skills-based hiring, development planning and feedback loops to help employees build connections and navigate change.

How It Creates Community

By providing a foundation for making space for all, we enable people to learn, lead and shape their work experience — building stronger relationships and more effective teams that help the world work better.



Advancing a Culture of Inclusion

We make space for employees to co-create an inclusive workplace, leading and learning together. By listening first to understand people's experiences, valuing differences, and engaging through employee-led Business Inclusion Groups (BIGs), we build stronger teams and help people do their best work.

Seasoned Professionals and GEN core team members, Grand Rapids, Michigan

Finding Community at Work

Business Inclusion Groups (BIGs) give employees meaningful ways to connect and build a sense of belonging across Steelcase. Open to all, these employee-led groups are rooted in authenticity, empathy and respect. BIGs shape culture, strengthen collaboration and help employees develop leadership skills in new ways. Other grassroots communities — including our global Sustainability Community, departmental inclusion committees and interest-based clubs — also foster connection and inclusion. Together, these groups create shared value for employees, partners, customers and communities.

Business Inclusion Groups of Steelcase

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

BeBIG creates a platform for Black employees and allies to build a culture of equity and authenticity.

Changemakers Network is a global network of social impact groups supported by our Better Futures Community.

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

GEN strives to confront unconscious gender bias to create a more inclusive workplace.

Inclusion Champions brings together a global 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.

Seasoned Professionals shares knowledge and builds connections to help people thrive in their careers and leave a lasting legacy.

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

Women in STEM empowers and supports members to help drive innovation that benefits all people and the future of work.

Women of Steel empowers learning, connection and inclusion in our India manufacturing plant, helping everyone have the opportunity to grow, lead and win together.

Working Parents connects and shares resources among parents and caregivers.

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



Connecting Across Communities

Business Inclusion Groups (BIGs) create a strong, connected network for employee-led collaboration and belonging.

As the network grows, BIGs continue finding new ways to partner. In the U.S., the Gaming Community, which regularly provides fun opportunities for connection, co-hosted events with various BIGs to recognize cultural observances and deepen understanding across communities. In Monterrey, Mexico, Working Parents and the Sustainability Community engaged employees and their children in creating holiday decorations from reusable materials, showing how small choices can reduce waste.

We start by listening, understanding employees' experiences, then co-creating opportunities to learn and reflect together. The BIGs and the Culture Team co-design initiatives like Curious Minds and Lunch & Learn sessions, engaging employees in topics ranging from shared history to inclusive culture practices. In 2025, more than 200 sessions reached over 2,000 participants worldwide.

Supported by executive sponsors, dedicated resources and regular touchpoints, BIGs exchange ideas, build partnerships and grow together — helping shape our culture, strengthen relationships and create meaningful experiences across Steelcase.

Building Bonds Through Play

Play at work can build trust, boost creativity and strengthen collaboration. Our employee-led BIGs brought that idea to life through games and puzzles.

In honor of Pride 2025, employees at the Munich Learning & Innovation Center participated in a scavenger hunt, or Schnitzeljagd, to learn about Pride history. In the UK, employees completed puzzles together, demonstrating how each unique piece contributes to a stronger, more complete whole.

In Grand Rapids, Michigan, the Gaming Community brought together more than 80 participants to support local community partners through its annual Puzzle Tournament, benefiting Autism Support of Kent County.

These experiences used play to lower barriers, build bonds and strengthen teams.

Schnitzeljagd Pride event, Munich, Germany



La Mesa Lotería event, Caledonia, Michigan

Advancing Inclusion Across Manufacturing

Employee-centered experiences at our manufacturing locations support learning, connection and community for hourly employees in ways that advance inclusion for all.

In the U.S., BIGs and Global Talent team members partnered on events at our plants. Among the activities offered, La Mesa invited team members to play the popular Mexican game of Lotería, BeBIG offered trivia and a movie night, and Steelcase Salutes co-hosted a lunch for veterans.

Our Malaysia team collaborated with the Malaysian Federation of the Deaf on a six-session sign language program. The guided learning and practice engaged 38 employees, including nine who are deaf, helping everyone communicate more effectively.

In Pune, India, Women of Steel offered development, wellbeing and community impact programs. Monthly sessions made a safe space for idea sharing and discussion, while opening a new on-site childcare facility supported work-life integration. School bags and benches made from scrap materials were donated to local schools, extending impact beyond the workplace.

Investing in Learning and Community

Our Black Experience Business Inclusion Group (BeBIG) in the U.S. strengthened its long-standing partnership with the Grand Rapids African American Museum & Archives through the organization's annual Juneteenth Celebration, Our Ancestors' Wildest Dreams, marking the fourth year of the event.

Each year, BeBIG, along with our Culture Team and the Better Futures Community, sponsors the celebration. BeBIG members also attend and volunteer. The event honors legacy, excellence and achievement while supporting students through a scholarship program open to local students.

In 2025, eight students received scholarships to support their continued learning and future contributions.

As Reid Culberson, senior product engineer and BeBIG core team member, reflected, "The culmination of our history and future coming together through this Juneteenth community celebration is inspiring. By investing in the next generation, I witnessed how impactful scholarships are in the lives of local students."

Members of BeBIG attend and volunteer at the 2025 Juneteenth Celebration, Grand Rapids, Michigan



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

14 in 2025

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.

Over 2,000 employees participated in at least one experience in 2025.

There were **200+** cultural learning experiences offered in 2025.

Employee Voices Survey

Survey results related to organizational inclusion remained highly positive and showed no significant shifts from the prior year.

Building Strong Teams

We build strong teams through transparent talent practices, skills-based hiring and continuous learning. By expanding global talent networks, supporting development and creating an integrated employee experience across in-person, remote and hybrid work, we attract the best people with varied skills, capabilities and experiences — strengthening collaboration and business impact.



Shaping Futures Through Early Talent

In 2025, 79 interns contributed to hands-on projects that supported our business, customers and communities. Their work spanned cost-saving initiatives in operations and manufacturing, client projects that help create impactful spaces and design solutions that blend aesthetics with engineering.

Alongside this real-world experience, interns were paired with mentors, joined weekly programming and engaged with Business Inclusion Groups to build relationships across Steelcase. They also connected with executives, gaining insight into skills like adaptability and curiosity, and presented their work to senior leaders.

From immersive co-ops to seasonal and year-round internships, these experiences help students explore career paths, strengthen skills and contribute in meaningful ways while cultivating the next generation of talent.

Steelcase U.S. Interns	
	2025
Gender	
Women	48%
Men	46%
Did not disclose gender	6%
Race and Ethnicity	
All minority groups	37%
White	58%
Did not disclose race	5%

U.S. interns totaled 79 in 2025.

Employee Representation

Gender Breakdown Globally

Hourly: **23.3%** women; **76.7%** men
Salaried: **46.1%** women; **53.8%** men
STEM Roles: **32.6%** women; **67.4%** men

New Hires	Hourly	Salaried
Women	14.8%	48.7%
Men	85.2%	51.3%

U.S. Race and Ethnicity	Hourly	Salaried
All minority groups	50.5%	16.6%
White	49.5%	83.4%

Workforce Percentage by Age Group Globally	Hourly	Salaried
Under 30	24.8%	16.9%
30-50	48.4%	57%
Over 50	26.8%	26.1%

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). We collect race and ethnicity data in the U.S. only, on a voluntary basis.

Advancing Team Success Through Women in STEM

In 2025, Steelcase employees launched Women in STEM within its Global Business Center in Monterrey, Mexico. The Business Inclusion Group (BIG) supports women working in science, technology, engineering and mathematics while welcoming all employees who want to learn from and support the community.

The group helps build stronger teams by creating opportunities for employees to share experiences, develop skills and learn across functions that shape innovation and the future of work. Its first-year programming included She Speaks, a storytelling series featuring Women in STEM, as well as Brunch & Learn sessions and learning experiences that encouraged employees to explore STEM disciplines and broaden their perspectives.

