

Work Better

# WB

Design. Insights. Research.  
Fall 2023



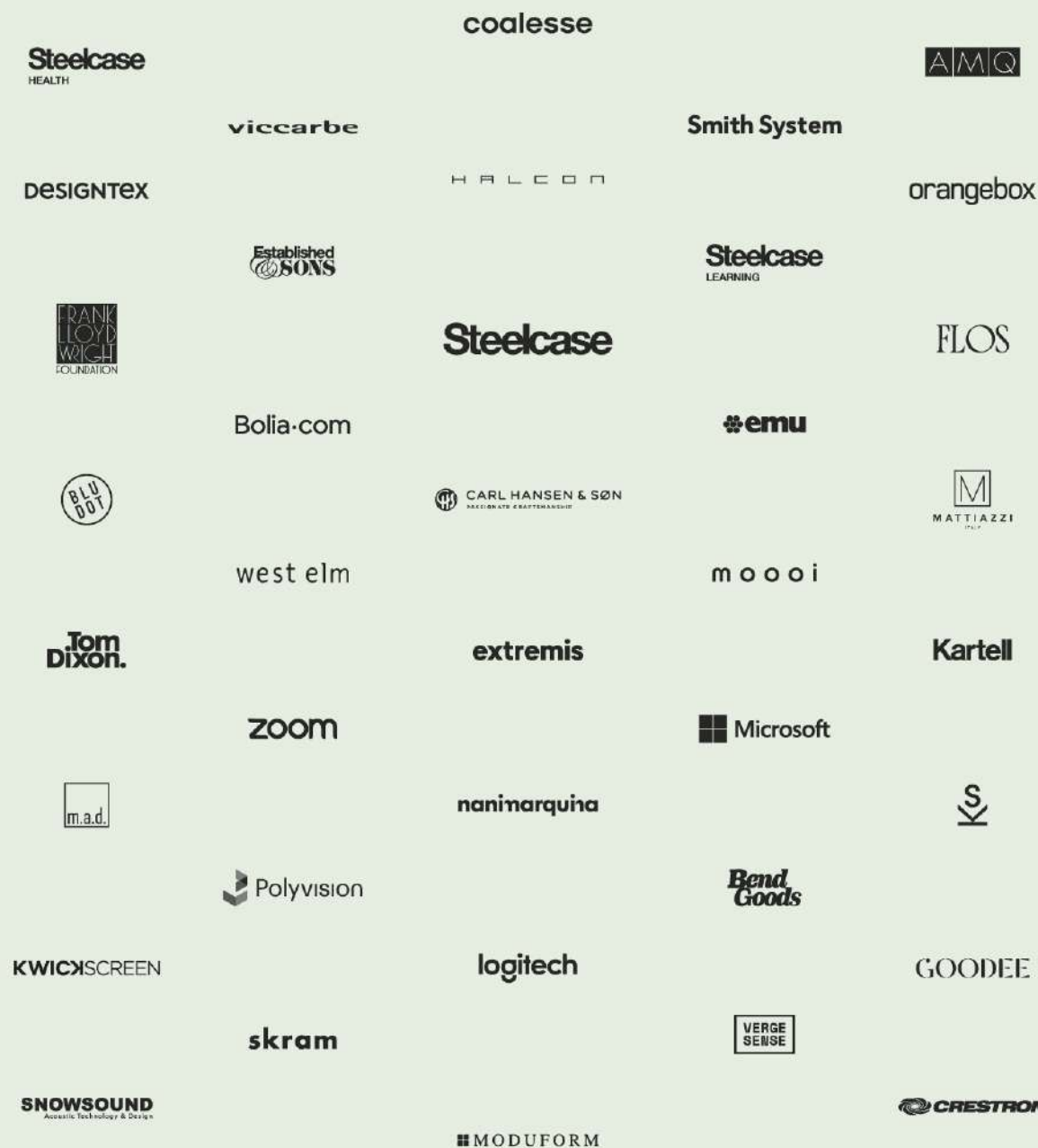
## Designing Better Futures

*People and places  
making a difference*

**Steelcase**

Steelcase Community of Brands

Steelcase and our Community of Brands bring together an expansive range of furnishings and solutions to help create places that work better.



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# The Future Is Here

Workplace trends are rarely surprising. It's not that things don't change. But they're usually pretty easy to see coming if you pay attention. I mean, was anyone really surprised people wanted more flexibility at work after all the pre-pandemic office complaints?



Amy Willard (right), WorkSpace Futures manager, shares leaders' emerging priorities with Chris (left).

We've tracked attitudes about the workplace and what's most important to employees and leaders for years, and they told us about specific products, solutions and priorities for the office.

But when our teammates in WorkSpace Futures research shared the results of their latest study of global leaders my first reaction was "wow."

Leaders said the top issues they think will be more important this year are: employee wellbeing, sustainability, and diversity, equity and inclusion.

These topics are hardly new. But they always lived further down the list of choices leaders need to make – things that were important, but not as urgent. Now that's changed.

Three years ago our researchers used a methodology called "foresight" that's a regular part of their practice, this time specifically exploring people and planet issues. They scan the horizon for lots of signals that might seem insignificant at first, but patterns emerge and get synthesized into "forces" that are translated into possible future scenarios. It's a way of planning for the future to make the right choices before these changes are upon us. Our researchers identified that climate change and employee wellbeing were issues that would have greater impact on organizations' strategic choices in the near future – things such as planning for extreme weather events and prioritizing long-term employee wellbeing over short-term organizational gains.

We saw this shift in priorities coming, along with others who've been on the forefront advocating for change. And now that future is here.

The sentiment that emerged in our leader study (see page 2) offers hope and a signal it's gaining momentum. This issue of Work Better is focused on helping to build that momentum even more. We hope to inspire you with new ways of thinking about product and space design, and about how to make healthcare and learning spaces truly people-centered. We share ideas for designing spaces that are inclusive for everyone and celebrate those who are designing better futures for people and the planet — **we fundamentally believe organizations can have a bigger impact if we collectively take action.**

We have decided to include our annual Impact Report for 2023, Our Work Toward Better Futures, which details the goals we've set and the progress we're making for the wellbeing of people and the planet. We are working towards meeting more ambitious carbon reduction goals at a greater global scale than anyone in our industry and sharing the details to foster open and honest conversations about our choices and the challenges we face so we can make progress — together.

**Because better is possible.**

**Chris Congdon**  
Editor in Chief, Work Better Magazine

# What Leaders Say Is Important Now

A new set of priorities is gaining traction with business leaders around the world – people and the planet.

## Priorities: People + Planet

We asked leaders what workspace issues they think will be more important in the next year and new perspectives are gaining momentum.

Employee wellbeing tops the list and has been considered important for years. Now sustainability, followed closely by diversity, equity and inclusion, have emerged as top issues, signaling a shift in leaders' perspectives. In 2020 infection control dominated conversations along with greater privacy and while they are still important, a new set of priorities is clearly emerging.



### About the Research

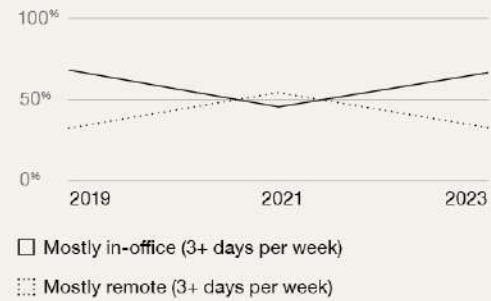
Steelcase WorkSpace Futures regularly conducts primary research with global leaders to learn what issues they're struggling with and what direction they're taking. Researchers Sarah Johnson and Amy Willard fielded the study in Spring 2023 in 11 countries. The research included leaders from diverse industries, cities and organizational sizes to get a well-rounded view on their perspectives about where work is going.



