



Work Better

The New
Hybrid Neighborhood

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We help people do their best work by creating places that work better.



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The Hybrid Experiment

Just like working from home was called a “great experiment” we are now in the middle of a new phase of discovery called “hybrid work.” Everybody’s talking about it, but nobody really knows exactly how hybrid is going to become part of our “new normal.” Many organizations have tried to clearly define their policies, yet, there’s no consensus on any single best way. Each organization, team and worker is still trying to figure out what is the right balance for their unique needs. In practice, hybrid work will probably look a little different for everyone and will be fairly fluid for some time.

In the midst of so many unknowns, it’s important to maintain flexibility and a learning mindset. It’s a good time to let go of assumptions and paradigms about work and take a new approach. We need to draw inspiration from a new place — neighborhoods. The workplace can become a community where people feel a part of something special, rather than just a cog in the wheel. This community can be intentionally designed like a great neighborhood that has energy and life (see page 6). Great neighborhoods can evolve and change because people aren’t static and neither is their work. Hybrid work will bring uncertainty and things will change. And that’s a good thing.



Perch With Purpose

New Steelcase Flex Perch Stool turns computer production waste into recyclable stools.

Businesses can do a better job designing products that are good for people and the planet, which is why Steelcase created the Flex Perch Stool. We have currently achieved carbon neutrality in our operations and we have ambitious goals to further reduce our emissions by another 50% by 2030. But we're also committed to designing products that reduce the impact of climate change, prepare for end of use, design out waste and protect people's health. The Perch Stool uses electronic waste byproducts to create a new option for active seating that is also 100% recyclable.

The Perch design team was on the hunt for a sustainable material that could hold up to the rigors of office life when they came across global chemical engineering firm BASF's CCycling.

CCycling is an advanced recycling method that is among the first to work toward reusing parts of the electronics manufacturing waste stream. According to the UN Environment Programme, the world produces as much as 55 million tons of electronic and electrical waste a year and — using fossil fuels, chemicals and water. Right now, only 20% is formally recycled.

"It's truly remarkable. Perch uses electronic waste instead of virgin fossil fuel as a raw material. We eliminate our reliance on fossil fuel resources and our carbon footprint in the process," says Bruce Smith, director of Global Design at Steelcase.

The Steelcase Flex Perch Stool weighs 8.5 pounds and is composed of BASF nylon resin, which is 70% post-consumer recycled content. Through a renewed focus on responsible materials management, we are minimizing total waste impacts through scrap reduction and prevention in our own operations. We are also focusing on reducing single use plastics and increasing recycled content in all packaging.

Our commitment to helping the planet is demonstrated in our third party certifications. Currently, the entire Steelcase task seating portfolio is BIFMA LEVEL 3* certified and our product portfolio leads the industry for most BIFMA LEVEL certifications.

"Perch is a great story. But it's just one story," reinforces Smith. "There's a lot more we can continue to do to move the needle."



LEVEL® is the third-party certification program for the furniture industry's multi-attribute, sustainability standard. LEVEL 3 is the highest threshold a product can reach and is similar to a platinum ranking in the LEED rating system.

"Perch uses electronic waste instead of virgin fossil fuel as a raw material. We reduce our reliance on fossil fuel and our carbon footprint."

Bruce Smith
Director, Global Design

Read the full sustainability story on the Steelcase Flex Perch Stool.

steelcase.com/Perch-sustainability





Offices will need to earn people's commute by meeting a new set of needs: to support hybrid work, establish connections, create a sense of belonging and foster wellbeing.



The New Hybrid Neighborhood

A Workplace Worth the Commute

Despite employers' best efforts to entice everyone back to the office with free snacks and fun events, people are dragging their feet. Their reluctance isn't about COVID: If you look at the data, far more people have been to a restaurant, movie theater or traveled on an airplane than who've gone to the office, according to the Kastle Back to Work Barometer. People's resistance doesn't seem to be about flexible work either. Hybrid work has been embraced by 71% of global leaders giving people the option to work two-to-three days from home or other locations. Theories about why they're hesitant to return to the office range from the dread of wearing work clothes to long commutes. But maybe the most obvious reason is being overlooked: Do people believe anything has really changed if everything looks the same?

