



2024 Impact Report

Room&Board

ON THE COVER More than 2,000 solar panels are installed on the roof of our Minnesota Headquarters.

Table of Contents

A Letter From Our CEO	3	Better for People	15
We're 100% Employee Owned	4	Better for the Planet	24
Sustainability Strategy	5	Governance	32
2024 Sustainability Highlights	6	Goals and Progress	33
Awards and Recognition	7	Reporting	35
Better Products	8		

A Letter From Our CEO

Helping you create spaces you love inspires us year after year. In 2024, we strengthened our commitments to craftsmanship, sustainability and community, reaching milestones that reflect both who we are and where we're headed.

One of our biggest achievements was becoming 100% employee owned, which gives our staff members a direct ownership interest in Room & Board's success. This change reflects our dedication to our culture of belonging, collaboration and shared success.

We also made significant progress toward our sustainability goals, like achieving 98% sustainably sourced wood, with our sights set on 100% by the end of this year. We reached 85% diversion of operational waste, keeping plastics, cardboard and reusable materials out of landfills. And as part of our ongoing commitment to people and the planet, we donated 2% of our profits to organizations focused on environmental protection, community support and disaster relief.

We remain focused on making a positive impact through timeless design, responsible practices and supporting the well-being of our staff members. Thank you for welcoming our furniture into your home and for being part of our journey. We couldn't do this without you.

Sincerely,
Bruce Champeau
Chief Executive Officer

Room & Board is 100% Employee Owned

In 2024, Room & Board transitioned to a 100% Employee Stock Ownership Plan (ESOP), giving our more than 1,000 staff members a financial stake in the company.

We have a long history of championing staff members' well-being, and the company has consistently demonstrated its pledge to create a supportive and inclusive workplace environment. Becoming an ESOP continues that tradition by giving our team ownership interest in our success. It also ensures Room & Board's culture of outstanding service, U.S. craftsmanship and sustainable practices will be carried forward by the people who helped create it.

"At Room & Board, our staff members are at the heart of everything we do," says John Gabbert, Founder and Chairman. "Becoming 100% employee-owned allowed us to stay true to our business values of respect, accountability, transparency and collaboration, and most important, preserve our company culture. My goal has always been to take care of the people who have helped make the company successful, and this decision is in the best interest of our staff members, vendor partners and customers."

93% of our staff members see how their roles drive our success and believe in Room & Board's future.

—Results from respondents to 2024 Inc. Best Workplaces survey

Sustainability Strategy

Overview

Room & Board is a 100% employee-owned modern furniture and home decor retailer. Based in Minneapolis, Minnesota, we have more than 1,000 staff members and 22 stores nationwide. Since our founding in 1980, sustainable practices have been fundamental to our company. We recognize there's more to do, from better sourcing and more responsible materials to investing in the well-being of people and communities. We aspire to be a sustainability leader that positively impacts society and the world. Room & Board is proud to be a Certified B Corporation™, solidifying our long-standing commitments to sustainability and the community.

Materiality & Priorities

We prioritize social and environmental issues based on their material importance to Room & Board as well as the ability to create internal and external value. In 2024, we conducted our second materiality assessment, engaging internal and external stakeholders, including an all-staff survey. Based on our materiality assessment, we organized our top priority issues into three pillars: Better Products, Better for People and Better for the Planet.

Governance & Reporting

Our director of sustainability is responsible for evaluating and communicating environmental and social risks and opportunities. Our Board of Directors and Operations Team receive regular updates on sustainability performance and measurement. Our reporting is aligned with the Global Reporting Initiative (GRI) for disclosure. The data included in the report dates from January 1, 2024–December 31, 2024. Room & Board is not a publicly traded company, so we do not publish financial statements. The topics covered in the report include our headquarters, stores and distribution centers, which are all located in the United States of America. The report has not gone through an external assurance process. Details are included in the GRI section found at the end of this report.



2024 Sustainability Highlights

Better Products



Diverted more than 400 trees from the waste stream through our Urban Wood Project

Added **119** GREENGUARD Gold Certified® fabrics to our offer for a total of 208 options



Achieved **98%** sustainably sourced wood with a goal of 100% by the end of 2025

Collaborated with fellow B Corp™ Fireclay Tile to add shop-in-shops in two of our stores



Enhanced material transparency by launching Responsibly Made section on website product pages



Better for People

Became
 **100%**
employee owned



Volunteered more than 1,100 hours

Incorporated our commitment to an inclusive work environment into our Guiding Principles



Donated **2%** of profits to more than 60 nonprofits across the country



Held our second annual Every Last Yard event to support our U.S. manufacturers, responsibly use leftover fabrics and create a great value for customers



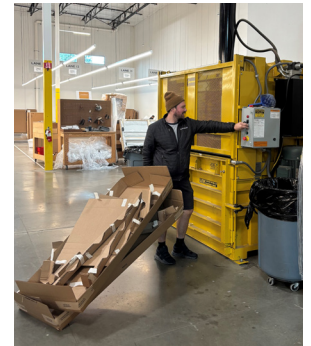
Continued to have more than **90%** of our products made in the U.S. using top-quality domestic and imported materials

Better for the Planet



Used **65%** renewable electricity

Joined the Department of Energy Better Climate Challenge



Achieved **85%** diversion of operational waste

Honored as a 2024 EPA SmartWay High Performer

Designed a rooftop solar array to generate **120%** of our Minnesota Headquarters' electricity needs

Awards and Recognition



Minneapolis/St. Paul Business Journal
Best Places to Work Honoree



National Wildlife Federation and the
Sustainable Furnishings Council (SFC)
2024 Wood Furniture Scorecard
Top Performer



ERE Media 2024 CandEs
North America Candidate Experience
and Innovative Awards



Twin Cities Business Community Impact
Award – Corporate Leadership



2024 EPA SmartWay
High Performer Honoree



BETTER PRODUCTS

We are committed to more sustainably designing and sourcing products through improved materials and practices.