Women in STEM's launch coincided with the International Women's Day and Women's History Month observance celebrations led by the culture team. A virtual kickoff featured panelists from around the world and over 100 attendees. Additional initiatives took place across regions, including empowerment activities organized by HR and Inclusion Champions in China and Malaysia; a moment of recognition for Women of Steel in India; partnerships with GEN (Gender Equity Network) in Mexico, France and the U.S. and Working Parents in Mexico.

Together, these efforts created meaningful opportunities for learning, visibility and shared understanding — helping employees build relationships across regions and strengthen the teams they work with every day.



Employer Support of the Guard and Reserve signing ceremony, Grand Rapids, Michigan

Honoring Those Who Serve

Steelcase Salutes, our Business Inclusion Group supporting American veterans, active-duty military and their families, helps strengthen community across the company. The group builds awareness of the leadership, resilience and experience veterans and military spouses bring to work.

It offers a support system when colleagues need it — whether they're navigating a family deployment, fulfilling National Guard duties or facing a stressful time at work.

Through an ongoing commitment and partnership with the Global Talent team, Steelcase has earned veteran-friendly employer recognition from VETS Indexes and the Michigan Veterans Affairs Agency. In 2025, Steelcase built on that progress by signing a Statement of Support through Employer Support of the Guard and Reserve, a federally funded national organization that helps employers support employees balancing civilian careers with National Guard and Reserve service.

Ensuring Access to Opportunity

We are intentional about expanding access to opportunity by making learning, development and career pathways more visible, flexible and inclusive.

Through skills-based development, continuous learning, development planning and Impact Coaching, employees are supported in building capabilities and taking ownership of their growth.

These efforts help employees partner with leaders to navigate meaningful career progression while strengthening our internal talent pipeline and building more adaptable, resilient teams.



Opportunity for All

U.S. Race and Ethnicity

Salaried

Top Executive Positions
0% all minority groups
100% white

Senior Management
39.7% all minority groups
60.3% white

Director-Level Management
11.7% all minority groups
88.3% white

All Other Salaried Employees
16.6% all minority groups
83.4% 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). We collect race and ethnicity data in the U.S. only, on a voluntary basis.

Pay Equity Analysis

Steelcase women globally earn **\$0.99** for every **\$1.00** earned by Steelcase men in similar roles with similar qualifications. This is the same as the U.S. gender pay gap benchmark reported in the Payscale annual Gender Pay Gap Report based on U.S. employee-reported data.

Gender Breakdown Globally

Hourly

Leaders
15.2% women
84.8% men

Salaried

Top Executive Positions
37.5% women
62.5% men

Senior Management
37.7% women
62.3% men

Director-Level Management
40.3% women
59.7% men

All Other Salaried Employees
46.5% women
53.4% men



Camp Ignite participants, Cluj County, Romania

“I can’t separate who I am from Ignite. It gave me the courage to speak up, to believe I belonged in spaces I had never imagined, and to keep asking what else might be possible.”



Cris Teglas
Product Data Analyst
Camp Ignite facilitator
and former participant

Igniting Confidence and Opportunity

What began as a one-week camp in Romania 10 years ago has expanded into an evolving set of experiences for young people, reflecting a decade of sustained investment in community. Steelcase marked the anniversary with virtual and in-person gatherings that brought this community together.

Created in partnership with World Vision, Camp Ignite connects our employees with teenagers in rural Romania who have ambition and ability but limited opportunities for education, career pathways, professional environments and role models. The program creates space for young people to explore their strengths, amplify their voices and build confidence and ownership to shape their futures.

As the camps demonstrated impact, a question emerged: What happens after the week ends? The answer came from the participants. Ignite grew into an ecosystem of opportunities with Steelcase, adding Ignite Explorers internships in 2021, Ignite Amplify mentoring in 2022 and Ignite Day in the Life job shadowing in 2025.

Ignite is also a powerful employee engagement initiative that strengthens purpose and culture at Steelcase. Employees involved in the program often gain clarity about their own development, stay with the company longer and have a higher promotion rate than nonparticipants.

Opening Doors Through Connection

Aware, a global talent visibility program at Steelcase, strengthens how we connect, develop and amplify talent. The program pairs individual contributors with sponsors, creating space for career reflection, expanded networks and meaningful career progression.

Since launching in 2021, Aware has completed seven cohorts with participants from more than 19 countries. In 2025, 93 employees across 12 countries participated. Aware has been associated with higher promotion and lower attrition rates among participants, while recognizing many factors influence those outcomes.

Former sponsor Andrea Kilin said Aware creates “a structured space for reflection and guidance,” helping sponsors and participants grow purposefully.

In the U.S., we extend this focus on mentorship through a partnership with the West Michigan Hispanic Chamber of Commerce. Members of La Mesa, our Business Inclusion Group for Hispanic and Latinx employees and allies, served as mentors in Futuro Leaders, a six-month fellowship for Latinx college students. Through one-on-one mentoring, they helped students navigate internship searches, prepare final presentations and build professional connections.

Designing for Inclusion

Inclusive design starts with listening. When we engage people with diverse lived experiences, we better understand how physical, sensory, and cognitive needs shape how spaces are used. That insight benefits both our employees and customers.

Accessibility Tours, first featured in Grand Rapids, expanded to Monterrey, Mexico, where employees partnered with local accessibility advocates to explore the campus, identify barriers for people of different backgrounds, disabilities and neurodiversities in the workplace and discuss how intentional design can reduce everyday friction. The experience sparked meaningful conversations with teams and customers across regions.

We also continued learning through employee-led and expert-guided experiences. In New York City, our ADAPT BIG partnered with the NYC sales team to host accessibility consultancy Akoio for a discussion on inclusive auditory design, exploring how noise, sound and communication affect workplace inclusion.

Each experience reinforced a shared approach: design with people, not for them, so more of us can do our best work.



Kirk Gibson Center for Parkinson's Wellness, Farmington Hills, Michigan

Creating a Seat for Everyone

Diagnosed with Parkinson's in 2015, Detroit Tigers baseball legend Kirk Gibson set out to create something deeply personal, a place where people could better navigate the day-to-day realities of the disease together.

That vision became the Kirk Gibson Center for Parkinson's Wellness, built on the belief that community and care should be accessible to all. The center offers free, activity-based and educational programs for people living with Parkinson's.

To bring this to life, the Kirk Gibson Foundation partnered with Steelcase and local dealer, NBS Commercial Interiors. Together, we

applied our inclusive design approach — designing with people, rather than for them.

Grounded in lived experience, the team worked closely with people living with Parkinson's, care partners, caregivers and center staff. Their insights shaped key decisions, from layout to furniture, resulting in features like swivel seating, supportive armrests and varied seat heights that meet people where they are.

The result is a calm, warm and easy-to-use space for community building and collective healing. The message of the space is simple: you belong here — there is a seat for everyone.

Building Wellbeing Into Work

Wellbeing is part of how we create the conditions for people and teams to fully contribute. At Steelcase, supporting the whole person means prioritizing physical, mental and emotional wellbeing, fostering strong connections, creating meaningful work and building financial resilience.

We design our approach to be practical, responsive and proactive. We help employees find support, build healthy habits and navigate moments of change. This includes mental health resources, topical webinars offered throughout the year in partnership with one of our Employee Assistance Program (EAP) providers and safety practices that help protect people in all our spaces, including manufacturing and distribution.

We stay grounded in what people need. Through ongoing listening and regional Wellbeing Champions, we learn from employees around the world and adapt our approach to reflect local needs. When people are well, they can do their best work — supporting their own growth while helping our business thrive.



Supporting Employees Through Change

Change is a constant in any business and wellbeing support is most effective when it meets employees in the moments they need it most. To address this, we introduced ChangeWell, an internal wellbeing campaign designed to help employees and leaders navigate transition with practical tools, learning and access to support.

ChangeWell brought existing resources into one easier-to-find place. Workshops helped employees build resilience and confidence, while EAP services offered personal guidance and additional support. Online resources explained the emotional and practical phases of change, helping employees manage stress and stay connected through honest dialogue.

For workplace leaders, the campaign included a learning experience on preventing burnout.

Through virtual learning sessions and practical resources, leaders learned to recognize signs of burnout and understand how factors such as workload, role clarity and workplace relationships can affect wellbeing. The experience gave them ways to respond with clearer priorities, more open communication and appropriate support when teams work through pressure or uncertainty.