In offices around the world, organizations have adopted hybrid work policies, but haven't changed their offices to support the new realities of hybrid work. Some say they're waiting until employees are back in the office to make changes. But hybrid work means people will come and go at different times and, without changes, the office is often likely to feel empty and lack energy. After two years of isolation, who wants that? Hybrid work also means people will spend a lot

more time on video calls, and will look for more privacy to meet with remote teammates. Or worse, they'll do video meetings in the open and become the hybrid version of the office loud talker.

The new era of hybrid work means people will have choices about where to work and, in many ways, the office has to work even harder to attract people and keep them coming back. Offices will need to earn people's commute by meeting a new set of needs: to support hybrid work and establish connections, create a sense of belonging and wellbeing — all of which suffered during the pandemic.

A New Inspiration

This requires a shakeup in thinking about the future of the office. Rather than basing office design on the need to fit more people into less space, the workplace should draw inspiration from a new source that is less about efficiency and more about humanity — the vibrant communities in which we live. Jane Jacobs, author of "The Death and Life of Great American Cities," argued decades ago people need diverse neighborhoods to thrive, where homes, bustling sidewalks, shops, parks and public spaces come together and "exist in extraordinary variety."

Hybrid work policies will work better if an organization's space changes in tandem.





Building a Neighborhood at Work

Organizations can create diverse neighborhoods in their workplace as a tangible way to communicate their values and shift their culture. The workplace can create the same energy and connection people feel sitting in a sidewalk cafe or the same level of solitude they experience in their library or the privacy of their own home.

- Areas to gather, socialize and learn with teammates

Neighborhoods become a destination, where people feel comfort and confidence they can find their teammates and the tools they need to do their work.

For a neighborhood to truly work for people it has to be based on some fundamentally new design goals:

Neighborhoods at work, like the ones people live in, are a homebase for people and teams, departments or project teams. They include a variety of interconnected spaces that support different types of work, a mixture of uses and the natural flow from one to another. They include:

- Individual spaces assigned to one person or shared amongst the team
- Collaboration spaces for in-person and virtual interactions that support the different ways people need to come together
- Places with appropriate privacy for individual heads down work or finding solitude and rejuvenation

Equity

Create a more equitable and inclusive experience for all participants, with a design goal to eliminate the gap between co-located and remote employees.

Engagement

Design settings for a range of experiences that help people participate fully, focus deeply and stay in flow longer.

Ease

Design a variety of intuitive virtual and physical experiences that are easy to navigate and control.

Why Neighborhoods?

They exude vitality and energy — nothing is static — places and activities adapt and change. The neighborhood is where people form relationships, feel a sense of belonging and build trust.

Today, organizational psychologist and author Adam Grant agrees. “A better vision for a workplace is a community — a place where people bond around shared values, feel valued as human beings, and have a voice in decisions that affect them,” says Grant. The best neighborhoods are ones that foster inclusion and exude personality, where ideas are born and trends are launched.

This is what people at work need more than ever before.



“A better vision for a workplace is a community.”

Adam Grant
Author + Organizational Psychologist



WorkLife Paris

In the heart of a picturesque pedestrian Paris neighborhood, the new Steelcase WorkLife Center is full of creative energy as people engage with their leaders and teammates.



The new era of hybrid work means people will have choices — the office has to work even harder to attract people and keep them coming back.



WorkLife New York

The reinvention of the Steelcase New York WorkLife Center brings a vibrant city neighborhood — and Central Park — into view and creates a desirable destination for hybrid teams.

4 Key Design Principles

Every neighborhood has its own distinctive character — four key design principles guide their creation.



Me + We

Just as city neighborhoods have homes and shared spaces, the new neighborhood at work supports both individual and team work. The amount of space for each will vary, but they support people doing different types of work throughout the day. They help people make quick shifts and give people more options and autonomy over their day.



Fixed-to-Fluid

Great neighborhoods evolve when new people move in or a new store opens. At work, change is constant, sometimes in small ways as teams need to add more people, or in significant ways when they need more collaboration spaces. A hybrid neighborhood is modular and flexible — embracing change instead of resisting it.