Leaders expect mostly in-office work to return to pre-pandemic levels.

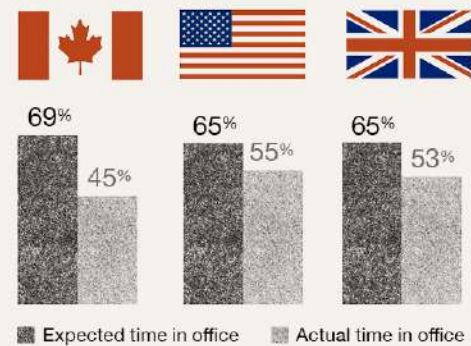
While remote work gained traction during the pandemic, sentiments have shifted about the best places for work and most leaders now expect most employees to be in the office three or more days a week.

Percent of employees expected to be mostly in-office or mostly remote.



Employees continue to work in the office less often than leaders expect in Canada, the U.S. and UK.

These tensions motivate leaders to make workplace improvements. In other countries leaders and employees are more aligned, with many employees exceeding leader expectations.



Munich

New Steelcase spaces in Munich, Sydney and Shenzhen feature a fresh take on hybrid work. Newly-designed team neighborhoods help build culture and community, balance spaces for privacy and collaboration, and showcase how the latest designs and technology help more equitably connect remote teammates.



Shenzhen

Sydney

### CECP: Inclusion Makes Progress

Steelcase recently sponsored research on disability inclusion in the workplace with Chief Executives for Corporate Purpose® (CECP). The research shows leading companies are strategically integrating and dedicating resources to their policies, practices and culture around disability inclusion and workplace design, with 67% of participants describing their maturity in disability inclusion as intermediate or advanced. Recently, Steelcase President and CEO Sara Armbruster joined the CEO-led coalition's Board of Directors to further support this work. See pg. 24 for ideas on how to create inclusive workplaces.



### Nature Sounds Boost Focus

Noise is the biggest complaint people have about the office. Moodsonic's soundscapes use natural sounds to encourage restoration and minimize distractions. Steelcase piloted the soundscapes in Grand Rapids to see how they can improve wellbeing. Moodsonic's research shows cognition improves by 20-30%, creativity and collaboration 10-20%, and the ability to relax 10%. Work environment perception and mood improve, while distractions are reduced 85 - 90%. Learn more: [moodsonic.com](https://moodsonic.com)



### The Art of Upcycling

The annual IIDA Sustainable Quilt Auction brings together designers to create quilted works of art using upcycled commercial fabrics. Steelcase team members collaborated with designers to create a quilt inspired by Frank Lloyd Wright's Tree of Life stained glass window, sewn from 1000 pieces of fabric. The 2023 Auction, hosted at our WorkLife New York, saved 500 lbs of waste from going into landfills and raised \$10,000 for Free Arts NYC, which empowers youth from underserved communities.



The Frank Lloyd Wright-inspired quilt was purchased by Steelcase and is displayed on the Steelcase campus in Grand Rapids, Michigan.

Quilters: Kait Kennedy, Steelcase; Meghan Hennigan, Signify; Grazyna Pilatowicz, Fashion Institute of Technology; Caitlin Hucks, Maharam Textiles; Corinna D'Ambrosio, Ware Malcomb; Lisa Blessner, Momentum Textiles

# Feel Good Spaces

Queer Eye designer focuses on wellbeing

On Netflix's reality show Queer Eye, designer Bobby Berk creates custom, jaw-dropping (often tear-jerking) spaces where people feel right at home, no matter who they are. On and off the show, Berk wants to inspire people to live with clarity and mental wellbeing in the spaces they choose to spend time in. He carried that mission into his latest design challenge – working with Steelcase to turn an entire L.A. home into his full-service interior design firm's new headquarters.



+ Trestle Table and Bench  
Vicarbe



+ Grab Pouf  
Bolia

Berk wanted a versatile, comfortable and multi-functional office. A need for a spot to take more video meetings led to a private call room with a bold background. Big enough for four people, his team can also gather around the Moooi Container Table on the West Elm Work Belle modular sofa to just chill and chat.

*"Interior design isn't just about buying pretty things. It should be about bringing things into your spaces that bring you peace and joy."*

**Bobby Berk**  
Design expert, author and Emmy-nominated TV host

This all-in-one conference space (Left) is a place for Berk's team to meet, eat and create.

This is where Berk's team gets down to business (Right). Anyone can grab a seat in Steelcase Karman® chairs — described by his team as sleek and simple — "not too officey."



## More Ideas for Feel Good Spaces



+ Zoco  
Vicarbe



+ New! Cugino Soft  
Mattiazzi



+ New! Fuste  
Vicarbe



+ New! Designtex Coveted Collection  
Vicarbe



Refined, yet relaxed: Steelcase provided Bobby's team with renderings of their spaces so they could see how their ideas could come to life. This included helping to select pieces and finishes that would seamlessly integrate and function well in the space — adding storage and surface areas to work and display design materials. The result: an office that felt more like home and would also stand up over time.



*"We're on a mission to help everyone discover that good design is good for the mind. We want to design spaces that make you feel good when you're there."*

**Bobby Berk**

Photos credit: Sara Ligorria Tramp

# Design With Conscience

Designers and architects know the places they build have an impact on the people who live and work in them, as well as their communities.

Recognizing how great a responsibility this is, the design community has taken a leadership role and is taking collective action to create places that have a positive impact on people and the planet. Read how six firms are using the power of design to help create better futures.

## ARP Astrance

French design firm ARP Astrance has a bold raison d'être: "To create real estate and cities with a positive impact." As the first design and architectural firm to become B-Corp certified in France, ARP Astrance has been working with clients for more than 30 years to help them create sustainable, healthy workplaces through biophilic design and circular economy principles, while reducing carbon and designing for the overall wellbeing of people.

"Social responsibility and environmental protection are at the heart of our DNA," says Gwennaëlle Chabroullet, deputy managing director, Sustainable Strategies and Environmental Transition Division. "We integrate social and ecological concerns into all our activities and into our relationships with our customers, employees and partners."

ARP Astrance recently reinvented their own workplace in Paris, which has been certified by CERTIVEA (France's leading certification body for sustainable living environments) and awarded

its OsmoZ label. The new space was designed to maximize flexibility, reuse existing furniture and carpet and include biophilic elements everywhere to enhance the wellbeing of people and reduce carbon by more than 75%. The space is also in the process of receiving the Circolab® Label, the first Label that promotes circular economy real estate projects in France. "This project proves that it's possible to do this, within a realistic budget and timing," says Chabroullet.

*"Our vision goes beyond the simple idea of risk reduction to creating places which are beneficial to us — regenerative places."*

**Gwennaëlle Chabroullet**  
Deputy Managing Director  
Sustainable Strategies + Environment  
Transition Division

ARP Astrance Offices, Paris, France



## Lemay

Canadian architecture firm Lemay believes thoughtful design can transform the world and create meaningful spaces for people and their communities, and they are making it happen through their rigorous Net Positive™ framework.

"Net Positive™ is our core ESG initiative centered on the scalable development of sustainable built environments, as well as holistic behavioral changes in users today and their resilient futures tomorrow," explains Hugo Lafrance, director of Sustainability at Lemay.