By connecting wellbeing resources to real business conditions, ChangeWell reflects a more relevant approach to the employee experience. It gives people and leaders a shared language for navigating change and helps teams focus their energy. These practices support stronger relationships, employee engagement and a resilient culture.

Adapting Approaches to Wellbeing

Steelcase Wellbeing Champions promote global goals in locally-relevant ways. They elevate shared topics — such as healthy habits, mental health awareness and financial wellbeing — while adapting activities to what people need in their locations.

At our Kuala Lumpur Business Center in Malaysia, that approach came to life through events focused on healthy minds and bodies. Local wellbeing activities included nutrition training, anxiety education, health assessments, mental health lunch and learns, and pickleball and badminton games. These experiences helped people build healthy habits, connect with colleagues and learn about available resources.

Wellbeing Champions also promote the global Employee Assistance Program (EAP), which includes counseling, coaching, referral support and other services for employees and their families. In 2025, global EAP utilization was 9%, up 2 percentage points from the previous year, reflecting increased awareness and use of resources that help employees and their families navigate work and life with greater resilience.



Pickleball game, Kuala Lumpur, Malaysia

“A healthy mind and body are essential for navigating today’s constantly changing work environment. Prioritizing wellbeing helps people adapt with clarity, energy and resilience to thrive in an evolving workplace”



Pearly Tan
Wellbeing Champion,
Asia Pacific Region

Safety First

Employee wellbeing includes physical safety at work. Across our global manufacturing and distribution facilities, teams follow rigorous safety protocols to prevent work-related injuries. Our Injury Frequency Rate — injuries per year for every 100 full-time employees — remained well below the industry average of 2.5.

	FY2024	FY2025	CY2025
Asia Pacific	0.09	0.09	0.17
Europe, Middle East and Africa	0.67	1.06	0.85
Americas	1.25	1.41	1.15

Beginning in 2025, reporting shifted from fiscal year (March through February) to calendar year.

Developing People, Growing Teams

In a year shaped by change, Steelcase focused learning on foundational practices that help teams deliver results: clarity, alignment and accountability. These practices help employees understand what matters most, make better decisions and keep work moving as business needs evolve.

By reinforcing common practices for setting goals, aligning priorities and talking about progress, learning helps people build capability while giving teams more consistent ways to work together and deliver better results.

In 2025, employees across Steelcase averaged two learning hours, and 46% of employees participated in career development courses and learning experiences, up from 33% last year.

As we continue strengthening leadership development and team practices, we are making learning more visible and connected to everyday work.



Leading With Focus

During times of change, clarity, alignment and accountability are especially critical. When priorities and communication are clear, teams move with greater confidence. This year, we saw strong results from Lead in 30, a pilot with leaders across the Americas and in Product Development.

About 250 participants met weekly for four weeks, with follow-up sessions to help new behaviors take hold. The program introduced Team Key Results, or TKRs, as a practical way for leaders and teams to focus team objectives, connect their work to broader goals and make better decisions about where to spend time and energy.

A six-month impact survey showed momentum: 89% of respondents reported developing TKRs, 91% said their teams were on track or ahead, and 79% reported improved clarity.

Lead in 30 is part of our broader leadership development approach designed to help leaders deliver results through teams. As the program expands globally, it is helping employees and teams practice the clarity, alignment and accountability needed to move forward in a time of change.



“We help people build capabilities to meet today’s challenges and seize tomorrow’s opportunities. By connecting performance, feedback, development and learning, employees can unlock their ability to lead, grow and make an impact.”



Carlos Gonzalez
Manager,
Talent Development

Learning to Work Better Together

Learning to Work Better Together is a quarterly virtual learning series for employees featuring Steelcase leaders. It connects business priorities to everyday work and reinforces concepts introduced through leadership development. This year, it helped carry practices emphasized in leadership development — including Lead in 30 and Leader Forum — into teams and everyday work, so employees could connect business priorities to how work gets done.

These learning sessions built on one another. Employees first explored how aligned priorities support a more cohesive customer experience, then how clarity helps teams understand what they are doing and why. Later sessions introduced shared approaches to decision-making to help teams define decisions, discuss options, commit and own next steps.

The series is part of a broader learning ecosystem that includes digital, hybrid and in-person experiences, LinkedIn Learning and resources that support our Critical Thinking Model. Together, these tools give employees practical ways to reinforce shared behaviors, apply them in regular team conversations and move work forward with greater focus.

Aligning Impact Coaching With Results

Impact Coaching gives employees and leaders a shared way to connect performance, development and business priorities. Through tools such as the Conversation Guide, Individual Development Plan and quarterly check-ins, employees set goals, have meaningful conversations about progress with their leader and take ownership of their growth.

In 2025, the Lead in 30 pilot introduced Team Key Results, helping leaders clarify priorities and align their teams around shared results. This work began connecting team priorities to Impact Coaching, creating a clearer path from team results to individual objectives and measures of progress.

Employee feedback helps guide what’s working and where we can improve. Our annual Employee Voices Survey captures employees’ perceptions and experiences. In 2025, responses to key statements provided insight into strengths and opportunities to better support employee performance.

73% I know where to access resources that help me with my development and career advancement.

71% Day-to-day I have opportunities to build my skills at work.

70% I have regular opportunities to contribute to the development of others.

63% Steelcase provides me with the necessary tools and resources to manage my development and improve my skills.



Acting With Integrity

Our foundational values guide how we make decisions and work with others. Acting with integrity means putting those values into practice by doing what's right, treating people with respect, working together and sharing responsibility across every part of our business.

We support those commitments through clear expectations, responsible leadership and systems designed to manage risk. They guide how we address ethical conduct, work with suppliers, protect information and use emerging technology. They also help ensure concerns are heard and addressed appropriately.

How It Creates Community

Integrity strengthens our community by building trust in our decisions and in one another. When expectations are applied consistently and concerns are addressed with care, we create a culture of trust where people feel respected, act with confidence and take shared responsibility for how we work together.



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

Silver Rating
Top 11% globally

CDP

B rating for climate change disclosure
A rating for supplier engagement

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 Manufacturing
America's Greatest Companies

Forbes

Net Zero Leaders

VETS Indexes

4 Star Employer

Michigan Veterans Affairs Agency

Gold-Level Veteran Friendly Employer

NASPO

Environmental Impact Award

Michigan Battle of the Buildings

Winner, Manufacturing/Industrial Category

None of these references should be interpreted as an endorsement or sponsorship of Steelcase.



Our Commitment to Fairness

Everyone deserves to be treated with dignity and respect. Fairness starts with how we treat one another and the choices we make each day.

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. Our values help set expectations for responsible conduct across Steelcase and every employee shares responsibility for upholding them.

Employees regularly complete Global Business Standards training to understand expectations and their role in putting our values into practice. Nearly all (98%) of employees have completed this training in the last two years. The results help us identify where additional guidance or support may be needed.

Additionally, employees receive anti-bribery training to help them recognize and avoid bribery or corruption and comply with international laws.

By setting clear expectations and building capability through training, we support responsible decisions and strengthen trust across our community.



Speaking Up for What's Right

We encourage employees to speak up when they see or experience conduct that conflicts with our policies or standards. Our Global Harassment Prevention Policy reinforces that misconduct is not tolerated, and training helps employees recognize concerns and respond appropriately. Our Global Human and Labor Rights Policy aligns with international human rights standards and reflects our commitment to fairness, dignity and respect.

The Steelcase Integrity Helpline provides a secure pathway to report concerns, including employee relations matters, policy violations, security issues or financial fraud. We investigate every report and take action when unacceptable behavior is found. Employees can also raise questions or share concerns through our Open Door Policy, team member roundtables, one-on-one meetings, impact coaching sessions, employee surveys and access to HR, legal or internal audit partners.

When employees feel safe to speak up, concerns can be addressed and together we help maintain a workplace grounded in trust, fairness and respect.