Sustainable Design

Room & Board's furniture is thoughtfully designed and expertly crafted to stand the test of time. Our in-house team designs 95% of our collections, focusing on trend-proof styles that maintain their appeal as styles evolve. We're committed to durable construction and high-quality materials, so every piece holds up to daily use, becoming an enduring part of your home. All of which supports conscious consumerism and minimizes the environmental impact associated with frequently replacing furniture.

2024 Highlights

Introduced our Danbury storage collection, which draws on Shaker design principles, reinforcing our commitment to timelessness and quality.

Expanded our Parsons collection, a trend-proof best seller for more than 40 years, to include an ergonomic, electric adjustable standing desk.

Collaborated with fellow B Corp™ Fireclay Tile to add shop-in-shops to our Edina and Washington, D.C., showrooms.

Coming in 2025

Launch innovative desk in collaboration with global design and architecture firm Gensler, serving as product design consultant.

Introduce a bio-based upholstered chair that uses 99% renewable, sustainable materials.





What Goes Into a High-Quality Dresser?

Two things define a fine piece of furniture: materials and craftsmanship. The quality of the wood and hardware play a big part in the overall quality of a dresser.

We focus on quality North American hardwoods like ash, cherry, maple, oak and walnut. Dressers are part of our mission to achieve 100% sustainably sourced wood by 2025; right now, 98% of our wood, including for our dressers, is sustainably sourced.

Experienced woodworkers in the U.S. build all our dressers from scratch. They use time-tested techniques, strong joinery and the latest technology to ensure durability and reliability.

Bottom line: durable materials and meticulous craftsmanship are the difference between a dresser meant to last a few years versus a lifetime.

Sustainable Materials & Packaging

Room & Board's aim is for key raw materials to be ethically and sustainably sourced. Therefore, we work closely with our vendor partners on materials, finishes and manufacturing processes that support a fair and sustainable system for people and the planet.

2024 Highlights

Achieved 98% sustainably sourced wood with a goal of 100% by the end of 2025.

Diverted more than 400 trees from the waste stream through our Urban Wood Project with a goal of 1,000 trees by the end of 2025.

Enhanced material transparency by launching a Responsibly Made section on product pages on our website.

Presented our Urban Wood Project story with partner Cambium Carbon at the Fast Company Innovation Festival.

Introduced 15 new leather options from Crest Leather, which holds Leather Working Group Gold certification.

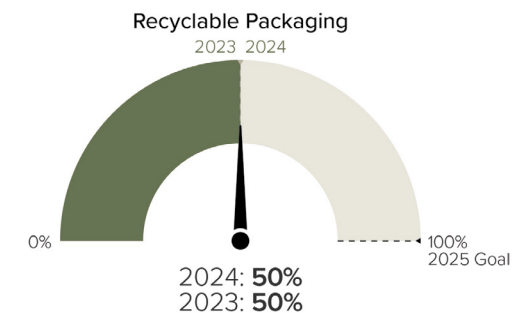
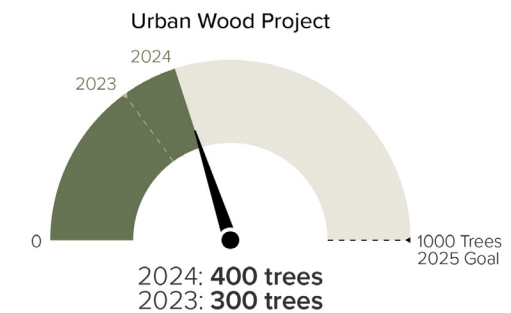
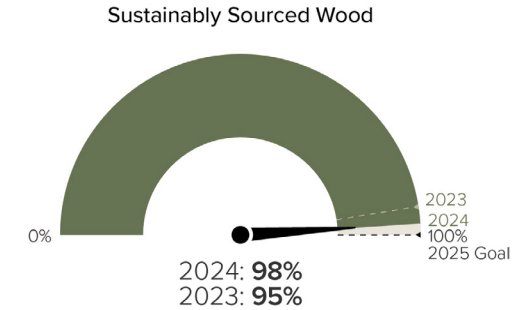
Continued to offer more than 60 fabrics made partially from recycled polyester.

Worked toward our goal of 100% recyclable packaging by the end of 2025; currently at 50% recyclable packaging.

Coming in 2025

Expand two Urban Wood Project collections by adding new Prospect accent tables and introducing the Orlin table in oak, an addition to our reclaimed wood offer.

Support animal welfare by increasing certifications such as the Responsible Wool Standard.





Adding Customer-Facing Material Transparency

In June we added sustainability messaging to product pages on our website. This content highlights the sustainability specifications of specific pieces, like sustainably sourced wood or chemical certifications. It gives our customers the information they need to make informed and responsible furniture choices. We are excited to continue building future content that intertwines sustainability and customer satisfaction.