Lemay client Nortera Head Office, Montreal, Quebec

The firm uses its own office, the Phénix, as a testing ground for its Net Positive strategies, which focus on health and wellbeing, the environment and reducing carbon emissions. Transforming a neglected 1950s-era warehouse in Montreal's South-West borough into a unique work environment, the Phénix is part of its community's revitalization and has prevented 12,000 tons of greenhouse gas emissions that would have been produced by the construction of a new building. The space features biophilic elements such as a living green wall and climbing plant modules to improve indoor air quality, balance humidity and maintain a connection to nature. All office areas have access to daylight and views, reducing the need for artificial lighting — all of which has enabled the Phénix to achieve a rare 3-star Fitwel rating, Zero Carbon Building Standard and LEED Platinum certifications.

"Net Positive™ not only refocuses and upcycles the macro levels of buildings and neighborhood masterplans, but those of interiors as well," says Lafrance. "The result is a set of cascading benefits that extend from the improvement of public perception and employee attraction and retention to providing quantifiable degrees of user fulfillment alongside reduced operations costs and better ROIs."

## Woods Bagot

Woods Bagot, a global design firm based in Australia, believes designers “must grow alongside the complexities of this ever-changing world with a diversity of thought and inclusiveness of perspective.” “If we are to make an impact beyond design, we must create a world where architecture is revered for its service more than its style,” says Ray Yuen, principal at Woods Bagot. “Every person within our organization must contribute to the idea that we can shift the direction of an entire industry to appeal more to human instinct, the human condition and human sensibilities.”

Among the many initiatives Woods Bagot has undertaken to achieve this goal is its commitment to promoting reconciliation and raise awareness about colonization and its ongoing effects on Indigenous people. Woods Bagot’s Reconciliation Action Plan (RAP) demonstrates the firm’s dedication to building stronger relationships with Indigenous communities through meaningful partnerships, collaborating with local Indigenous leaders, elders and organizations to ensure their voices are heard and respected in the planning and design processes.

Currently, Woods Bagot is working with Diller Scofidio + Renfro on the Aboriginal Art and Cultures Centre (AACC) in Adelaide, Australia. The AACC is being built on Kaurna land and will showcase the past, present and future of Aboriginal cultures while supporting contemporary art practices and events. The design team engaged in deep conversations with members of the AACC Aboriginal Reference Group (ARG) to discover the design vision. Woods Bagot principal Rosina Di Maria described the consultation process as a humbling and emotional experience.

*“Our role is to listen, and translate the aspirations and ambitions of the ARG into a design response. The Aboriginal Art and Cultures Centre will be a place for all Australians to remember ourselves, to learn the truth-telling of our past, and to re-imagine ourselves together to create new memories as a connected community.”*

**Rosina Di Maria**  
Principal



Aboriginal Art and Cultures Centre, Adelaide Australia

Gensler Apprenticeship Program



## Gensler

Following the killing of George Floyd in 2020, Gensler, a global design firm, felt a responsibility to bring intentionality to race and ethnicity at their firm, the A+D industry and the next generation of talent. The firm’s Five Strategies to Fight Racism outlines key strategies to make positive and lasting change within the firm itself and its communities around the world.

A major initiative is the Gensler Apprenticeship Program (GAP) — the first of Gensler’s Design Education + Employment Programs (DEEP). GAP is a two-year, paid apprenticeship that offers an alternate path into the design industry that does not require a degree. Gensler apprentices work alongside design professionals to receive real-world experience in design, construction and business through hands-on applications. The program aims to bring people with a diversity of thought, backgrounds and unique skills into the firm while empowering individuals to make a change in their life and the lives of others.

“We chose to focus on the largest disparity gaps in terms of representation in our industry — the Black population, especially Black women,” says Jason Pugh, global director of Diversity, Equity and Inclusion at Gensler. “While this was very controversial, since you run the risk of excluding other underrepresented groups, our thought process was that a rising tide lifts all ships. The relationships, the partnerships, the resources, the programs that we put into place to support and advance and help build the recruitment, retention and advancement of Black female architects will support other marginalized groups, whether that’s Asians, Hispanic Latinos, the LGBTQ+ community. And three years into it, our data is starting to reflect that our strategies are working.”

*“The relationships, the partnerships, the resources, the programs that we put into place to support and advance and help build the recruitment, retention and advancement of Black female architects will support other marginalized groups.”*

**Jason Pugh**  
Global Director of Diversity, Equity + Inclusion

## Corgan

Corgan, a U.S.-based global design firm, believes sustainability is an echo of performance. “Sustainability doesn’t mean sacrifice; rather, it empowers better design and experience for our client’s users and their industries,” says Corgan Sustainability Director Varun Kohli.

Designing the first new net-positive campus for Wells Fargo in Las Colinas, Texas, Corgan delivered a facility that encourages a positive employee experience and relationship with the environment. Expected to generate more renewable energy on-site than it consumes, the project will pursue LEED Platinum certification. Achieving net-positivity with the energy demands of the Texas climate required a comprehensive approach including site planning, building massing and façade articulation, solar panels, regionally-sourced materials, lighting interventions, interstitial biophilic elements and whole lifecycle assessment (LCA) to reduce embodied carbon in materials used, especially its concrete structure.

Topping the towers and garage, three structures are completely covered in photovoltaic panels, which convert light into electricity. Hoisted in the air with a finely articulated steel canopy structure, they crown the building and are softly up-lit at night creating the illusion of a delicate floating plane—serving as a signature mark of the project and its vision.

*“I have always believed sustainability, resilience and climate-change adaptation strategies are nothing more than good design practice. But, it is only effective when we are aware of both the global environmental and micro-climatic context.”*

**Varun Kohli**  
Sustainability Director

“That awareness allows us to design the built environment in harmony with the natural environment—dancing with nature, not fighting it and echoing the beauty of our planet’s ecosystem,” says Kohli.



Wells Fargo net-positive campus, Las Colinas, Texas

J.P. Morgan Chase, Houston; Photo courtesy of Michael Robinson Photography



## HOK

HOK is on a mission. The global design firm is taking a leading role in educating the world about diversity, equity and inclusion (DEI) and demonstrating what inclusive design truly entails. “Designing beautiful spaces isn’t enough. We want to make sure that every stakeholder in a project can make informed decisions, recognizing our impact on the people who inhabit our spaces,” says HOK Principal/Regional Leader of WorkPlace Micki Washington.

A few years ago, HOK launched an internal Designing for Equity platform to give their design teams the framework and resources they need to create equitable solutions. “Our goal is to enlighten organizations about what they should be thinking about in the design and construction process and then equip them with the tools to put it into practice,” says Washington. “We want to inspire conversations that matter around the topic of equity before our clients make critical decisions. The needs of their people need to be the main consideration. Ultimately, design can be a catalyst for change and evolution through space, opportunities and experiences.”

*“Designing beautiful spaces isn’t enough. We want to make sure every stakeholder can make informed decisions, recognizing our impact on the people who inhabit our spaces.”*

**Micki Washington**  
Principal/Regional Leader of WorkPlace

HOK’s people dedicate significant time to speaking on panels, participating in industry conferences, and collaborating with strategic partners who share their passion for inclusivity. “We consistently challenge our industry at events to lock arms and be in this together. Our hope is that these ideas are adopted by our peers and partners. If, as a collective, designers ask the right questions, we can help our clients make the best decisions, not just for their real estate but for their people,” says Washington.



# Rethinking Design, Sustainably

Designers have an impact with the choices they make – they are inherent problem solvers who challenge perspectives and assumptions. But designing solutions that use fewer resources to limit their impact on climate change is daunting.

These complex problems require people in many different roles working together and challenging each other — rethinking traditional ways of doing things and re-examining processes to build new systems that lead to better, more sustainable futures.