Working Responsibly With Suppliers

We publish Sustainable Procurement Guidelines to clarify the shared expectations with our suppliers across human rights, labor practices, environmental stewardship and responsible sourcing. Together with our Supplier Code of Conduct, the guidelines provide a consistent foundation for responsible supplier relationships and reinforce safe, healthy working conditions.

To maintain compliance with evolving regulatory requirements, we work with suppliers to collect key environmental and social data. In 2025, 41% of our scorecard suppliers (top 80% by spend) provided the requested information.

All suppliers commit to abide by our Supplier Code of Conduct. Starting in 2026, suppliers will be asked to reconfirm their commitment to this code of conduct through the Annual Sustainability Questionnaire.

We also strengthened our supply chain due diligence through new risk-screening and monitoring tools, including continuous supplier monitoring against the Dow Jones Risk & Compliance database. Transparency reports focused on child labor, forced labor and responsible sourcing help us identify, assess and address potential risks.

Strengthening Leadership Effectiveness

Leadership effectiveness comes to life through the behaviors, rituals and systems leaders shape each day.

We work alongside senior leaders and leadership teams to identify where their influence matters most, unlocking stronger outcomes for their teams, employees and the organization.

Our approach targets three interconnected levels: identify company-wide patterns, observe team and functional needs, and support individual leader growth. This helps us identify where broader interventions are needed while tailoring development to the challenges leaders and teams face.

By connecting leadership behavior with team and organizational effectiveness, we can focus development where it delivers meaningful, measurable impact.



Activating Leadership Growth

We evolved our leader feedback process, called Leadership Activator, to give leaders a broader view of how employees experience their leadership. Feedback now extends beyond direct reports to include peers, managers and a self-assessment, creating a 360-degree perspective.

Leaders gain clearer insight into strengths and opportunities for growth by comparing how they see themselves with how others experience their behaviors. Each leader's manager and HR business partner can also view the results, strengthening accountability and connecting feedback to the right support.

Targeted follow-up, such as coaching, assessments or team workshops, helps leaders act on feedback and is supported by reminders that keep development priorities front and center.

By making feedback broader, more transparent and actionable, Leadership Activator helps turn insight into focused development and stronger leadership across our organization.

Our Cybersecurity Commitment

We strengthen cybersecurity through enhanced safeguards and shared responsibility, evolving how we protect information as threats grow more frequent, sophisticated and influenced by AI.

Our approach focuses on building a strong, resilient foundation. We treat cybersecurity as an ongoing practice, supported by clear expectations and responsible technology use across our organization and dealer community.

During the year, we reinforced clear guidelines on responsible AI use for employees and our dealer community. This commitment is reflected in the improvement in our Center for Internet Security score, a self-assessment that measures adherence to cybersecurity best practices. Our score exceeds the manufacturing industry's average.

By strengthening safeguards, setting clear expectations and promoting responsible technology use, we build the trust people need to connect, collaborate and share information securely.



Embedding Security in Everyday Work

We activate our cybersecurity commitment through layered controls, regular testing, vendor oversight and employee training that embed protection into everyday work. To stay ahead of threats, we conduct regular third-party penetration tests on our custom tools. We use an independent assessment platform to evaluate the cybersecurity and data protection practices of vendors and service providers against our requirements, industry standards and applicable laws and regulations for information security and data privacy.

In response to heightened and more sophisticated threats, our team employs a dynamic security training interval — sometimes weekly — to reflect external conditions and threat levels. In 2025, 99% of employees participated in security awareness training, helping us maintain a phishing failure rate well below industry baselines. These trainings reinforce the role every employee plays in safeguarding our information assets.

Using AI Responsibly

AI is reshaping work, opening new possibilities to empower people and evolve our workplaces. Realizing this potential depends on using AI responsibly, with clear guardrails that protect people and information.

Our IT Asset Management Team vets the AI tools employees use to ensure safe and responsible use. This helps keep information secure while setting expectations to avoid unapproved tools and report concerns early.

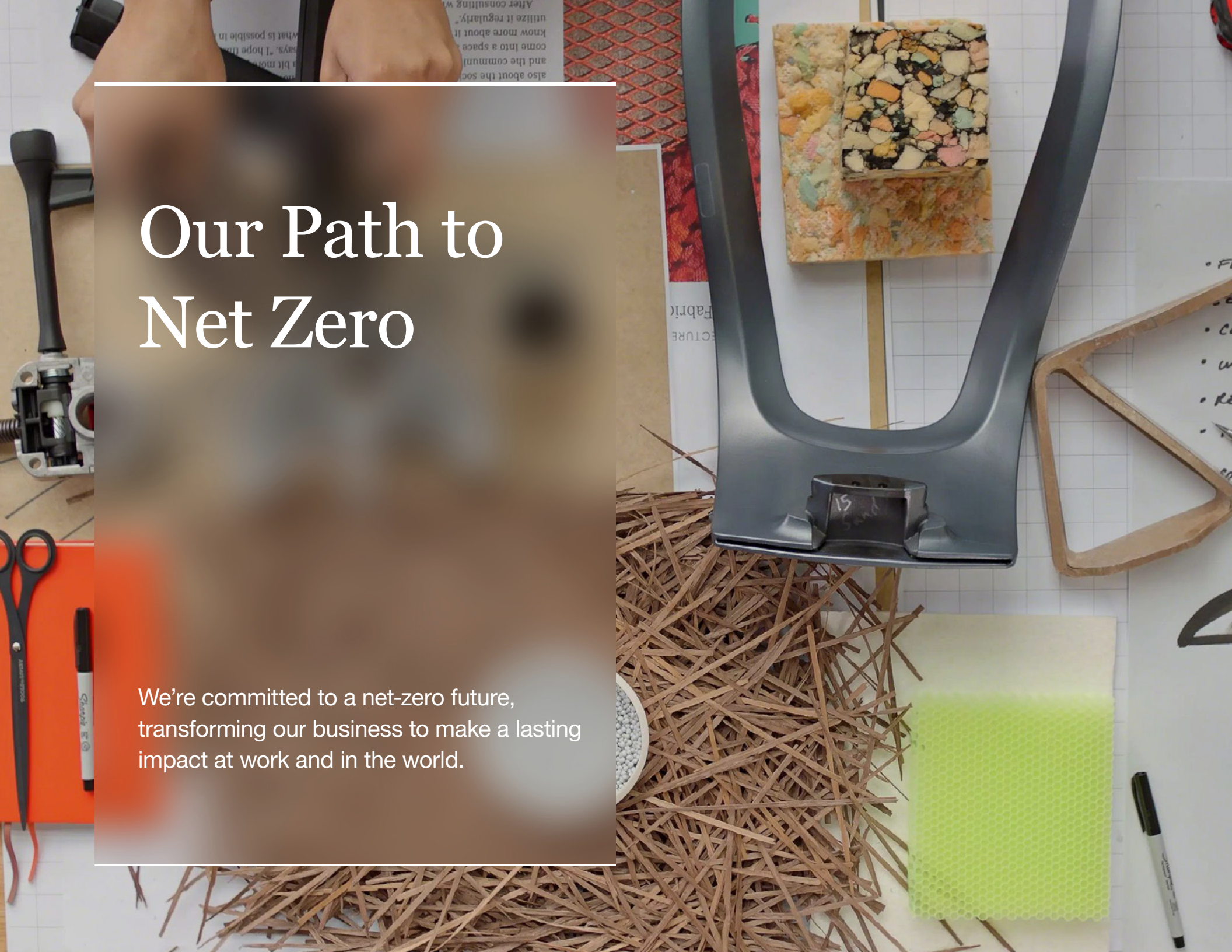
Our Digital Governance Council meets regularly to address data and AI governance questions and to provide direction and policy guidelines for the organization. This helps ensure AI is used in ways that build trust, support people and strengthen how work gets done.

“Our AI governance practice works to ensure the ethical and responsible development and deployment of AI tools through risk assessments and continuous monitoring. This work is done in close collaboration with privacy protection, digital governance and cybersecurity.”



Zoë Wilson

AI Governance + Strategic Initiatives Lead



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

We're committed to achieving net zero by 2050* by reducing emissions across our business and value chain. This means reducing more than 90% of our carbon emissions from our 2019 baseline, then neutralizing any residual emissions through permanent carbon removal and storage.