Open + Enclosed

Privacy in the office has become even more important during the pandemic. People struggled with significantly open office plans before and now, after working from home, are even more sensitive to the need for control over their privacy. Great neighborhoods blend private and public spaces, making the neighborhood diverse and dynamic.



Braiding the Digital + Physical

Urban planners are creating smart cities and hybrid office neighborhoods need to do the same. Video meetings are a new norm in the office and everyone needs to see and be seen, hear and be heard. The technology needs to be easy to use, but having a space that's the right size with the right features is a key to making it work.



Steelcase Paris



Steelcase Paris



Steelcase New York



It's time to put the needs of people in the forefront and think about the workplace in a whole new way. It is an investment in human capital that starts with understanding what matters most.

The latest Steelcase Global Report shares how work is fundamentally changing and why we need community at work. Download your copy.

steelcase.com/globalreport2022

Creating Hybrid Neighborhoods

Six spaces that meet people's new needs at work

1 **NEW Lares Bench**
Top: Crystal G0/230, Intermediate Rail: Rose Quartz 1ATG, Legs: Oak

2 **Think Chair**
Upholstery: CrissCross 2601 A22, Frame: Black

3 **Divisio Frameless Screen**
Fabric: Canvas 224

4 **NEW Steelcase Eclipse Light**
Pearl Snow ZW

5 **NEW Lares Mobile (Standing Height)**
Top: Clear Oak, Legs: Burnished Bronze

6 **B-Free Corner Privacy Screen**
Fabric: Ice Blue 1280

7 **Coalesse Montara650 Stool**
Fabric: Steelcut Trio 806, Legs: Milk Matte 4242



Diverse spaces give people more choices and greater equity.

01 Unassigned Team Spaces

Hybrid teams need a place to call home in the office where they can find teammates, access a diverse range of inclusive spaces to support different needs, and feel a sense of belonging. Hybrid work means people will spend more time on video and this team neighborhood offers options for how to connect with teammates – in person or virtually. Steelcase research finds after working from home, privacy is more important to people now and adding screens, privacy wraps and a variety of enclosed spaces provide a place to focus alone or take a video call.

02 Privacy on Demand

This flexible and versatile privacy solution inspired by tents limits distractions in the open office by providing individuals with a comfortable and private space to work alone or connect with others.



*Flexible active
collaboration
spaces strike
the right balance
between privacy
and the open office.*

1 NEW Overhead Tent
Arctic White TE04

2 NEW Steelcase Flex Media Cart
Frame: Saffron 4CZ7, Shelves: Merle MG

3 Steelcase Flex Slim Table
Top: Walnut 2LW5, Legs: Rose Quartz 1ATG

4 Steelcase Flex Perch Stool
Merle MG, Saffron 6BD7

5 Bolia Palm Stools
Fabric: Sand FB07, Legs: Black Lacquered Steel 10

6 NEW Pod Tent
Top: Arctic White TE04, Bottom: Era Lentil

7 Coalesse Hosu
Upholstery: Lagoon ALT 09, Cushion: Glacier 03 ALT 09

- 1 **Orangebox Away from the Desk**
*Seat: Camira Main Line Flax MLF25
 Bethnal, Screen: Camira Synergy
 LDS49 Append*
- 2 **Viccarbe Commons**
Fabric: Canvas 0424
- 3 **Bolia Grace Pouf**
*Fabric: London Dust Green FLO05,
 Legs: Black Lacquered Steel 10*
- 4 **Steelcase Roam**
- 5 **Coalesse Lagunitas Personal Table**
Milk Matte 4242
- 6 **Bolia Tuk Coffee Table**
*Top: Brown Marble 19, Legs:
 Smoked Oak 45*



03 Social Garden

A cross between a city park and conference room, it's the place to go when you want to connect with work friends. Comfortable lounge seating with integrated power supports work postures, personal tables and a mobile monitor stand help you get work done, even when you're relaxed.

A place to make connections and build a deeper sense of belonging.