Environmental & Social Impact

Cradle to Cradle
BIFMA Level® (1-3)



Sustainable Materials

Sustainably Sourced Wood
FSC® Certified Teak
Reclaimed Urban Wood



Kinder to Animals

Responsible Feathers & Down
Responsible Alpaca Wool
Responsible Wool



Cleaner Chemistry

STANDARD 100 by OEKO-TEX®
GOTS Organic latex
CertiPUR-US® Foam
No Flame Retardant Chemicals



Low Emissions

SCS Indoor Advantage™ Gold
GREENGUARD Gold®
Clean Air GOLD



Ethically Sourced

Fair Trade Enterprise



Commercial Durability

ANSI/BIFMA (X5.1, X5.4, X5.9)

Chemicals

Chemicals are a dynamic and ever-evolving topic that's important to both Room & Board and our customers. Chemicals of concern can impact customers, our manufacturing partners and the environment. We partner with vendors and engage in industry dialogue through organizations like the SFC to both monitor regulations and proactively remove chemicals of concern, where possible.

2024 Highlights

Added 119 GREENGUARD Gold Certified® fabrics to our offer, for a total of 199 options.

Completed the removal of all fabrics with PFAS coatings from our assortment to comply with current regulations.

Continued to ensure all foam used in our mattresses or upholstered furniture has certification such as CertiPUR-US®.

Continued to ensure more than 97% of our sheet collections are OEKO-TEX® certified.

Continued to work with key manufacturers to transition from oil-based finishes to water-based finishes with lower volatile organic compounds (VOCs) for wood collections.

Coming in 2025

Shift additional cotton-based sheet collections to organic cotton.





Staff Training On Water-based Finishes

We began working with key manufacturing partners to transition from oil-based stains, lacquers and finishes to newer waterborne coatings.

Water-based stains are generally considered more sustainable than oil-based stains. They typically emit significantly lower levels of VOCs compared to oil-based stains, contributing to improved indoor air quality and reduced environmental pollution. And water-based stains can be cleaned up with soap and water, reducing the need for stronger solvents commonly used for oil-based stains.

This change will impact multiple aspects of our business, including the work our Repair Associates focus on in their roles. In August, we held a train-the-trainer session at our Minnesota delivery center. Each delivery center sent a member of their repair team to participate with the goal that they would be able to take what they learned and provide guidance and education to their peers. During the training, each participant worked directly with the new finishes, learned about the products and practiced set-up and application techniques.



BETTER FOR PEOPLE

We are committed to supporting
and building the well-being of staff,
craftspeople and local communities.

American Craftspeople

Since our founding in 1980, Room & Board has prioritized U.S. manufacturing. When choosing manufacturing partners, we look for people who value quality, service and sustainability as much as we do. We establish long-term relationships, recognizing that our success is tied together. In fact, we have worked with our top 15 U.S. manufacturing partners, accounting for 80% of our sales, for 27 years on average.

2024 Highlights

Held our second annual Every Last Yard event to support our U.S. manufacturers, responsibly use discontinued fabrics and create a great value for customers.

Hosted the United States Trade Representative at our Minnesota Headquarters to share our experience in focusing on domestic manufacturing.

Created and offered our first International Design Continuing Education Council-approved unit through Room & Board for Business: The Financial, Social and Environmental Benefits of U.S. Furniture Manufacturing.

Coming in 2025

Maintain focus on sourcing from U.S. manufacturing partners.



90% Continued to have more than 90% of our products made by American artisans using top-quality domestic and imported materials



Second Annual Every Last Yard Event

We again partnered with our U.S. upholstery manufacturers to create a limited collection of sofas and chairs using discontinued fabrics to reduce waste and support American artisans. This year, we expanded the event to include sustainably sourced tabletops, increasing our impact. The result? We successfully diverted 17,966 yards of fabric across 23 of our top upholstered collections. In addition, 45% of orders were placed by new customers, introducing more people to our commitment to quality, sustainability and American craftsmanship.

Staff Well-Being

We are dedicated to fostering a culture of inclusion and well-being where our staff members thrive. Investment in all aspects of staff members' well-being is a cornerstone of Room & Board's values. We provide benefits that help staff members and those they love to live their best lives.

2024 Highlights

Became 100% employee owned, allowing all eligible staff members to participate in our Employee Stock Ownership Plan (ESOP), a retirement savings plan fully funded by Room & Board.

Continued to offer a reimbursement benefit that supports holistic health and well-being and is used by more than 85% of our staff members.

Provided free consultations to 320 staff members with our dedicated personal financial planner.

Achieved a participation rate of 93% of staff members using our 401(k) plan.

Offered free nutrition support to staff members through Launch My Health, using a food-as-medicine approach to empower participants.

Hosted regular educational opportunities in our Minnesota Headquarters through our Cause for Conversation series, including speakers from the Arbor Day Foundation, Bridging, OutFront Minnesota, Steger Center, Twin Cities Habitat for Humanity and Urban Ecosystems.

Coming in 2025

Continue staff education on employee ownership and embracing an ownership mindset.





Flower Power

As part of our Cause for Conversation series, we held two sessions with our partners from Urban Ecosystems, designers of our award-winning urban meadow at our Minnesota Headquarters.

They visited us in the spring for a how-to session about native landscaping. Participants learned about using plant species that attract pollinators and require less maintenance and irrigation.

Urban Ecosystems returned to our Minnesota Headquarters at the height of summer to teach our staff members about the native plants used in our landscaping. Our urban meadow was planted in 2014 and is now a well-established feature that offers a spectacular burst of colors and textures. It also provides unseen benefits like an 85% reduction in rainwater runoff and no required fertilizers or pesticides.