Our industry-first net-zero transition plan connects long-term ambition with near-term action. It outlines the governance and accountability needed to guide decisions, track progress and adapt as technologies, markets and expectations evolve. By transparently sharing our path, we can hold ourselves accountable while helping advance progress across our industry.

Our path is grounded in climate science. The Science Based Targets initiative (SBTi), which ensures company targets align with climate science, validated our targets, including our goal to cut emissions from our operations in half by 2030*. Our net-zero commitment extends beyond energy used in our facilities to emissions from purchased materials, transportation and product end-of-use.

**From 2019 base year*

Progressing Toward Net Zero With Purpose

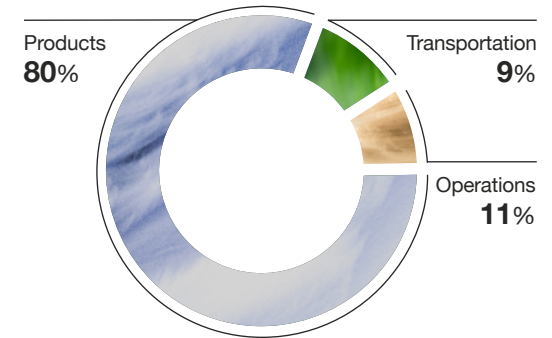
We are working toward a world where business performance and climate progress reinforce each other — where the choices we make today help create the conditions for the wellbeing of people and the planet for generations to come. That is why we act now.

The transition to net zero is an investment in better futures. Using less energy and fewer materials can lower costs while making our business more resilient. Our commitment pushes us to rethink how we design, operate and deliver value to customers. The benefits extend well beyond business performance. Climate action helps create cleaner air and healthier natural systems. It strengthens communities, protects resources that people and businesses rely on and supports customers working toward their own climate goals. As more organizations take action, collective progress builds momentum across the globe.

Product development teams explore more sustainable components to lower embodied carbon



Our Sources of Carbon Emissions (2019)



Most of our emissions come from our products, so we focus on the full journey: how we design, make and deliver them. In 2025, we made steady progress on reducing our emissions, turning our commitments into measurable results.

We began installing a new solar array at our manufacturing facility in Kentwood, Michigan, that will begin supporting lower-carbon manufacturing. Our Tijuana team improved trailer loading to reduce the number of trucks on the road. We published a Sustainable Procurement Guideline to clarify procurement expectations for suppliers and continued working with them to strengthen emissions practices and advance science-based target setting.

Teams also moved circularity ideas into design sprints, exploring lower-carbon materials and assembly methods that make products easier to disassemble, repair, reuse and recover. Together, these actions show how progress depends on changes across our business.



Reducing Our Carbon Footprint

Reaching net zero requires reducing emissions across our business and influencing the broader systems we're a part of.

We are advancing this work by lowering embodied carbon in our products, expanding renewable energy and efficiency across our operations, rethinking transportation and working with suppliers to reduce their own operational emissions.

Our science-based targets keep the focus on deep, measurable reductions. At the same time, we continue to support verified carbon reduction and removal projects, renewable energy and offer certified CarbonNeutral® products that help our customers advance their own climate goals. Together, these efforts contribute to the progress we're making in reducing emissions in our business and beyond, helping to expand our impact as we move toward net zero.

How It Leads Us to Net Zero

Each decision helps lead us to net zero by 2050. By embedding carbon reduction into product development, procurement, manufacturing and logistics, we aim to reduce our environmental impact, strengthen our business and help build a more resilient future.

Reducing Carbon Emissions

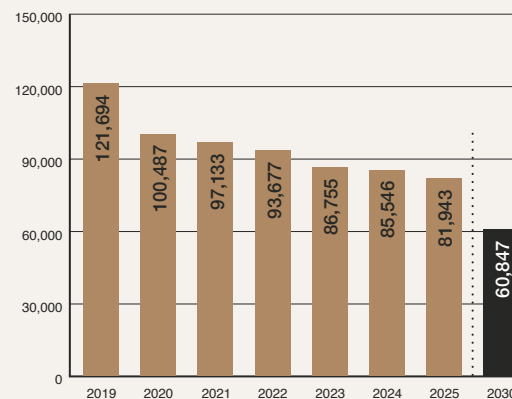
Goal

Reduce absolute emissions from our own operations 50% by 2030

Progress

33% reduction achieved from 2019–2025. Our energy-efficiency metrics are ahead of our original forecast.

Scope 1 + 2 Emissions



We have recalculated the 2019–2024 figures to align with our new calendar year reporting period.

Emissions numbers are measured in metric tons of carbon dioxide equivalent.

Goal

Annually finance carbon credit projects equivalent to 100% of our scope 1 emissions from 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 scope 2 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, including through our virtual power purchase agreement

Goal

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

Progress

We have achieved a reduction of **22%** from 2019–2025.



New flexible fin technology replaces foam in arm caps of select chairs

Designing Lower-Carbon Products

The products we make represent 80% of our carbon emissions, which is why product design is central to our path to net zero.

We work to reduce embodied carbon from the start by choosing materials responsibly, using less where possible and considering the full life cycles of our products. Alongside improvements in our operations, transportation and supplier partnerships, these choices help us create products that are better for the planet.

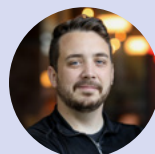
Reimagining Essential Seating Elements

Focused design decisions are improving familiar products, which help our customers select more sustainable furniture.

Our designers and engineers took an innovative approach to a small, yet meaningful opportunity for change — the arm caps from seating products. Now our top task chairs are made with new flexible fin technology, a patent-pending, foam-free structure that replaces traditional single-use foam in arm caps. It provides the soft cushioning and ergonomic support people expect while improving durability and resistance to everyday wear. The design maintains performance and cost while eliminating a material that is difficult to recycle.

By rethinking this often-used component, all of our top-task seating arm caps in America are now free of single-use foam. We are pioneering an innovation that can scale across seating and help customers create better spaces that are better for the environment.

“We didn’t just remove single-use foam. We created a more sustainable way to deliver lasting comfort and help every chair go further for people and the planet.”



Justin Focht
Seating Product
Portfolio Manager

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:

81 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.

Our embodied carbon calculator tool generates real-time data to inform product development about the carbon impact of choosing one material over another. The embodied carbon of all Steelcase- and Coalesse-brand products has been calculated using this tool, refining baseline data and providing insights to further reduce emissions.

Building on the learnings and success of doubling the recycled content across seven task chairs in the Americas last year, exploration of switching from virgin to recycled materials has sharply increased across new product development and life cycle management projects.

Exploration and design sprints continue for materials and components used in multiple products, with the goal of lowering embodied carbon at scale.

Lowering Emissions in Operations and Transportation

Reaching net zero requires continuing to evolve how we make and deliver products. Across our operations and transportation network, we are expanding renewable energy, improving efficiency and rethinking how we get things from here to there to do better for our planet and our customers.

Solar panel installation at our facility in Kentwood, Michigan



Powering Progress in Kentwood

In 2025, we broke ground at our manufacturing facility in Kentwood, Michigan, with a new 800-kilowatt solar array that will reduce the carbon intensity of products made there. The installation is the largest solar project across our global footprint and is expected to generate enough electricity to cover about 5% of the plant's total energy use — an important step toward greater energy and carbon savings.

Our teams selected Kentwood because of the opportunity to drive significant reductions in operational and embodied carbon: the plant produces a high volume of seating and storage products, has high energy demands, and operates within a relatively carbon-intensive electricity grid. Generating renewable energy onsite advances our goal of reducing operational emissions 50% by 2030. Lower-carbon manufacturing translates into lower-carbon seating and storage products, further supporting our customers' sustainability goals.

The project builds on solar installations at our facilities in Rosenheim, Germany; Pune, India; and Stribro, Czech Republic. Together, these investments reflect our commitment to shifting more of the energy that powers our operations to renewable sources and reducing the carbon intensity of how we make products.

Local partners installed the Kentwood array, supporting the community workforce and the regional economy. It sits on a field adjacent to the plant, where biodiverse native vegetation and the wildlife habitat remain intact and are intentionally maintained.