*Multi-modal.
Tech-enabled.
Collaboration made
easy for hybrid teams
working in the open.*

- 1 **NEW Steelcase Flex Media Cart**
Frame: Saffron 4CZ7,
Shelves: Merle MG
- 2 **Steelcase Flex Acoustic Boundary**
Dark Grey P631
- 3 **Steelcase Flex Whiteboards + Wall Rail**
- 4 **Viccarbe Burin Round Table**
White RAL 9003
- 5 **Steelcase Flex Perch Stool**
Saffron 6BD7
- 6 **Viccarbe Copa Stools**
Fabric: Canvas 746, Legs:
White RAL 9003



04 Open Collaboration Space

This flexible space can be easily adapted to support new diverse ways of collaborating and provide an alternative to enclosed spaces. Easy-to-use technology creates an equitable experience for remote participants.



- 1 **Steelcase Series 2**
Color Scheme: Seagull,
Upholstery: Era CSE03 Canary
5ER4
- 2 **Ology Table**
Top: Grey Oak 2LCW, Legs: Pearl
Snow ZW
- 3 **NEW Steelcase Eclipse Light**
Pearl Snow ZW
- 4 **Coalesse Massaud Lounge**
Fabric: Era CSE42 Cobalt R0
- 5 **Coalesse Massaud Footrest**
Fabric: Era CSE42 Cobalt R0
- 6 **Bolia X-Stool**
Matt Lacquered Oak 36
- 7 **Viccarbe Keel Shelves**
Black RAL 9005

05 Focus Rooms

More than ever hybrid teams need access to acoustic privacy to collaborate on a video call, do deep focus work or rejuvenate. A shared private office provides a comfortable spot for focus work, while an adjacent space those seeking respite a place to read or take a call.

56% of all meetings will be hybrid, making enclosed, private spaces some of the most coveted in a neighborhood.



- 1 **Migration SE**
Top: Clear Oak, Frame: Sea Salt 1ATJ
- 2 **Think Chair**
Upholstery: Era CSE12 Lentil S1, Frame: Seagull B7
- 3 **Divisio Acoustic Screen**
Fabric: Hush Sea Salt HUA04
- 4 **Implicit Lease**
Peacock
- 5 **Share It Keyless Lockers**
Carcass: Clear Oak, Fronts: Snow WY
- 6 **Orangebox Woods Planters**
Frame: Black
- 7 **Steelcase Flex Mobile Power**
Black
- 8 **Bolia C3 Armchair**
Fabric: Bergo Raw Amber FBE07, Legs: White Oiled Oak 95

06 Assigned Homes

Great hybrid neighborhoods give people a balance of privacy and places to connect.

Most organizations are reducing assigned workstations yet people want some level of ownership and control over their space at work. This team setting gives people options for privacy and collaboration.



The Future Is Flexible

As people return to offices it's clear they will expect the same flexibility and autonomy they enjoyed while working from home.

But hybrid work is not just about giving people flexible schedules. Flexibility must also be built into the workplace itself to meet the evolving needs of hybrid work — which, according to our research and observations from around the world, is constant.

But there's a problem. Traditionally, most workplaces are designed to be more fixed than fluid and don't give people much control at all.

And when conditions change, such as when a pandemic hits or the way we work changes, spaces can't adapt easily.

But they need to for two reasons:

1. People expect more individual control, especially when they can't find places for focus work or video calls, which have exploded.

2. Organizations need the flexibility to quickly and easily make bigger changes to their space, as they try to figure out what types of spaces their people will need for hybrid work.

Individual Control

The ability for people to control their environment has become even more critical as fewer people have owned workspaces, compared to pre-pandemic. Places where people can find privacy will be among the most coveted in a hybrid neighborhood. According to our most recent research, three of the top four elements people value more now relate to private spaces. Without a dedicated workplace, flexible workspaces can help people reduce visual and acoustical distractions and achieve the level of privacy they need for focus work or video calls.

We have seen employees create spaces with varying levels of privacy by wrapping workspaces with freestanding privacy screens or mobile whiteboards. By adding elements to create visual privacy people are able to concentrate significantly better than sitting in completely open areas. They're also creating hybrid collaboration spaces by pulling together mobile tables, whiteboards and mobile carts that can house digital display devices in social spaces.

"If people make the effort to come into the office, they'll expect a better work experience — where, like at home, they are comfortable and have greater control over their environment," says Cherie Johnson, director, Global Design. "We've seen for ourselves just how differently people are working now and the types of spaces they're seeking,

especially for hybrid collaboration and privacy, and there just aren't enough. A lot of our spaces have been designed to be multi-modal to support more than one work mode. With the right flexible furniture elements, they can create the space they need on demand, without having to fill out a facilities change request."