Belonging & Inclusion

Building a culture of belonging is key to our shared success.

2024 Highlights

Continued our long-standing partnership with Cecilia Stanton Adams of The Diversity Institute, including hosting Belonging & Inclusion workshops for leaders.

Incorporated deeper language into our Guiding Principles that clearly states our commitment to an inclusive work environment.

Offered discussion groups led by our Multicultural Advisory Council touching on topics like Black History Month, Pride Month and Asian Pacific American Heritage Month in which more than 200 staff members participated.

Marked Juneteenth as a company-wide holiday for the first time.

Coming in 2025

Launch a Belonging & Inclusion orientation for new staff members.

Launch monthly Belonging & Inclusion resource calls for leaders.

91% of our staff members feel their colleagues treat each other with respect.

—Results from respondents to 2024 Inc. Best Workplaces survey

Representation Across the Company

42% Women

30% Black, Indigenous and People of Color (BIPOC)

Representation in Leadership Roles

59% Women

11% Black, Indigenous and People of Color (BIPOC)

Closed When the Polls Are Open

We again recognized Federal Election Day as a company-wide holiday, which enables our staff members to vote and volunteer in their communities. Customer Experience Specialist Kristina H. (pictured) used the holiday to work as an election judge for the first time. “It was wonderful to know I could devote my day to my community,” she says. “It gave me a great sense of pride to know my employer supports the process, putting into action Room & Board’s Guiding Principle of ‘being part of something bigger.’”



Local Communities

We recognize we’re part of something bigger. Room & Board supports nonprofit organizations that protect the environment, build better futures for people and communities and provide relief following natural disasters.

2024 Highlights

Continued our commitment to donate 2% of our profits to more than 60 nonprofit partners across the country, including The Nature Conservancy, the American Red Cross and Habitat for Humanity.

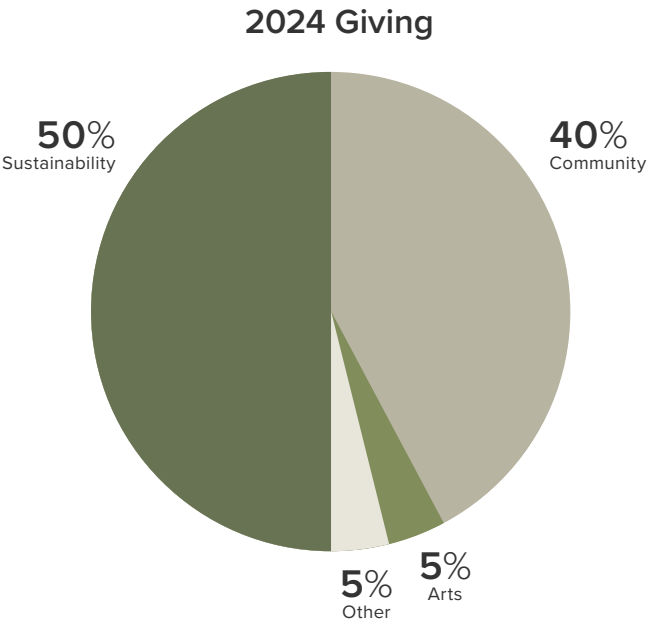
Provided more than 1,100 staff member volunteer hours, in activities that ranged from planting trees to building affordable housing.

Welcomed The Hoboken Shelter as a new community partner in our Moonachie, NJ, Delivery Center.

Coming in 2025

Take part in tree planting with The Nature Conservancy and Habitat for Humanity build.

Welcome new community partners in Dallas, TX; Otsego, MN; and San Francisco, CA.





Building Together

Room & Board believes in the physical and emotional comforts of home. We were proud to support Twin Cities Habitat for Humanity as a sponsor of the 2024 Jimmy & Rosalynn Carter Work Project, held in St. Paul, MN.

Coordinated in honor of former President Carter, the annual event builds affordable housing with the support of thousands of volunteers. Room & Board's "Dream Maker" sponsorship allowed us to send 40 staff members from our Minnesota teams to join the build.

Customer Experience Specialist Jessica C. (pictured top right) shares, "Hanging drywall was something I never thought I could do, and it was so rewarding to see our finished product. Our team wrote an inspirational message on a beam inside the home. While the new homeowners will never see it, I know the good energy will flow through the home for years to come."



BETTER FOR THE PLANET

We are committed to protecting the planet through
our operations and practices.

Climate & Renewable Energy

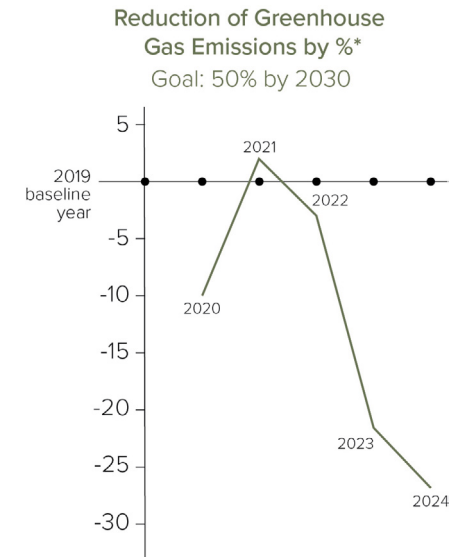
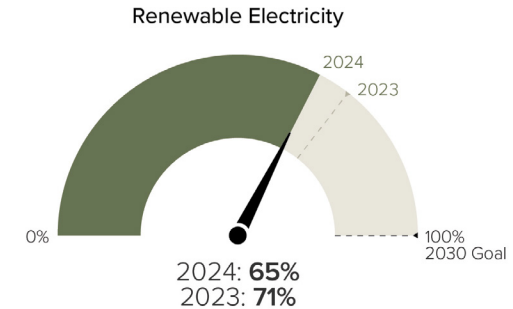
2024 Highlights

Achieved 65% renewable electricity across our stores, delivery centers and Minnesota Headquarters—a 6% decrease from 2023; while the number of facilities using renewable electricity stayed the same, higher energy use at sites not powered by renewables contributed to the overall decline. We plan to reach 100% renewable electricity use in our operations by 2030.