Loading More Efficiently in Tijuana

At our facility in Tijuana, Mexico, our logistics team increased trailer density by refining loading techniques and working more closely with manufacturing employees. These changes are expected to avoid approximately 452 metric tons of carbon emissions annually, or the equivalent of preventing emissions from roughly 100 gasoline-powered passenger vehicles driven for one year. More efficient loads also reduce transportation costs, showing how sustainable solutions can create business value.

Partnering Beyond Our Walls

Purchased goods, transportation and distribution account for 72% of our carbon footprint, making supplier partnership essential to reaching net zero. Recognized as a CDP Supplier Engagement Leader for six consecutive years, we take a collaborative approach to helping suppliers reduce emissions. This benefits Steelcase, customers and other organizations across our value chain.

Flat-rolled steel supply, Kentwood, Michigan



Building Momentum With Suppliers

In 2020, we set an ambitious goal: partner with 80% of suppliers, based on their emissions levels, to set their own science-based targets by 2025. By year-end, more than half of suppliers based on emissions had set targets validated by the Science Based Targets initiative (SBTi). This more than tripled the progress since the start of the year. In all, suppliers representing just shy of two-thirds of our supplier-based emissions have either set SBTi validated targets or committed to setting them.

Our approach focuses on building supplier capability through education, emissions-reporting guidance, shared tools and sustained engagement. SteelSummit, a flat-rolled metals processor and distributor, shows why this work matters in hard-to-decarbonize material categories. Steel is energy-intensive to produce but remains essential to furniture manufacturing. Customer expectations, including those from Steelcase, helped SteelSummit formalize earlier environmental efforts, justify deeper investment and begin measuring scope 3 emissions.

While the initial target period we set back in 2020 has ended, the journey continues as we develop our next phase target. We are deepening these partnerships to further reduce emissions across our supply chain toward our net-zero goal. With enhanced data and stronger practices enabling more informed decisions, we can continue providing more sustainable products and solutions for our customers.



Measuring AI's Environmental Impact

As AI becomes more integrated into our business, we are forming partnerships with technology suppliers who share our sustainability ambitions. We are also working to increase visibility into emissions associated with the AI tools and platforms we use because tracking AI-related emissions is still evolving. As our understanding grows, we will continue to use data to evaluate impacts, inform decisions and guide how we responsibly scale AI.

Investing for Lasting Climate Impact

Reducing emissions from our operations 50% by 2030 is a critical near-term goal and an important foundation for reaching net zero by 2050. Alongside those reductions, we invest in renewable energy and carbon-reduction and -removal projects that support climate action beyond our value chain.

In Grant Plains, Oklahoma, our 12-year virtual power purchase agreement supports a 147-megawatt wind power project. Our 25-megawatt share of the project generates approximately 88 million kilowatt-hours of clean energy each year — equivalent to our total annual U.S. electricity consumption — and fulfills about two-thirds of our commitment to reach 100% of global electricity use with renewable energy.

Long-term agreements such as this one are a part of a robust climate investment strategy. They give project partners greater financial certainty while providing us with more stable access to renewable energy and carbon credits. This work complements, but does not replace, the absolute emissions reductions committed to through our science-based targets.

Protecting the Michigamme Highlands

Our five-year agreement with The Nature Conservancy's Michigamme Highlands project in Michigan's Upper Peninsula helps protect freshwater resources and strengthens a beneficial conservation corridor.

This multi-year commitment to purchasing carbon credits improves carbon capture and storage, benefiting habitats for a wide range of wildlife. The project spans more than 13,000 acres across portions of the Wilderness Lakes Reserve and Slate River Forest Reserve, including forests, wetlands and glacial lakes. This approach delivers shared value, helping preserve biodiversity while supporting recreation and economic opportunity for surrounding communities that rely on and benefit from these protected lands.

*Wilderness Lakes Reserve,
Upper Peninsula, Michigan*



Expanding Climate Impact Through Products

We offer certified CarbonNeutral® products in the Americas and Asia Pacific regions. In Europe, the Middle East and Africa, we offer certified Climate Impact Partners® products. These certifications support verified climate projects based on the embodied carbon of a product's full life cycle. The portfolio includes our top task seating and desking products, extending this option across products customers use every day.

Demand rose significantly from the prior year, showcasing the value to customers and expanding the reach of the climate projects these products support. Customers purchased nearly 50,000 certified CarbonNeutral® products in 2025 — representing nearly 5,000 metric tons of CO₂e removed or avoided through certified carbon projects. That's equivalent to roughly 12 million miles driven by a typical gasoline-powered car.

Each certified product contributes to independently verified projects that reduce or remove carbon emissions while benefiting nature and communities. This complements our work to lower embodied carbon — giving our customers a clear, measurable way to align their workplace choices with their climate goals.

Designing for Circularity

A product's value should extend well beyond its first use. We're working to lead the way in circular design by rethinking how products are designed, sourced, made, shipped, recovered and reused. Keeping products and materials in circulation longer helps reduce waste and embodied carbon and supports business resilience in a changing world.

Bringing circularity to life requires collaboration across our value chain. Suppliers influence the materials we source, while designers and engineers evaluate materials, construction and disassembly. Manufacturing teams reduce material use and create more sustainable packaging, and employees help test new ideas. Dealers support customers in planning, measuring and carrying out sustainability goals in their projects, while end-of-use services help extend product life through repair, reuse, remaking and recycling.

We approach our products with a circularity mindset without compromising their quality because the longer a product stays in use, the greater benefits it provides for our customers and the planet.

How It Leads Us to Net Zero

Designing for longevity, reuse and recovery keeps products and materials in circulation longer, which reduces emissions and supports progress towards a net-zero future.



Imagining Circularity in New Ways

Advancing circular design requires more than improving existing processes; it calls for new ways of thinking, operating and creating value.

We are reimagining systems designed around extraction and waste into systems that keep products and materials in use longer. Because no single function can drive this transformation, progress depends on people working across disciplines, perspectives and the many partners involved in bringing our products to life.

Two workshops gave employees space to explore what circularity could look like across our systems, products and materials.

Transforming a Line to a Circle

Cross-functional teams mentally time-traveled to 2040, imagining a future in which Steelcase has redefined circularity across the industry. Working backward from that vision, they identified the capabilities, partnerships and systemic shifts needed to make it real. Through storytelling, hands-on modeling and play, participants created artifacts from the future and explored practical ways to extend product life and recover materials. They also identified new ways teams and partners can work together to make circularity possible.

The workshop allowed teams take a big picture view, helping to practice the systems thinking and imagination needed to navigate complex challenges and build momentum for action.



Designers experimenting with materials at the Reuse Remix Workshop, Grand Rapids, Michigan

Reuse Remix Workshop

Building a circular future requires experimentation and learning. A second workshop, developed with fashion designer and sustainable upcycling specialist Praise Yakubu, focused on fabric waste. Teams explored how scraps and unused fabric could become new products and solutions using capabilities already available.

Participants moved from brainstorming to sketches, collages and prototypes for ideas such as bags, privacy screens, shipping materials and workplace accessories. They also considered product longevity, repair and the value materials could retain at the end of use.

Keeping Furniture in Use Longer and Creating Less Waste

Circular by Steelcase continues to expand, offering a range of end-of-use services to help customers meet both workplace and sustainability goals. Whether extending the life of existing furniture, relocating to a new space or managing inherited assets, we help customers identify the best opportunities to reuse, repair, remake and recycle products. This keeps valuable materials in use longer.

These services include:

Remake: Through Circular by Steelcase: Remade, we give select work chairs a second life by replacing worn elements and restoring them to original specifications with a new warranty. In the U.S., Remade, now a standard offering, continued to expand.

Reuse + Recycle: We support sustainable decommissioning strategies that keep furniture out of landfills while identifying opportunities for reuse. We consider how to design for easy disassembly and recycling.

Repair: Our service parts program and industry-leading warranty help extend product life and support long-term performance.

Putting Circularity Into Practice

When customers refresh their workplaces, Circular by Steelcase teams help determine what to do with the furniture they no longer need. In 2025, Circular by Steelcase helped customers divert 99% of decommissioned furniture and equipment from landfill by recycling or reusing over 600 tons of material.