One of the most versatile spaces at our Learning and Innovation Center in Grand Rapids is the Social Hub. It includes a range of settings with different privacy levels where different modes of work can happen simultaneously — collaboration, informal social interactions, learning and even focus work. Tools such as accessible power,

mobile whiteboards and digital collaboration devices make the spaces highly flexible.

Organizational Control

No one knows exactly how the office needs to change for hybrid work and it will be different for every organization. The next couple of years will need to be an ongoing workplace experiment to understand what types of spaces best support hybrid work, and to be able to respond quickly, the workplace will need to be incredibly fluid and agile.

Adaptable architectural elements, such as moveable walls, Orangebox Pods or less conventional privacy solutions

like Steelcase Work Tents can help maximize real estate and give organizations the flexibility they need to respond to changing needs.

"These adaptable privacy solutions can be easily moved by facilities teams to add more private spaces quickly," says Johnson. "It's never been more important to have highly flexible furniture and architectural solutions that can easily allow spaces to transform as needs change. These types of solutions will be critical for building a resilient real estate strategy."

"A lot of our spaces have been designed to be multi-modal to support more than one work mode."

Cherie Johnson
Director, Global Design





Tents at Work?

The exciting new Steelcase Work Tents Collection brings privacy and comfort to the office

Every now and again, two seemingly divergent ideas work together—like another unlikely combo: offices and tents.

Tents at work?

That's right, tents at work. But it wasn't that simple, as design challenges rarely are.

It started when the Steelcase Design team was doing a study on privacy. Building on research the company conducted with researchers at the University of Wisconsin, they knew that visual distractions can interrupt focus, often more than noise. They were shooting for an inexpensive solution, light in scale, using less material—something that could be easily moved and highly flexible. With a number of outdoor enthusiasts on the team they got inspired by one

of the earliest forms of shelter and privacy—the trustworthy tent. They did an exploration of a variety of tent shapes, materials and functionality and recalled the psychological comfort and feelings of safety inside a tent. They wondered “could we design something to help workers feel the same way?”

A new combo

The team reached out to Chris Pottinger, an industrial designer who spent his career designing outdoor equipment for companies like Big Agnes, North Face and REI. Pottinger's portfolio of designs ranged from sleeping bags to backpacks, clothing and canteens. And yes, tents.

“Tents inherently make you feel comfortable and safe when you're inside of them, says Pottinger. “The idea of bringing tents to the workplace is so innovative and something I had to be a part of.”

Creating by unlearning.

The team quickly discovered that designing a tent was unlike anything they had ever done. “Steelcase is really good at designing objects with hard surfaces, such as wood and steel,” said Pottinger. “This is different. Using new materials allowed for more possibilities in the design.”

The team conducted a series of intense design sprints, bringing in engineers and upholsterers and began experimenting with tensile structures—a construction of elements carrying only tension, no compression or bending.

The team quickly discovered that designing a tent was unlike anything they had ever done.

Initially, they conducted rapid prototyping using materials like pipe cleaners, string and duct tape to make small scale models—like a school science fair project. They found the structures are inherently dynamic and hard to predict how any given shape will behave.

Privacy. Pitched.

After months of tinkering and testing, iterating and imagining, the project was completed. The finished collection currently includes two structures available in EMEA, each with their own unique features, with more ideas in process. While they look nothing like the structures early nomads once used or anything you'll find in a campground, the original inspiration shines through—a perfect solution for anyone who needs a little control over their privacy at work.

The Steelcase Work Tents Collection currently includes two structures, available now in EMEA.



Pod Tent

Most reminiscent of an outdoor tent, this design allowed the team to build a larger scale tent that not only stretched more, but stretched their design skills, too. Inspired by the iconic Gherkin building in London, England, the diagonal shape and simplified membrane made of aluminum tent poles create a wide mouth, open-air roof and exposed exoskeleton.



Overhead Tent

Inspired by architecture, this design provides a soft and light layer of privacy perfect for lounge or small collaborative settings in an open plan, helping people feel comfortable and shielded. The flexible aluminum frame and spine are lightweight and easy to move, supporting the resilient workplace needed for today's hybrid work world.