Reduced greenhouse gas (GHG) emissions by 27% to our 2019 baseline; working toward a goal of 50% reduction of scope 1 & 2 GHG emissions compared to our 2019 GHG emissions.

Designed a rooftop solar array to generate 120% of our Minnesota Headquarters' electricity needs.

Joined the Department of Energy Better Climate Challenge to support our goal of climate neutrality.



Clean Transportation

2024 Highlights

Continued our clean transportation working group to focus on fully electric vehicles.

Coming in 2025

Pilot heat pumps in our cold-climate locations to shift away from natural gas for heating.



New Store, Renewable Electricity

We were thrilled to open our 22nd store in 2024—one that's extra special because it runs entirely on renewable electricity through the local utility. Located in the Paramus Design Center in Paramus, NJ, this store reflects our ethos that modern design and sustainability go hand in hand.

Energy, Water and Emissions Data

GRI 302 - Energy Consumption

302-1 Energy consumption	2019	2020	2021	2022	2023	2024
A. Fuel Consumption Non-Renewable Sources (MJ)	31,020,334	29,392,121	32,105,277	36,367,853	38,232,591	30,266,387
B. Fuel Consumption Renewable Sources (MJ)	0	0	0	0	0	0
Electricity Renewable Resources (MJ)	142,560	1,889,011	3,229,007	9,695,416	20,513,833	18,424,750
Electricity Non-Renewable Resources (MJ)	26,228,413	2,236,076	3,905,290	20,286,591	9,040,463	9,746,960
C - i. Total Electricity Consumption (MJ)	6,370,973	24,125,088	27,134,297	29,982,007	29,554,296	28,171,710
D - i. Energy Sold - Electricity (MJ)	0	0	0	0	0	0
E. Total Energy Consumption (MJ)	57,391,307	53,517,209	59,239,574	66,349,860	67,786,888	58,438,097
302-3 Energy Intensity						
A. Energy Intensity Ratio (MJ/\$1000k)	129,013	125,092	99,979	96,428	110,865	101,996
302-4 Change in Energy Consumption						
Baseline Absolute (MJ)	57,391,307	57,391,307	57,391,307	57,391,307	57,391,307	57,391,307.08
A. Absolute (MJ)	0	-3,874,098	1,848,267	8,958,553	10,395,581	1,046,789.92
A. Absolute (%)	0%	-7%	3%	16%	18%	2%

GRI 303 - Water & Effluents

303-1 Interactions with water as a shared resource	2021	2022	2023	2024
A - i. Surface Water (ML)	0	0	0	0
A - ii. Ground Water (ML)	0	0	0	0
A - iii. Seawater (ML)	0	0	0	0
A - iv. Produced Water (ML)	0	0	0	0
A - v. Third-party Water (ML)	20.2	16.7	14.8	16.5

GRI 305 Emissions

305-1 Direct (Scope 1) GHG emissions	2019	2020	2021	2022	2023	2024
A. Gross Scope 1 GHG Emissions (mtCO ₂ e)	2,263	2,141	2,535	2,898	3,078	2,560
305-2 Energy indirect (Scope 2) GHG emissions						
A. Location-Based Scope 2 Emissions (mtCO ₂ e)	2,740	2,413	2,849	3,135	3,088	2,686
B. Market-Based Scope 2 Emissions (mtCO ₂ e)	2,723	2,355	2,526	1,950	820	1,089
305-3 Energy indirect (Scope 3) GHG emissions						
A. Gross Scope 3 GHG Emissions (mtCO ₂ e)	11,894	11,115	14,090	13,874	11,404	10,586
305-4 GHG emissions intensity (Scope 1 & 2)						
A. GHG Emissions Intensity - Location-based Scope 2 (mtCO ₂ e/\$1000k)	11.25	10.64	9.09	8.77	10.08	9.16
A. GHG Emissions Intensity - Market-based Scope 2 (mtCO ₂ e/\$1000k)	11.21	10.51	8.54	7.05	6.38	6.37
305-5 Reduction of GHG emissions (Scope 1 & 2 Market-based)						
A. Absolute (mtCO ₂ e)	0	-490	75	-137	-1088	-1337
A. Absolute (%)	0%	-10%	2%	-3%	-22%	-27%

Gases included in GHG calculations: CO₂, CH₄, N₂O

Source of Emission Factors and GWP rate used: US EPA eGRID, EPA.Gov/Sites, US EPA SmartWay

Chosen consolidation approach: Operational Control Standards

Baseline Year: 2019. This is the 1st year where we had complete data for both location and market based calculations.

Scope 3: Currently we are only capturing third party logistics and employee travel.

GHG Intensity Ratio: Scope 1 and 2 divided by Delivered Sales (\$1000k)

All GHG data has been verified by a third-party consultant, Third Partners.