IDEO, the design and innovation consultancy, inspired many design professionals with its framework for three lenses of innovation: desirability (a want or need), viability (profitability) and feasibility (a product that can be created meeting certain criteria). Today, the climate crisis calls for another lens — responsibility.

“Responsibility is our moral and ethical obligation to society, to think about the environment in

everything we create, consume or use,” says Michael Held, Steelcase vice president of global design. “We are constantly evolving how we develop products because there are hidden costs to us as a society behind every innovation.”

Responsibility is not a new consideration in design, but adopting the practice of continuously looking at the impact of each decision – big and small – leads to new discoveries. Steelcase designers, engineers, scientists, operations and more are pushing toward continuous improvements in a sustainable product design process. As they learn, they’re deeply committed to sharing new ideas or approaches that can help us collectively make a difference.

## New Priorities

New Steelcase global research suggests leaders are more committed than ever to thinking differently — employee wellbeing, sustainability, and diversity, equity and inclusion are emerging as top workplace decision-making factors. These issues are all interconnected and influence the choices of employees, investors and customers. Decision makers want to work with companies that invest in strategies and technologies to not only be financially successful but also to preserve natural resources and aim to be more regenerative in their approach, including product design.

*“Our overall sustainability strategy is three-pronged,” says Mary Ellen Mika, Steelcase director of sustainability. “Reduce our carbon footprint, design for circularity and choose and use materials responsibly. All of the day-to-day choices we make need to be consistent with, and make progress toward these three goals.”*

Mika leads a team responsible for setting, measuring and achieving sustainability goals. They work cross-functionally on a long-term journey that requires weighing each design and engineering decision with robust guidelines.

Since 1912, sustainability has been part of the foundational values at Steelcase and woven through the product development process. “Our experience is that doing good for the planet is also good for business, which is why we’re sharing what we’re learning with our suppliers, partners and other stakeholders,” notes Allan Smith, Steelcase chief revenue officer. “It creates value through new opportunities for innovation and streams of revenue, which allows us to better serve customers making business decisions around this issue, and, at the same time, benefit the greater global community.”

So, what does this look like? How are long-established processes, like those used to design products, being reimaged in the climate era?

## What Is Embodied Carbon?

Embodied carbon and the carbon footprint of a product both refer to the total greenhouse gas emissions created through the entire lifecycle of a product. This includes everything from acquiring materials, manufacturing, transportation and end of use. But the largest contributor is when materials are transformed into product parts.

To understand the embodied carbon (or carbon footprint) of a product, measure the weight of each material used in a product, multiplied by its carbon intensity (carbon emissions from producing materials and transforming them into parts), then add the other embodied carbon created throughout its life.

$$\left( \text{material weight} \times \text{carbon intensity} \right) + \text{other embodied carbon} = \text{total embodied carbon}$$

This shows how using less new materials, more recycled content or materials with lower carbon intensity changes the math and can help reduce the overall embodied carbon of a product.



## Reduce Our Carbon Footprint

“Using the least amount of material necessary is just smart design,” notes Held. While many of us grew up in the age of abundance — bigger homes, cars, meals — Held points out earlier generations were more frugal because of greater scarcity. This led to innovative ways of using resources which can be applied today. “Whether it’s a product, a building or even when designing a city, it takes a different mindset to create something highly functional using fewer materials or resources,” says Held.

Steelcase product development teams begin by asking: How can we achieve the same or better performance than products currently on the market using less materials to reduce our carbon footprint? Held says cross-functional teams are assessing the weight of products more than ever. Steelcase Karman® is the outcome of this approach — weighing just 29 pounds, it required new thinking — design, engineering and materiality — to create one of the lightest task chairs in the industry that’s also incredibly strong. In Europe, teams working on the Migration SE height-adjustable desk figured out how to make it lighter than most other desks, yet just as durable. Each time teams innovate, they carry that learning forward to the next project and challenge others to think differently.

Steelcase Karman is designed with the fewest components necessary to reduce its impact on the earth and is now available with CarbonNeutral® product certification.



*“It takes a different mindset to create something highly functional using fewer materials or resources.”*



**Michael Held**  
Steelcase Vice President of Global Design



Less weight and fewer materials means less fuel for transport, fewer resources for production and less environmental impact. An innovation in materials science in 2018 led to the Steelcase SILQ chair which responds to movement without mechanisms. Designers used learnings from SILQ to create Steelcase Karman.



## Choose + Use Materials Responsibly

The “right” material used to be mostly about purity and performance — creating a new object without flaws. “Customers and designers care about quality and durability, and also value materials with more recycled content — ones that are easily recycled and safe for people,” says Mika. “So our goal of choosing and using materials responsibly means exploring options that might not have been considered or available in the past.”

The Steelcase Flex Perch Stool is the outcome of exploring a new type of plastic with BASF, made from a diverted waste stream generated during electronics production. The material performs like virgin plastics, is 100% recyclable and keeps electronic waste out of landfills.

Knots, contrasting streaks and other natural markings used to be discarded. But today, more sustainable materials celebrate nature’s unique “imperfections.” Sustainably-sourced woods and naturally-derived fabrics contribute to a more regenerative approach to making products. “Our teams are exploring fast growing natural materials such as flax and hemp combined with organic binding agents,” says Held. “These fibers are inherently circular and grown without much water. By experimenting, we find new ways of creating.”



Textiles and paint powder previously bound for landfills are being recovered and reused to create new finishes. Recycled scrap fabric creates the New Black collection by Steelcase. Reclaimed paint is now applied on internal junctions of the Answer panel system.



*“Our goal of choosing and using materials responsibly means exploring a broad range of options that we might not have considered or weren’t available in the past.”*



**Mary Ellen Mika**  
Steelcase Director of Sustainability

Loop to Loop by Desigtex captures and upcycles the company’s own textile waste. More examples of the reuse model include Intersection, made with ocean-bound plastic and Gabriel Group’s Beyond Loop and Renewed Loop in Europe which is projected to annually use 17 tons of material scraps from the Steelcase Sarrebourg, France plant.