Chair components being replaced during Circular by Steelcase: Remade process, Sarrebourg, France

In Europe, Crédit Agricole d'Île-de-France chose Remade instead of replacing 4,700 reception chairs across 273 bank branches. After 10 years of use, many chairs showed wear and needed an updated look. At our Sarrebourg, France, plant, teams replaced worn or damaged parts and restored chairs to a consistent, high-quality condition, backed with a new warranty.

An extra 200 chairs allowed the customer to update their space in weekly batches, ensuring Crédit Agricole branches remained open throughout the project. By extending the life of its existing furnishings, Crédit Agricole reduced waste, preserved material value and advanced its sustainability goals.



Rethinking Packaging Materials

At our Rosenheim, Germany, plant, teams completed a multiyear effort to remove foam from packaging from two production lines. They replaced it with packaging made from 75% recycled paper.

The shift eliminated 522,000 linear meters (324 miles) of foam in 2025. Extensive testing confirmed the new packaging met or exceeded performance requirements, protecting products while reducing waste.

In Athens, Alabama, our operations team made packaging for Answer® Skins more sustainable. Answer Skins are interchangeable materials that attach to metal workstation frames. The team replaced multiple individually shrink-wrapped packages with one bulk package that can hold up to 108 Answer Skins. The change reduces plastic waste, makes unloading easier for dealers and is expected to reduce approximately 3,500 pounds of plastic annually.

Improving Pallets for Less Waste and Easier Handling

At our plant in Reynosa, Mexico, teams redesigned pallets for three-seat and four-seat lounges to integrate sustainability and operational efficiency. The new design uses less wood and adds wheels, allowing heavy products to be pushed more easily without additional equipment.

Implemented across multiple lounge products, including Jean Nouvel, Lagunitas®, Surround® and Millbrae™, the redesigned pallets eliminate an estimated 365,000 pounds of wood each year — equivalent to roughly 730 trees — and reduce annual material costs and energy use. By reducing packaging while simplifying product handling, the redesign reinforces that what's good for the planet is good for business.

“Small changes to packaging reduce material costs and make a big difference on the job site, resulting in quicker unpackaging and lower recycling costs.”



Alejandro Marquez Lastra
Manufacturing Engineer

Improving Packaging

Goals

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

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

Progress

To support our progress, we onboarded new paper-based packaging suppliers and pursued other innovative packaging solutions.

These strategic procurement decisions simultaneously reduced the use of single-use plastic packaging and increased the weighted average recycled content of all packaging materials. In 2025, we purchased cardboard and paper-based packaging more than any other packaging material.

We are evaluating our methodology for measuring packaging impacts and will continue to refine our approach through 2026.

Building Momentum Across Our Sustainability Community

Our work toward net zero includes the many people and partners who help create, deliver and sustain our products. It extends beyond suppliers and customers to include employees whose daily decisions shape our impact.

One way employees engage is through our Sustainability Community. Across the globe, this grassroots network of employees connects to learn from ongoing efforts, organize community opportunities and explore emerging environmental issues.

During Water Week, the community organized a volunteer day, shared stories about the importance of water and hosted a virtual conversation about the environmental impacts of AI. The discussion helped employees understand how the growing use of AI connects to water use and how Steelcase is approaching AI and sustainability together with its technology partners.

By building awareness, sharing knowledge and encouraging action, employees help embed sustainability into everyday decisions across our business.

Turning Sustainability Goals Into Action

Our dealers help advance sustainability through their operations and customer relationships. Dealers understand their local customers and market and can apply sustainability best practices to make the biggest impact in their communities.

Because turning ambitious goals into meaningful action can be complex, Steelcase facilitated a six-month Dealer Sustainability Workgroup. The workgroup provided participants with both a practical framework for implementing sustainability into their business and a community of peers to learn alongside. As a cohort, dealers could assess current practices, set goals and develop sustainability plans. Later sessions focused on measuring impact, identifying new value streams and communicating the business value of sustainability.

The resources developed through the program can be leveraged by all dealers, and a new cohort is planned for 2026.

“The workgroup changed my view of sustainability from a reporting requirement to a strategic opportunity”



Jennifer Clark
Vice President, Operations
& General Manager –
Circadia, Steelcase dealer



Swapping Clothes, Building Community

Our Young Professionals Business Inclusion Group (BIG) held two clothing swaps at our Grand Rapids office, helping more than 2,100 items find a new life. Employees donated clothing, shoes, jewelry and accessories, then volunteers organized shopping events where anyone could take items at no charge.

The swaps help reduce waste associated with fast fashion by making it easier for employees to share resources and keep usable items in circulation. The events also created opportunities for colleagues across different departments to connect, while giving summer interns — many arriving from out of state — a practical way to build their work wardrobes.

The remaining items were donated to nonprofit organizations in Grand Rapids, Michigan. Clothing that could not be reused was recycled, while donated racks, hangers and jewelry stands will support future events. What one employee no longer needed became a valuable resource for a colleague or community member, extending the life of materials while strengthening connections across our workplace and community.

Choosing + Using Materials Responsibly

The materials we choose shape a product's impact long before it reaches our customer. We source and select materials responsibly, manage natural resources with care and apply health, safety and quality criteria throughout product development.

We believe transparency builds trust. Third-party certifications, ingredient disclosures and environmental data give customers clearer product information and support their sustainability goals.

How It Leads Us to Net Zero

Products account for approximately 80% of our carbon emissions, based on our 2019 baseline, making material choices one of the most powerful ways to drive impact. By selecting lower-impact materials and using resources more efficiently, we reduce embodied carbon, conserve valuable resources and minimize waste, helping protect both people and the planet.



Apprise™ Collection by Steelcase Health

Designing More With Recycled Materials

Our Sustainable Product Design Framework is the foundation for how we scale product sustainability. It covers materials, circularity, carbon and certification requirements. Across regions, teams share these practices to expand customer solutions, reduce waste and support our path to net zero.

Recently, a task seating project showed how success can open possibilities across the business. The project doubled recycled content across seven task chairs in the Americas and reduced embodied carbon by an average of 35% across our task seating portfolio.

The success of this project helped to establish clearer criteria for approving recycled-content materials. Those learnings now inform the development of new products and global life cycle improvements. In Europe, the Middle East and Africa, Gesture®, Leap® and Think® chairs launched with increased recycled content. The Steelcase Apprise Collection extends this work into healthcare environments with durable, cleanable materials and replaceable components that keep products in use longer.

Advancing Transparency for Healthier Spaces

This year, we expanded our commitment to healthier, more sustainable workplaces by partnering with the International WELL Building Institute and enrolling in WELL at Scale. WELL is a global framework for advancing health across buildings, organizations and communities. Its strategies address air, light, movement, materials, sound and other everyday conditions that shape how people feel and function.

Everwall® modular wall solution components



We became the first major manufacturer in our industry to license a broad product portfolio through the Works with WELL program, documenting how our products align with specific WELL strategies and helping guide customer choices. Our sustainability experts also guide customers pursuing LEED®, BREEAM® and Living Building Challenge certifications, helping project teams navigate building rating systems and identify products that contribute to goals related to human health, material transparency, embodied carbon and responsible sourcing.

That work builds on our longstanding commitment to transparency. We expanded our product portfolio on Ecomedes, a comprehensive product library, into Asia Pacific. This makes sustainability information easier to access in every region. We also expanded Environmental Metrics Reports beyond the Americas, giving more teams access to key environmental indicators for a customer's product mix. These reports help decision-makers compare options before they purchase and document sustainability outcomes after.

As an industry first, we commissioned a third-party-verified comparative life cycle assessment for Everwall, a reconfigurable wall system designed to adapt as spaces change. Compared with traditional construction across repeated reconfigurations, Everwall generated approximately 50% less waste over its life cycle and contained more than twice the recyclable content at end of use, demonstrating how adaptable design can reduce environmental impact over time.