Circularity & Waste

We are examining every part of our business with an eye toward achieving zero waste in our operations. Each delivery and distribution center has a staff member focused on implementing best practices and sharing learnings across the organization.

2024 Highlights

Achieved 85% of our operational waste diverted from landfills; aiming for 90% diverted by 2030.

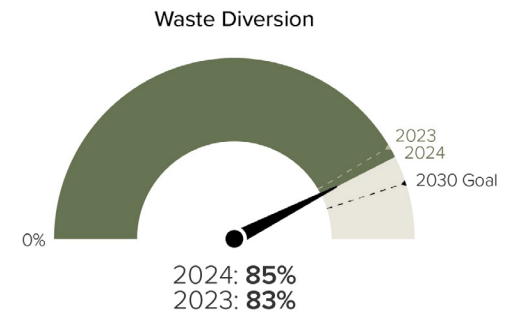
Diverted 11,965,073 pounds of waste from landfills as part of this goal.

Donated \$430,309 of furniture to local nonprofits.

Sponsored a technology recycling day at our Minnesota Headquarters for staff members to dispose of personal electronics.

Coming in 2025

Create personalized diversion plans for facilities with unique challenges like space constraints.





Working Toward Zero Waste

Reaching 85% diverted operational waste is a testament to the dedication of our Delivery Center (DC) teams and their ongoing sustainability efforts.

Each DC has a sustainability liaison, led by Seattle Delivery Market Manager Dave G., who ensures best practices are followed and new strategies are implemented.

A focus on recycling is one of our key initiatives. Each DC has two balers to recycle plastic film in partnership with Trex, cutting trash pickups in half at several locations. We also bale and recycle cardboard at every DC through our collaboration with International Paper. And we've built a robust network of donation partners at the local level, complemented by a national partnership with LiquiDonate, which helps us find homes for products that traditional donation partners may not accept.

"I am beyond thrilled to achieve 85% diverted operational waste," says Mick A., Sustainability & Compliance Manager. "This would not have been possible without the teams' commitment to sustainability."

Waste Data

GRI 306 - Waste

306-4 Waste diverted from disposal	2023	2024
A. Total weight of waste diverted from landfill (mtu)	5,439	4,416
C. Breakdown of non-hazardous waste diverted from landfill		
Reuse (mtu)	3,510	2,572
Recycling (mtu)	1,818	1,734
Composting (mtu)	111	111
Landfill (mtu)	1,065	801
Diversion Rate (mtu)	83.6%	84.7%

Governance

At Room & Board our purpose is people. We make decisions that consider all stakeholders impacted by our actions: the environment, our communities, staff members, vendor partners and customers. We balance these interests with the long-term financial health of the business.

Business Ethics & Risk Management

Respect is foundational to our work environment. We empower our staff through our guiding principles to embody our values of inclusivity, work ethic, curiosity, authenticity and collaboration.

2024 Highlights

Shifted to a six-person board with two external directors to support our change to an ESOP.

Announced B Corp™ certification in January and leveraged the B Corp impact assessment for continuous improvement.

Joined the first ever Climate Finance Working Group hosted by B Lab™ to explore climate-friendly banking, retirement plans/401(k)s and insurance.

Continued to partner with vendors to meet or exceed product compliance regulations.

Coming in 2025

Continue to assess gaps and areas for improvement.