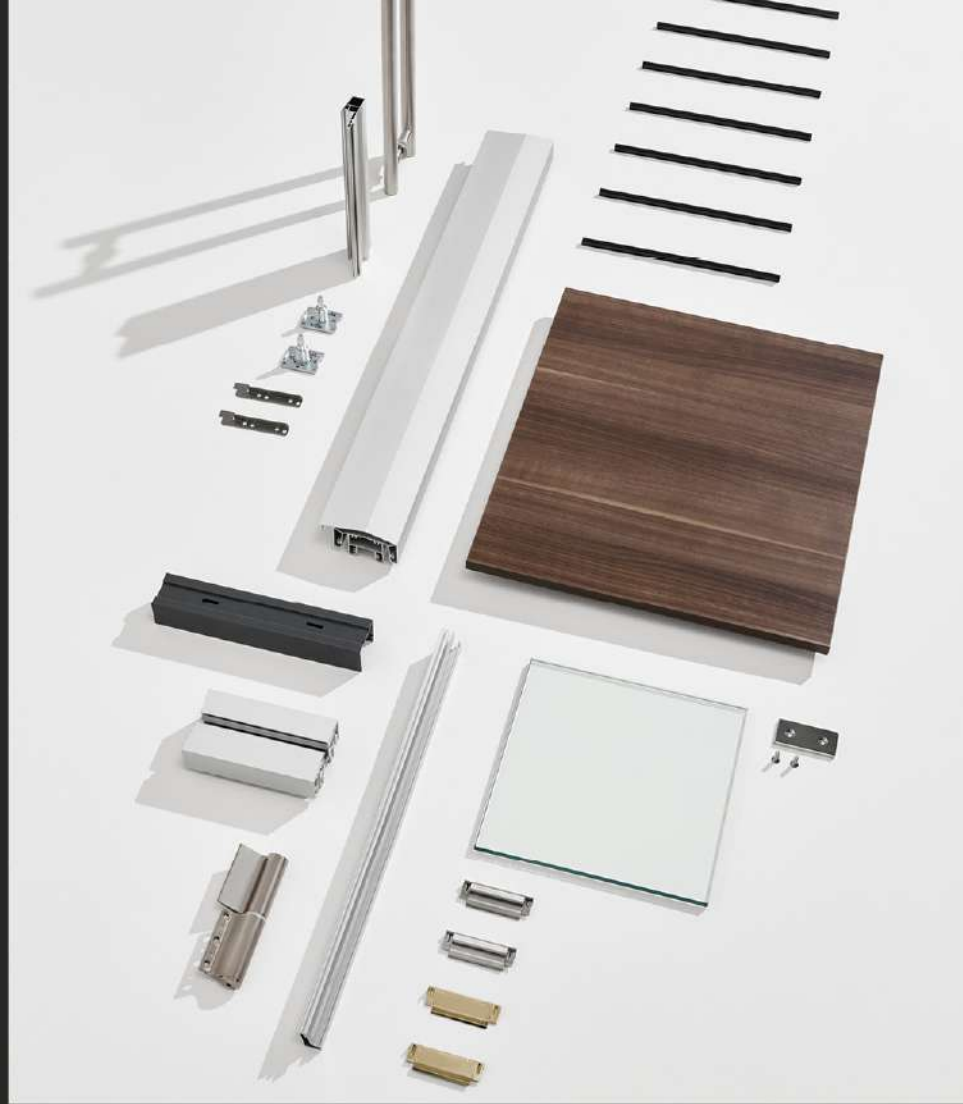


## Design for Circularity

Designing for circularity is an inherently complex goal. It's a new way to think about quality. Instead of only focusing on how a product performs during its life, all parts of the product's lifecycle are considered — including how much energy is used to build it, how it's shipped and what happens at the end of use.

"Too many products that could get recycled don't," notes Held. "Some products are theoretically recyclable, but effectively they aren't. So we focus on designing for easy disassembly, which makes it easier to repair or refurbish and extend the use of the product, and to get it into the proper recycling stream if necessary."

Steelcase Flex Active Frames, for example, is designed so it needs just one simple tool to make assembly and disassembly faster. Many of the parts click together and don't need a tool at all. In Europe, Steelcase Flex Active Frames is designed to be shipped in a flat pack with optimized parcel logic which groups everything you need together in one unit for easier installation. Depending on the size, it can take just 20 minutes or less to put together. Flat boxes means more products ship at once, lowering carbon emissions. When you need to move it, you can take the pieces apart. When its useful life is over, easy disassembly means it's more likely to be recycled.



Everwall™, a prefabricated wall system, is designed for modularity with the ability to adapt as workplace needs change. Its components are created as a kit of parts, made with recyclable materials such as glass, steel and aluminum and it's 100% reusable. It arrives partly assembled which means less cutting, dust and waste, and faster installation.

In Europe, designers and engineers figured out how to create Divisio Acoustic Screens with zippers instead of glue. Made with recyclable PET infill and hand-sewn fabric, Divisio is easy to disassemble and more likely to be recycled.

Sustainable design requires team thinking across all aspects of a product's lifecycle and working with a broad range of partners to find new technologies, materials and processes. Sometimes what feels like a small change can have a huge collective impact. It's a journey of ongoing experimentation, learning — and being open to sharing — so we can make a difference. *Together.*

# 15 Choices for a Better Planet

Creating a workplace that's better for the planet hasn't always been easy. The challenge of identifying which products are truly sustainable has increased the demand for transparency and accountability.

Leaders surveyed in the Steelcase 2023 global research study (see page 2) identified a range of product attributes and services that are important to help reach their organization's sustainability goals — underscoring an even deeper focus on creating offices that reflect their values. Companies want workplaces to resonate with their people on a personal level and support their overall wellbeing, which is directly tied to the wellbeing of the planet.

Steelcase and our Community of Brands are committed to creating a broad range of sustainable options to give designers more choices in diverse product categories. These are some of the products that represent our sustainable design principles of reducing carbon, designing for circularity, and choosing and using materials responsibly. Organizations and designers can feel confident by choosing solutions that do better for the world we all share.

## New! Cugino Soft Mattiuzzi

All Mattiuzzi furniture is made from sustainably-sourced, FSC ®-certified and PEFC wood. The Italian brand's machinery is solar powered, wood waste is used to heat their factory and a carbon capture system minimizes the release of carbon dioxide. Industrial designer Konstantin Grcic recently created Cugino Soft, a unique stool that skillfully mixes comfort, style and sustainability. In addition to being certified wood, this new and versatile stool is made of construction timber, which grows faster and is more renewable than oak.



## Seed Bolia

Bolia, the Scandinavian design company, asks its designers to incorporate sustainable solutions into the development of all their products. This applies to durability, choice of materials, construction, component design and overall climate footprint. Made from 85% recycled plastic and FSC ®-certified wood, the Seed armchair combines modern style with sustainability. It promotes reuse of materials, less waste and responsible sourcing.





**New! Think Quilted Back**  
Steelcase

Think® reimagined what an office chair could do, and how sustainable it could be. Designed with fewer parts for quick and easy disassembly, the Think chair can be taken apart in just five minutes for recycling. A pioneer of sustainability, Think was the first furniture product in the world to receive Cradle-to-Cradle certification, and recycled content makes up roughly a third of the chair's weight. Today, Think offers a new breadth of style choices that are warm and tailored, including the soft, sophisticated quilted back.

**Victor2**  
Steelcase

A history of innovation and sustainability began at Steelcase 111 years ago with Victor — a metal wastebasket designed to reduce fires caused by ashes in wicker wastebaskets. Victor2® encourages recycling — its streamlined design with interchangeable inserts for plastic, compost, glass and more can be customized to specific needs and makes it easier to sort waste into the right disposal or recycling streams.



**LessThanFive**  
Coalesse

As its name suggests, LessThanFive® weighs under five pounds and is incredibly strong. Coalesse launched LessThanFive seating in 2016 — a first of its kind using lightweight carbon fiber in workplace furniture. A lounge chair and stool followed that original chair in 2022. Designed without any excess, the chair's one piece construction minimizes the need for spare parts and reduces the amount of fuel used for transport.



**Healthcare Screens**  
KwickScreen

KwickScreen is reducing carbon emissions and waste that come from single-use curtains by creating cleanable, reusable privacy screens in clinical spaces. A sustainable, longer-lasting alternative to traditional disposable curtains, they can last more than five years. Screens are printed with water-based ink that still allows them to be recyclable. Easy-to-clean and maintain panels are wipeable with all standard cleaning products and disinfectant wipes, avoiding single-use disposal.



**Reclaimed Laminates**  
Steelcase

Fragments of solid color paper that would have otherwise gone to waste are used to make textured, reclaimed laminates. The paper is chopped up and added to liquid paper pulp to create the Reclaimed Aggregate and Reclaimed Gravel finishes containing 30% recycled material. This technique uses small-batch craft production so that each new sheet produced is unique and natural. Reclaimed laminates can be specified on a variety of products such as Currency® — a laminate desking, storage and conference solution.



**Steelcase Flex Perch Stool**  
Steelcase

Through a partnership with BASF, Steelcase Flex Perch is the first furniture product to use a sustainable innovation called Chem-Cycling or Ccycling™. This process transforms a waste stream from electronics production that would have been incinerated into a like-new raw material needed for high-quality products, which is also 100% recyclable. The process reduces waste and reliance on fossil fuel resources.