Making Hybrid Work Better

...with a little help from our friends.

Steelcase is working alongside tech leaders Microsoft, Zoom, Logitech and Crestron to provide hybrid collaboration solutions today and to prototype, iterate and evolve for tomorrow.



Microsoft

Jared Spataro, Corporate Vice President, Modern Work

The employees who went home in 2020 aren't the same as those coming back to the office in 2022. They have great expectations for what they get out of a job and flexibility has become a non-negotiable. Making hybrid work work will require a new cultural mindset, as well as the right technology and space to enable every employee to contribute, regardless of when, where or how work happens. Technology is critical to bridging the physical and digital divide. New technologies like cameras, digital whiteboards and virtual meeting rooms will give everyone a voice and seat at the table.

Steelcase has been an invaluable partner as we work together to understand how work is changing, test new hybrid spaces and technologies, and develop future hybrid meeting experiences. We're optimistic that hybrid work will ultimately give us the best of both worlds and allow every employee and organization to thrive.

“The future of work will be hybrid and we’ll see physical spaces and technology becoming increasingly intertwined.”

Randy Maestre, Zoom

zoom

Randy Maestre, Head of Industry Marketing

As companies return to the office and conference room use increases, there will still be the need to connect remote attendees. We've launched tools to create individual views of participants in large conference rooms, add live translation and transcription, and share content via advanced whiteboard features and integrated applications to encourage more meaningful dialogue and interaction.

The future of work will be hybrid and we'll see physical spaces and technology becoming increasingly intertwined. Think of a conference room: You need furniture, monitors, appliances and collaboration software and

tools. If these components can be integrated, installation will be simpler, operation will be easier and, as a result, adoption will be higher. We are working together with a number of companies including Steelcase to ensure conference rooms, collaboration spaces and future classrooms are tightly integrated for a uniform, frictionless user experience.

logitech

Sudeep Trivedi, Head of Alliances + Go-To-Market

In the new hybrid world, the need to collaborate from anywhere is business-critical, not just nice-to-have. We've made big strides toward improving how people connect like using AI to provide a zoomed-in speaker view while simultaneously presenting a full-room view, creating an all-in-one docking station with a single connection for cords and cables and offering professional-grade audio with beam-forming technologies that eliminate distracting noises. And our cloud-based software makes it easier to manage devices from anywhere to reduce friction for large-scale hybrid work implementations.

We are working with Steelcase to ensure every meeting space offers an optimal user experience for camera field of view, viewing angles, lighting, audio reverberation and performance, whiteboard capture and content sharing. We help reduce the complexity of integrating technology into the space and create more choice and flexibility in accommodating ever-changing needs.



Bob Bavalocco, Director of Technology Programs

With hybrid work, space planners will need to collaborate with IT and facilities teams very early in the design process. To help, we've developed a strategic partnership with Steelcase to ensure planners are aware of technology requirements early in their decision-making. To help, we are working with Steelcase to ensure planners are aware of technology requirements early in their decision-making. Together, we can help our customers create hybrid individual focus areas, huddle rooms and conference rooms to accommodate all types of hybrid work.

For 50 years, Crestron has been a global leader in workplace technology including secure and optimized A/V transmission, room reservation and digital signage, wireless presentation and conferencing, automation to turn a room on or off, automatically start meetings, as well as optimize lighting and environmental conditions. Integration and choice are key in the hybrid workplace which is one reason we offer dedicated Microsoft Teams and Zoom solutions, as well as support personal devices.

Webinars

Register for upcoming and on-demand webinars to hear expert panelists share new strategies and ideas for creating a better work experience anywhere work happens.

steelcase.com/webinars

Research + Insights

Read our new workplace research, insights and inspiration about work, workers and the places where work happens.

steelcase.com/research

New Hybrid Work Research

Steelcase Global Report

New insights from 5,000 employees in 11 countries provide you with a rich understanding of how work is fundamentally changing and why the workplace needs a new source of inspiration — community.

steelcase.com/GlobalReport2022

Spring | Summer 2022

Explore What's New

Explore new products and solutions from our community of brands and partners to create a better hybrid workplace.

steelcase.com/New22

Steelcase

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