Certified



Corporation

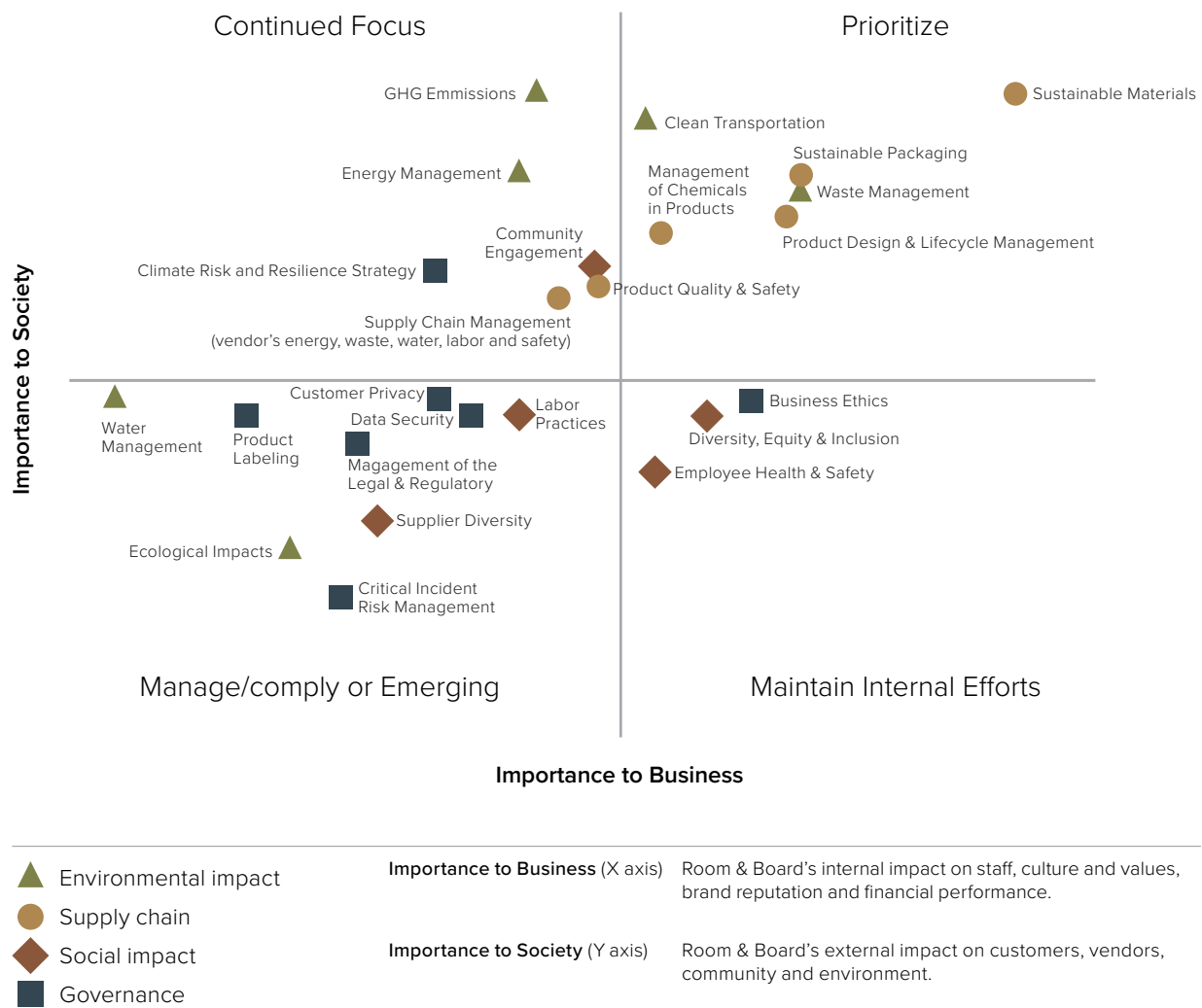
Goals and Progress

GOAL	GOAL YEAR	STATUS	PROGRESS
Better Products			
100% sustainably sourced wood by 2025.	2025	on track	98% of our wood meets our sustainably sourced wood policy. Up from 95% in 2023.
Grow our Urban Wood Project to divert the equivalent of 1,000 trees from the waste stream annually by 2025.	2025	at risk	400 trees diverted in 2024. 300 trees diverted in 2023.
100% recyclable packaging by end of 2025.	2025	at risk	We are currently at 50% recyclable packaging. Equal to 2023.
Better for People			
Prioritize American craftspeople by keeping more than 90% of our products crafted in the United States.	ongoing	achieved	Over 90% of our products manufactured in the United States in 31 states, supporting over 12,000 American jobs.
Donate 2% or greater of annual profits.	ongoing	achieved	Philanthropic donations of 2% of annual profits to more than 60 nonprofits across the country.
Better for the Planet			
50% reduction of scope 1 & 2 greenhouse gas (GHG) emissions by 2030 (on a baseline of 2019).	2030	on track	Reduce scope 1 and 2 GHG emissions by 27% on our 2019 baseline.
100% renewable electricity in our operations by 2030.	2030	on track	Achieved 65% renewable electricity. Down from 71% in 2023 due to higher energy use at sites not powered by renewables.
90% of our operational waste will be diverted from landfill by 2030.	2030	on track	85% of operational waste is diverted from landfills. Increased from 83% in 2023.

Our Materiality Matrix

A materiality assessment is used to highlight strengths and pinpoint opportunities that are most relevant to our business and stakeholders. The benefit is that we can clarify and maintain our position as a leading corporate citizen, stay on top of issues and gather feedback from a broad group of stakeholders.

To gather both qualitative and quantitative feedback, we employed two approaches to gather data. First, we conducted an all-staff survey. Second, we conducted more than 40 one-on-one interviews with a mix of internal and external stakeholders. The internal interviewees consisted of a diverse group of individuals from our central, retail, delivery and distribution locations. The external interviewees consisted of some of our top vendor partners as well as sustainability industry organizations.



Global Reporting Initiative

The Global Reporting Initiative (GRI) Standards represent global best practices for reporting publicly on a range of economic, environmental and social impacts. Our 2024 Impact Report is based on GRI Sustainability Reporting Standards effective January 1, 2024. We recognize we have areas for continuous improvement; we will work to address omissions in future reports.

GRI	SUBJECT / TOPIC	REPORT SECTION	PAGE
GRI 2: General Disclosures 2021			
2-1	Organizational details	Sustainability Strategy	5
2-2	Entities included in the organization's sustainability reporting	Sustainability Strategy	5
2-3	Reporting period, frequency and contact point	Sustainability Strategy	5
2-4	Restatements of information	Sustainability Strategy	5
2-5	External assurance	Sustainability Strategy	5
2-6	Activities, value chain and other business relationships	Sustainability Strategy	5
2-7	Employees	Sustainability Strategy	5
2-8	Workers who are not employees	Omission - Information Unavailable/Incomplete	
2-9	Governance structure and composition	Omission - Information Unavailable/Incomplete	
2-10	Nomination and selection of the highest governance body	Omission - Information Unavailable/Incomplete	
2-11	Chair of the highest governance body	Omission - Information Unavailable/Incomplete	
2-12	Role of the highest governance body in overseeing the management of impacts	Omission - Information Unavailable/Incomplete	
2-13	Delegation of responsibility for managing impacts	Omission - Information Unavailable/Incomplete	
2-14	Role of the highest governance body in sustainability reporting	Omission - Information Unavailable/Incomplete	
2-15	Conflicts of interest	Omission - Information Unavailable/Incomplete	
2-16	Communication of critical concerns	Sustainability Strategy	5
2-17	Collective knowledge of the highest governance body	Omission - Information Unavailable/Incomplete	
2-18	Evaluation of the performance of the highest governance body	Omission - Information Unavailable/Incomplete	
2-19	Remuneration policies	Omission - confidential	
2-20	Process to determine remuneration	Omission - confidential	
2-21	Annual total compensation ratio	Omission - confidential	
2-22	Statement on sustainable development strategy	Sustainability Strategy	5
2-23	Policy commitments	Better for People	15-23
2-24	Embedding policy commitments	Better for People	15-23
2-25	Processes to remediate negative impacts	Better for People	15-23
2-26	Mechanisms for seeking advice and raising concerns	Better for People	15-23