**Funda**  
Vicarbe

The Funda collection is made to last — designed with metal structures and a replaceable upholstered seat to extend the product's lifecycle. Stefan Diez, the designer behind the Funda collection, actively champions the principles of the circular economy. The chair, armchair and stool are all constructed to be easily recycled. The metal and fabric may be recycled independently, reducing waste and fostering a more circular economy.



**Elective Elements + the Grand Rapids Wood Plant**

Steelcase  
Elective Elements is made in the world's first LEED Silver certified manufacturing facility. Since its LEED® certification in 2001, the Steelcase Wood Plant in Grand Rapids, Michigan has made strides to reduce carbon emissions and production waste, and optimizes use of FSC®-certified wood and wood-fibre materials. The wood plant has reduced lighting energy consumption by more than 50% since 2018 and improved truck utilization by creating "just the right size" packaging.



**New! Carbon Neutral Seating + Desking**

Steelcase  
As we work to reduce our impact on the environment, we know other organizations are seeking ways to do the same. Now in addition to a full range of high-performance seating being offered as carbon neutral, some of our most popular height-adjustable desks have this option as well (Migration SE + Ology with increased lifting capacity and enhanced aesthetics). Each of these products with CarbonNeutral® product certification supports trusted projects through Climate Impact Partners that slow climate change and deliver social impact.



*These options are available in the Americas with expansion to other regions coming soon.*

**Decade Chair**  
Blu Dot

Using recycled materials and being Red List Free according to Declare and the Living Building Challenge criteria, Decade embodies Blu Dot's environmentally-friendly practices. Made of recycled plastic-polypropylene and glass fiber, the stackable chair's highly-durable and scratch-resistant design makes for a long life and the need for fewer replacement materials.



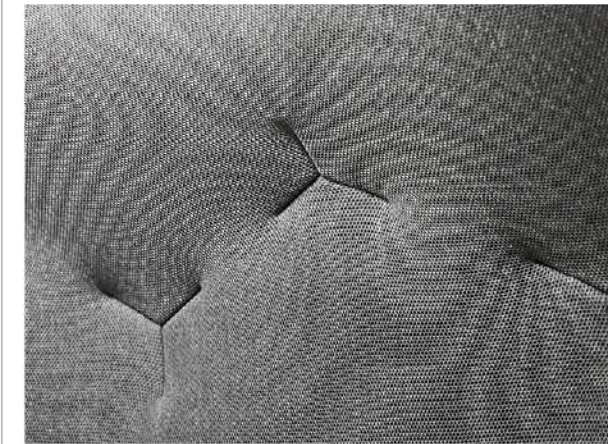
**Surround + Regard**  
Steelcase Health

Surround®, a series of versatile lounge seats and sleepers for healthcare environments, uses the same parts as the Regard® lounge system to support modularity and efficiencies in assembly and operations. Components are designed for easy assembly, reconfigurability and replacement between the two products, allowing for reuse for years to come.



**Steelcase Flex Privacy Wrap**  
Steelcase

Steelcase partnered with Camira to develop the Steelcase Flex Personal Spaces Privacy Wrap knit with zero wasted fabric. The process uses flatbed weft technology, which requires less energy than a traditional woven fabric loom. The "Knit to Fit" fabric is engineered to perfectly fit the unique curves and contours of the screens, reducing waste from cutting or sewing. Additionally, the fabric is made from a homogenous post-consumer recycled polyester.



**Answer**  
Steelcase

Since its introduction, Answer's durability and frame construction has allowed for reconfiguration, reuse and a longer useful life. Today, Answer® is even more planet friendly. New engineered bulk packaging fits 100 screens in each pack (versus the prior 48) and eliminates single-use foam, saving over 60,000 lbs. per year. Answer skins shipped in bulk cuts down on plastic packaging, reducing plastic film use by 95%. A new process to apply reclaimed paint to Answer panel junctions diverted 97,000 pounds of waste powder coat from landfills.



Explore ways to design spaces for the wellbeing of people and the planet with Steelcase and our Community of Brands.



# Building Belonging at Neiman Marcus

High-end fashion retailer Neiman Marcus says employee wellbeing and belonging aren't luxuries — they're essential. The company's new Dallas hub captures the same luxurious feeling customers experience in their stores with the goal of "making life extraordinary" for its associates.

It's clear when you arrive at Neiman Marcus' new corporate hub at CityPlace Tower in Dallas, this is no ordinary workplace. Not only is it beautiful and welcoming, the hybrid space was designed by Gensler and has everything the company's remote-first teams need to get work done and feel good while doing it. Designed to support equity goals, anyone, regardless of their position can use any space. Associates can choose from a diverse range of spaces that allow flexibility and autonomy. "We've embraced a model that's not one size fits all, but rather one size fits one," says Neiman Marcus Chief People, ESG and Belonging Officer Eric Severson. "We've optimized our real estate to allow people to work where they feel comfortable and can be most productive. The key is cultivating an environment that provides equity and flexibility so people can do their best work. This freedom and choice is empowering, allowing everyone to thrive and advance in their career."

"The hub serves as a magnet, not a mandate," says Severson. The space is designed to create community and support teamwork, innovation and creativity, for both in-person and remote participants. Collaboration spaces are equipped with virtual tools and technology so everyone can see and be heard. "The technology we built into our spaces is the great equalizer," says Severson. "We made sure that no matter where our associates are working, we support them effectively and they can contribute because they can really be present in virtual meetings. This levels the playing field."



*"We designed the hub to feel the same for our associates as our stores feel for customers. We want it to feel luxurious — and I don't mean expensive but personalized luxury that makes everyone feel special."*

**Eric Severson**  
Chief People, ESG + Belonging Officer



Five beautifully-designed lounges, each representing one of Neiman Marcus' iconic store locations in San Francisco, New York, Miami, Chicago and Dallas, create places where associates can find respite, make connections, share ideas and build trust.

Collaboration spaces are equipped with monitors, cameras and speakers to effectively support mixed presence so everyone can contribute equally and be present in virtual meetings.



The Dallas hub brings associates together where they can effectively build relationships and collaborate, as well as do individual work. Workstations with height-adjustable desks, ergonomic seating and screens to control privacy support associate's physical and cognitive wellbeing.

As West Elm senior designer for Work & Office, James Killinger led the design of West Elm Health Mesa.



## Less Hospital, More Hospitable

James Killinger never thought about healthcare spaces. The West Elm designer was more familiar with cozy couches and warm interiors than busy waiting rooms or clinical exam spaces. But that changed in October of 2017.

James' fiancée, Melody, received news that would set her and James on a years-long journey of healing, hope – and unexpectedly — design discovery. Melody was diagnosed with leukemia. Over the ensuing years, James would spend countless hours in waiting and patient rooms — an experience that opened his eyes to the dreary and uninspiring environments too-often found in healthcare settings.

Around the same time, Killinger began working on a new furniture project that would become part of the West Elm Health Collection — a collaboration with Steelcase Health focused on designing furniture to be comfortable and inviting, yet durable enough to stand up to around-the-clock use.

What Killinger came to realize is that when patients walk into poorly-designed spaces — that are cold, sterile or institutional — it can negatively affect their perception of quality of care.

Seth Starnier, manager of advanced explorations with Steelcase Health, says healthcare spaces have important real-world impacts on patients and staff and need empathetic design.

“When individuals are unwell, anxious or traumatized, a healthcare space designed to be comforting and inviting can help foster a calmer state of mind,” says Starnier. “It also facilitates better communication and understanding between patients, their families and healthcare providers — even during difficult conversations.”