Sustainability Verification by the Numbers

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

482 products listed on Ecomedes (Americas 316, EMEA 100, APAC 66)

81 Environmental Product Declarations (EPDs)

570 Scientific Certification Systems Indoor Advantage™ (Americas 362, EMEA 117, APAC 91)

297 BIFMA LEVEL® certified products including **15** Level 1 products (1%), **52** Level 2 products (5%), **230** Level 3 products (92%)

12 FEMB LEVEL 3 certified products (European label for sustainability across materials, energy, health and social responsibility)

32 Declare® labels

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

31 NF Environment certified products (French label for quality, durability, limited environmental impact)

26 Green Tick Sustainable™ certified products (Australian label)

75 Product Ingredient Disclosures (Americas 63, EMEA 4, APAC 8)

Note: Americas refers to North and South America. EMEA refers to Europe, the Middle East and Africa, and APAC refers to Asia Pacific.



Turning Material Ideas Into Product Decisions

Ideas sparked at the 2024 Sustainable Materials Summit advanced into focused design sprints and product development in 2025, demonstrating how we turn innovation into action, learning and measurable progress.

Through these design sprints, teams partnered closely with suppliers to explore materials with higher recycled content and lower embodied carbon. These collaborations connected material choices directly to product development, where designers and engineers evaluated how new options would perform in practice.

Teams also examined product assembly and disassembly. They explored sustainable alternatives to traditional fasteners and joinery methods, such as staples and adhesives. Designing with end-of-use in mind helps extend product use and creates more opportunities for repair, reuse, remanufacturing and responsible recovery.

Together, these sprints put our Sustainable Product Design Framework into practice, generating new design principles for product assembly and disassembly and guiding innovation toward products that use materials more responsibly.



Making Every Drop Count

Water conservation efforts at manufacturing sites around the world are delivering measurable results through process improvements, water reuse and more precise tracking of water use.

In 2025, we used 81 million gallons of water globally — a 21% reduction from our 2019 baseline.

Across our manufacturing plants, teams applied a familiar principle — reduce, reuse and recycle — through new conservation practices and systems that capture water through condensation and distillation.

Together, these efforts reduced water use by more than 1.1 million gallons at manufacturing plants in Germany, the Czech Republic, Mexico and China. In Dongguan, China, these changes reduced water consumption on the washer within a paint line by 68%.

We are also piloting submetering at two facilities to gain greater visibility into water use. This detailed data helps teams identify which processes use the most water and focus conservation efforts where they can have the greatest impact. This work supports our goal to complete water balance assessments for all manufacturing sites and facilities with high water use by 2030.



Steelcase manufacturing facility in Sarrebourg, France

Reporting Progress With Transparency

Transparently reporting certifications builds trust by providing independent evidence of how we manage resources, reduce impacts and drive continuous improvement.

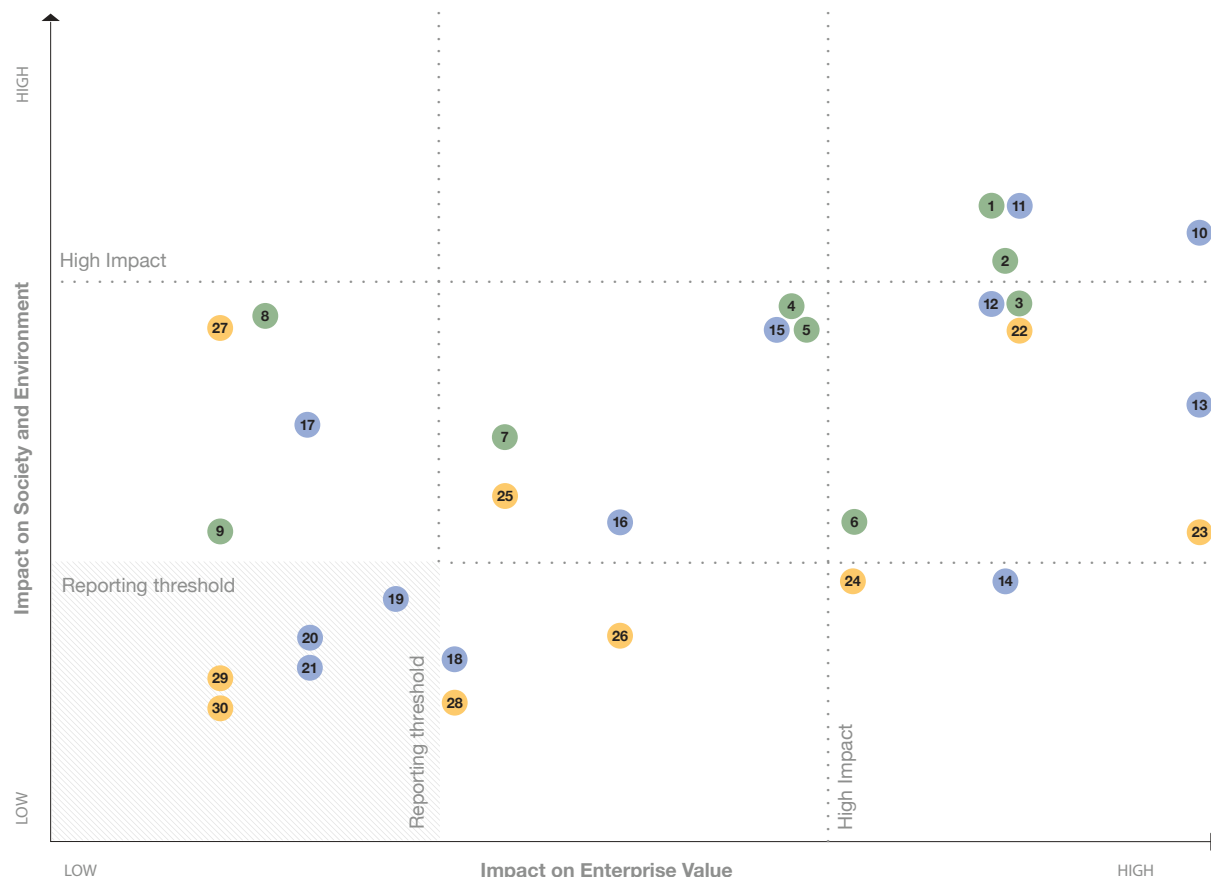
We voluntarily pursue ISO certifications, which provide independent verification that our processes meet globally recognized environmental, energy, health and safety standards.

All 19 of our global manufacturing facilities are certified to ISO 14001 environmental management standards. We are also increasing the number

of sites that pursue ISO 45001 certification, building on our established safety programs and management systems to further enhance workplace safety performance. In 2026, we expect all nine of our manufacturing facilities in North America to achieve this certification.

Our Sarrebourg manufacturing facility in France uses a data-driven Energy Management System certified under ISO 50001. It provides a framework to continuously reduce energy consumption, cut costs and lower carbon emissions.

Materiality Assessment



Steelcase is committed to transparently reporting annually on our commitments to people and the planet. The content of the 2025 Impact Report covers calendar year 2025, and is limited to operations owned and/or operated by Steelcase. Beginning this reporting year, the reporting timeframe is moving from our former fiscal year (March – February) to the calendar year to align with HNI Corporation reporting.

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/>

The latest double materiality assessment was completed in 2023.

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
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

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 2025 Impact Report and the 2025 Global Reporting Index (GRI) disclosures at the relevant pages indicated below.

Steelcase Alignment with SDG Goals

SDG Goal	Steelcase Topic Area	2025 Impact Report	2025 Global Reporting Index (GRI)
1 - Good Health and Well-Being	Building Wellbeing Into Work	pp. 18–19	403-1 403-3 403-6 403-7
4 - Quality Education	Helping Communities Thrive	pp. 6–7	–
5 - Gender Equality	Fostering Inclusion	pp. 13–16	405-1 405-2 406-1
6 - Clean Water and Sanitation	Choosing and Using Materials Responsibly	p. 42	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	Developing People, Growing Teams	pp. 20–21	404-1 404-2 404-3
10 - Reduced Inequalities	Fostering Inclusion	pp. 9–17	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. 39–42	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. We continue this commitment as a wholly owned subsidiary of HNI Corporation, who have been a long-term signatory to the UNGC. 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.

steelcase.com/people-planet



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