GRI	SUBJECT / TOPIC	REPORT SECTION	PAGE
2-27	Compliance with laws and regulations	Better for People	15-23
2-28	Membership associations	Industry Engagement	7
2-29	Approach to stakeholder engagement	Sustainability Strategy	5
2-30	Collective bargaining agreements	Omission - Not Applicable	
GRI 3: Material Topics 2021			
3-1	Process to determine material topics	Materiality Matrix	35
3-2	List of material topics	Materiality Matrix	35
3-3	Management of material topics	Materiality Matrix	35
GRI 201: Economic Performance 2016			
201-1 : 201-4		Omission - confidential	
GRI 202: Market Presence 2016			
202-1 : 202-2		Omission - confidential	
GRI 203: Indirect Economic Impacts 2016			
203-1 : 203-2		Omission - confidential	
GRI 204: Procurement Practices 2016			
204-1	Proportion of spending on local suppliers	Better for People	16
GRI 301: Materials 2016			
301-1	Materials used by weight or volume	Better Products	8-14
301-2	Recycled input materials used	Better Products	8-14
301-3	Reclaimed products and their packaging materials	Better Products	8-14
GRI 302: Energy 2016			
302-1	Energy consumption within the organization	Better for the Planet	24-32
302-2	Energy consumption outside of the organization	Better for the Planet	24-32
302-3	Energy intensity	Better for the Planet	24-32
302-4	Reduction of energy consumption	Better for the Planet	24-32
GRI 303: Water and Effluents 2018			
303-1	Interactions with water as a shared resource	Better for the Planet	24-32
303-2	Management of water discharge-related impacts	Omission - Information Unavailable/Incomplete	
303-3	Water withdrawal	Omission - Information Unavailable/Incomplete	
303-4	Water discharge	Omission - Information Unavailable/Incomplete	
303-5	Water consumption	Omission - Information Unavailable/Incomplete	

GRI	SUBJECT / TOPIC	REPORT SECTION	PAGE
GRI 305: Emissions 2016			
305-1	Direct (Scope 1) GHG emissions	Better for the Planet	24-32
305-2	Energy indirect (Scope 2) GHG emissions	Better for the Planet	24-32
305-3	Other indirect (Scope 3) GHG emissions	Better for the Planet	24-32
305-4	GHG emissions intensity	Better for the Planet	24-32
305-5	Reduction of GHG emissions	Better for the Planet	24-32
GRI 306: Waste 2020			
306-1	Waste generation and significant waste-related impacts	Better for the Planet	24-32
306-2	Management of significant waste-related impacts	Better for the Planet	24-32
306-3	Waste generated	Better for the Planet	24-32
306-4	Waste diverted from disposal	Better for the Planet	24-32
306-5	Waste directed to disposal	Better for the Planet	24-32
GRI 401: Employment 2016			
401-1	New employee hires and employee turnover	Omission - Confidential	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Better for People	18 & roomandboard.com/careers
401-3	Parental leave		roomandboard.com/careers
GRI 403: Occupational Health and Safety 2018			
403-1	Occupational health and safety management system	Better for People	15-23
403-2	Hazard identification, risk assessment, and incident investigation	Better for People	15-23
403-3	Occupational health services	Better for People	15-23
403-4	Worker participation, consultation, and communication on occupational health and safety	Better for People	15-23
403-5	Worker training on occupational health and safety	Better for People	15-23
403-6	Promotion of worker health	Better for People	15-23
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Better for People	15-23
403-8	Workers covered by an occupational health and safety management system	Better for People	15-23
403-9	Work-related injuries	Better for People	15-23
403-10	Work-related ill health	Better for People	15-23

GRI	SUBJECT / TOPIC	REPORT SECTION	PAGE
GRI 405: Diversity and Equal Opportunity 2016			
405-1	Diversity of governance bodies and employees		roomandboard.com/sustainability/better-for-people
405-2	Ratio of basic salary and remuneration of women to men		roomandboard.com/sustainability/better-for-people
GRI 407: Freedom of Association and Collective Bargaining 2016			
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Better for People	15-23
GRI 408: Child Labor 2016			
408-1	Operations and suppliers at significant risk for incidents of child labor	Better for People	15-23
GRI 409: Forced or Compulsory Labor 2016			
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Better for People	15-23
GRI 413: Local Communities 2016			
413-1	Operations with local community engagement, impact assessments, and development programs	Better for People - Local Communities	22
413-2	Operations with significant actual and potential negative impacts on local communities	Better for People - Local Communities	22
GRI 417: Marketing and Labeling 2016			
417-1	Requirements for product and service information and labeling		roomandboard.com/sustainability/guidelines-policies/sustainable-materials-guidelines
417-2	Incidents of non-compliance concerning product and service information and labeling	Omission - Not Applicable	
417-3	Incidents of non-compliance concerning marketing communications	Omission - Not Applicable	