Steelcase research shows warmer, more comfortable spaces can also help put the patient at ease, reducing stress at a critical time when anxiety levels are highest. Calm environments better support a patient in communicating with their clinician more clearly and accurately.

Healthcare organizations may also consider a more holistic approach to space design by having places where people can be together but also find privacy and solitude. By incorporating communal areas, cozy lounges and inviting waiting rooms, healthcare facilities can create an atmosphere that feels and acts more like home or a supportive community.

Five years after learning his fiancée had leukemia, Killinger's journey has come full circle. In the waning months of his partner's cancer treatments, Melody's clinic moved to a new building and now occupies a bright, cheery space replete with the warm and welcoming West Elm furniture Killinger himself helped design.

And, today, Melody is cancer free.

*“The thing to remember is people aren't having a great day if they need to spend time in these spaces. If we can make that experience easier, warmer and friendlier — that makes me feel pretty good as a designer.”*



**James Killinger**  
Senior Designer  
West Elm

### More Healthcare Solutions



+ **New! Radia**  
Steelcase Health

## Introducing Poonam Bir Katsuri

Founder, Daily Dump

Poonam Bir Katsuri founded Daily Dump in India which creates hand-crafted composting containers. Work Better talked with Poonam about her notion that design and business can be forces for good.



**WB:** Tell us about the journey that led you to start Daily Dump (dailydump.org).

**PK:** As an industrial design student in India, we talked about how design could change the world, and what it could mean to each of us. That stuck with me, and after I finished school I wanted to answer that question for myself — how can design intersect with the real world? It was during this internal inquiry and my exposure to the small-scale, industry crafts and batch production in India that all of my learnings came together into this clear vision of a need. There may not have been a demand, but I knew there was a need. That's when I started to prototype the first home composter in the country — made by craftspeople, not in a factory.

**WB:** Why focus on food waste, as opposed to plastics or electronics?

**PK:** Food waste is 60% of our waste stream. I knew food waste can become circular much more easily than plastic. People can also see the circularity of food waste happening tangibly in their homes — they can witness what it means to ‘close the loop,’ and be connected to the earth. Food waste is also about 70% water. Taxpayers shouldn't have to pay to truck what's essentially water to a landfill, which creates methane.

**WB:** What impact has your business made in your country?

**PK:** We have opened the doors — created the pathway and designed a movement — to legitimize the idea of decentralized waste management. Because we took a business risk that opened up these conversations, we now find people following us through those doors, and we've seen that circularity has become the norm for them. That's our contribution and impact.

**WB:** Why did you decide to use handmade pottery from craftspeople instead of more efficient and functional manufacturing?

**PK:** There is a sentiment in India that if you're educated or have money, someone else should handle your waste. Dignity of labor is a big issue and I come from a family where we believe there's nothing wrong with doing your own work. For us, supporting craftspeople who work with their hands

is a priority. Secondly, it's about changing minds. If we're just building another dustbin, it'll just be another dustbin in your mind and you'll just treat it like one. We wanted to change people's minds and behaviors, so we needed to create a new space in people's minds that speaks to regeneration — a new energy. This is a new space and so we had to give it a form and material linked to a deep and meaningful archetype in India — clay and pottery have that significant resonance in India.

### Last Words

Diversity in business models is an important thing to have. You need MBAs starting businesses. But you also need foolish people like me. Because even if people think they don't need something, you need people to say ‘yes, you need composting.’ We built this business and had to convince people they needed it. That's why I think in today's world more foolishness is needed in business.



Hear more of our conversation with Poonam in our Work Better podcast. Season 3 launches October 24 anywhere you get your podcasts.

# Inclusive Design

Designers, leaders and even inclusive design advocates often ask, “How do we balance everyone’s needs when they are very different?” Or, “Who do we listen to when there are competing needs?” These questions come up often because what might support an equitable experience for one group, may also create challenges for another.

There is no single solution, but there is power in understanding “tensions” or competing priorities.

As organizations partner with advocates and DEI leaders, the opportunity to create more inclusive experiences has never been greater. People expect better as we come together in space to collaborate, learn and be productive. By considering these tensions and working alongside traditionally excluded perspectives and communities, leaders can be proactive and notice when decisions do not support the full spectrum of needs that exists — resulting in a mismatch or exclusion. Through our work we have identified five key design tensions to consider when designing for inclusivity (see Design Tensions table to right).

Asking, “how can space empower and accommodate,” is how we can start to reimagine solutions and intentionally co-create inclusive experiences or destination spaces that align and reinforce a culture of equity and accessibility.

“Designing for inclusivity creates an opportunity to make a collective impact,” says Meg Bennett, Steelcase global design principal. When you understand the unique needs of one, you recognize synergies and solutions that can be scaled to many.”

## Design Tensions



**Universal**  
Design for all ability levels, without the need for adaptation.

**Targeted**  
Design for a group of individuals with very specific needs

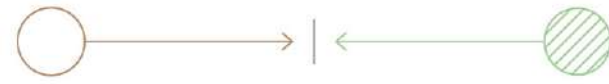
One size does not fit all — accessibility also means creating inclusive destinations for unique needs + situations.



**Wellbeing for All**  
Wellbeing is communal — it’s impacted by our relationships, communities and environments.

**Wellbeing for Me**  
Wellbeing is also a practice people can cultivate and develop when given the right space and tools.

An environment that balances the me + we in wellbeing is proven to reduce stress and cultivate a healthy, resilient community.



**Hyposensitive**  
The experience of being less sensitive and less likely to recognize and respond to stimuli. Preference for more sensory input from the environment.

**Hypersensitive**  
The experience of being highly sensitive to sensory stimuli. Preference for a controlled, predictable, “sensory-friendly” environment.

Sensitivities can change frequently and people need to be able to control their environments to reduce triggers and stressors that lead to disorientation, fatigue, irritability and shutting down.



**Flexible**  
Accommodating a wide range of preferences and abilities is critical to accessibility, and helps people make the space their own.

**Predictable**  
Predictability helps people prepare and plan their day and reduce stress.

Although flexibility helps eliminate barriers, flexibility without predictability can lead to confusion and cognitive overload.



**Connect**  
Meaningful connections to others sustains people and combats loneliness, a growing health concern.

**Protect**  
Physical and psychological safety are essential needs — all people need places for privacy, solitude and respite.

As we design for connection and collaboration, we should also seek to make people feel protected, safe and secure through our choices.

## Balancing Tensions

To help people reconnect, organizations are hosting large gatherings in expansive spaces, where everyone can come together. But the experience may not be right for all.



**Before**  
In this central gathering hub, a diversity of people assemble, yet the space offers only one way to experience the event. The equality of the experience creates exclusion, limiting individual accommodation and leaving many feeling left out or uncomfortable. Bennett and her team explored the design tensions and identified how space can create a more equitable experience.

## After

1. High back individual lounge chairs provide the protection, psychological comfort and reduce visual distractions in the open. Standing-height tables provide choice so people can sit, perch or stand to support movement.
2. Elements like architectural walls, or built-in features define a space providing a level of predictability, which is as critical as flexibility.
3. Shielded nooks provide a feeling of safety and comfort. Round table seating provides good sightlines and stackable, lightweight chairs allow quick reconfiguration and improve accessibility.
4. A defined area allows people to feel protected, grounded and able to self-soothe. Low seating provides additional options. Tables with integrated seating that swivels 360 degrees allows for movement and fidgeting.
5. A raised level for presenters allows better visibility. Swivel seating allows movement and mobile technology supports equity.



# A New Legal Precedent

Design for wellbeing, not just status

The legal industry has been known for its demanding work culture, where putting in 80 or more hours a week was often the norm. The pursuit of partnership often came at the cost of personal relationships and overall wellbeing.

However, the global health crisis served as a catalyst for change, prompting legal professionals to reassess their priorities. According to the American Bar Association, compensation is no longer the most important consideration when deciding where to work — a healthier work-life balance is, including more flexible schedules. 65% say they expect to work remotely two to three days a week.\* This concerns leaders who cite developing firm culture in a hybrid workplace is their biggest challenge.\*\*

\*Cushman & Wakefield's 2022 National Legal Sector Benchmark Survey Results  
\*\*Georgetown Law

"For decades law offices looked the same. Stately private offices, palatial conference rooms and imposing lobbies were the norm, designed primarily as a tool to demonstrate status and prestige for clients. Firms now are being more responsive to employees' needs, using a more human-centered approach," says Keith Bujak, principal researcher, Steelcase WorkSpace Futures. Bujak led a research project to understand how the workplace can better accommodate law practitioners' changing needs. The research was conducted in the U.S. and Canada and included primary and secondary sources.

The rapid adoption of new technologies is driving change. The majority (66%) of firms expect to increase spend on technology to support a more flexible working environment, with IT security and networking capabilities being the top priorities.\* "The pandemic accelerated digital transformation," says Bujak. "No longer dependent on paper and desktop computers, mobile technology allows people to work anywhere."

According to a 2022 Steelcase study, the majority of law practitioners in the U.S. and Canada are working in the office three or more days a week (among the highest, compared to other industries), and they say they are coming in to collaborate and connect with others. Those who come in two days or less also cite collaboration as their top reason, but also rank social activities very high.

Law offices need to ensure spaces are optimized for all these activities and accommodate new work behaviors, says Bujak. "It's no longer enough to just have an impressive office for clients. Law firms need to create nurturing experiences for people that feel more human." This shift from status to performance has firms looking more inwardly towards their employees and exploring how space can enhance wellbeing and work performance.

## New Workplace Experience Drivers

Steelcase researchers identified three factors driving the new workplace experience. Law firms need to design for:

### Inclusion

All voices should be part of the conversation to identify everyone's needs and design spaces that support unique work processes.

### Flexibility

New talent is attracted by flexible work schedules and the ability to work and connect in different locations which requires more flexible space, tools and technology.

### Wellbeing

Emerging values require a nurturing work experience that is regenerative. People expect to feel better after a day at work and they need spaces where this can happen.

Steelcase research has identified how spaces need to change to better accommodate law practitioners' needs.

### Community Spaces

This central hub is new for most law offices. Ideally situated in a prominent location, it's designed to

bring people together, nurture culture, provide an authentic view into the firm while demonstrating to clients a high level of professionalism. This high-performing space supports mobile technology and is meant to be used by everyone to get work done, meet with peers, regenerate and host community-building events.

### Private Office

Hybrid work has changed the purpose of the private office. Previously designed mostly for focus work, private offices now need to support multiple work modes and enable people to seamlessly shift between focus and collaboration, host both in-person and remote colleagues, express their personal brand and personality, and provide storage.

### Conference Center

Traditionally designed to project prestige, now the Conference Center needs to act as a high-performing multifunctional space that supports relationship building. Flexible furniture and technology create spaces that support hybrid work, meetings, training sessions and community events, while still reflecting the firm's brand.

### Virtual Courtroom

The pandemic catalyzed the use of videoconference technology to interact with the court system. The Virtual Courtroom allows legal professionals to connect virtually to live court proceedings and fully participate by creating a more equitable experience for everyone.

### Wellness Hub

As partners recognize a greater need to nurture and support their employees' wellbeing, Wellness Hubs have started to emerge in law offices. These destinations provide a naturally-calming environment for both the body and mind to help people do their best work. Diverse settings (both open and enclosed, range of seating options, etc.) reflecting the specific needs for employees' wellbeing support inclusion and psychological safety.

Law firms are adapting to support a hybrid workforce and have realized their offices need to evolve and do more. They're breaking away from what Cushman & Wakefield call "the traditional mode of a one-size-fits-all model" and recognizing "the importance of the office as the 'firm anchor,' a focal point of firm culture, for training, mentorship and collaboration."\*\*

Steelcase WorkSpace Futures Researchers Patricia Kammer and Keith Bujak contributed to this study.



This private office lets you switch between individual and collaborative work, with both in-person and remote participants.

## More for Legal Spaces

+ New! Optic HALCON



+ Ocular Coupe5 Steelcase



+ New! SW\_1 Table with Power Coalesse



The Community Space gives law practitioners a hard-working but rejuvenating place to work, meet with peers and nurture culture.

## Learning by Doing

“At first, it didn’t feel like a school because I was just used to the public school system and the way schools are supposed to look.”

**Jaxton Howard**  
Francis Tuttle Student

Filled with natural sunlight, bright pops of color and a sleek blend of wood, stone and other natural elements, Francis Tuttle’s Danforth Campus in Edmond, Oklahoma is designed to spark creativity and encourage students to ideate, explore and problem solve together like never before.

Whether training to be a doctor, engineer, mechanic or hairstylist, Francis Tuttle is designed to offer a wide range of hands-on learning experiences and serve a diverse student body. You won’t find rigid rows of clunky desks in classrooms at the Danforth Campus. This school was literally built for collaboration – where every space is a learning space. Desks and chairs on wheels allow students to easily change the orientation of the classroom, pushing their desks together for teamwork and idea sharing.

“The great thing about our students is they choose to be here,” says Khaaliq Salim, director of the Danforth Campus. “They said, ‘I want to be an engineer, a doctor or a nurse.’ They took on that challenge and we’re tasked with helping them get to that next level.”

“Students need to work with each other. They need to understand the value of teamwork,” says Salim. “Our furniture and spaces make it easy to recognize what learning should look like.” The building is brimming with flexible furniture that creates open spaces for group gatherings and solo focus. Work tables, wheeled whiteboards, and expansive couches provide plenty of space for group brainstorms or one-on-one interactions. Pods and quiet enclaves offer spots to tackle individual tasks.

“The physical space helps us understand we’re on that next level,” says student Maira Arshad. “Whatever we do, it’s always collaborative, everyone has to work together and talk together and that gets me really close to my peers.”

Learn more about how the Francis Tuttle campus sparks creativity and encourages students to ideate, explore and problem solve together. [steelcase.com/francis-tuttle](http://steelcase.com/francis-tuttle)

### More Learning Solutions



**PALLANA LIGHT**  
Pallana, created by IDEO for Moooi, helps hybrid collaboration look its best while shining a better light on the planet. Anyone can adjust the six powerful light rings and control color temperature and light intensity. Plus, LED lights require 75% less energy and last 25 times longer than traditional bulbs.

*“Being a designer is the best job in the world. Moooi offered us this professional playground where we can explore things we don’t normally get to explore. Pallana brings as much whimsy as functionality to a space.”*

**Thomas Overthun**  
Executive Design Director  
IDEO



# Inspiration



## About the Cover

This original piece of art explores the human quest to design better futures. A surreal composition of water, bark, moss and wind are woven together with steel, glass and fabric which surrounds a person, looking ahead with optimism. It reflects the interdependency between natural and human-made elements. Montaging a blend of photography and rendering, this art was created by Steelcase art directors, graphic designers and digital artists.

## About the Paper

Work Better magazine and the Steelcase Impact Report are printed on paper made of 100% sustainable recycled fiber. The stock is fully recyclable and the sheet dictates both the size of our magazine and our Impact Report to minimize scrap.

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