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Steelcase[®]

START Manual
EMEA region

START MANUAL – STEELCASE EMEA

The START Manual is provided as a source of detailed instructions for a supplier of Direct Materials or Finished/Vended Goods to Steelcase. It is referenced in the supplier contract so it is a document with legal significance.

Any change or issue you are facing during any of the processes described in the Start Manual must be **proactively** communicated to Steelcase.

ACRONYMS

ASN	Advance Shipping Notice	PDL	Product Development & Launch
BIFMA	Business Institutional Furniture Manufactures Assoc.	PE	Product Engineering
BOL	Bill of Lading	PFEP	Plan for Every Part
CO	Country of Origin	PO	Purchase Order
COM	Customer Own Material	PPAP	Production Part Approval Process
CSM	Customer Specified Material	PPM	Parts Per Million
C-TPAT	Customs Trade Partner Against Terrorism	QA	Quality Assurance
ECAT	Electronic Catalog	QAS	Quality Acceptance Standard
ECN	Engineering Change Notice	QE	Quality Engineer
EU	European Union	QMN	Quality Management Notification
FG	Finished Goods	QR	Quality Report
FSC	Forest Stewardship Council	RFQ	Request For Quote
FTL	Full Truck Loading	SCAC	Standard Carrier Alpha Code
HTS	Harmonized Tariff Code	SCL	Supply Chain Leader
ISIR	Initial Sample Inspection Report	SCM	Supply Chain Management
ISPM 15	International Phytosanitary Measure	SOL	Statement of Line
KDF	Key Design Feature	SOP	Schedule of Product
LCM	Life Cycle Management	SOW	Schedule of work
LDS	Long Distance sourcing	SPC	Statistical Process Control
LTL	Less than Truckload	SSC	Sourcing Service Center
MAD	Material Availability Date	SUS	Supplier Self Service
MAR	Management Authorization Request	TAA	Trade Agreement Act
MPA	Master Purchasing Agreement	TLC	Total Landed Cost
NPD	New Product Development	T2	Tier 2 Supplier
OF	Order Fulfillment	VFG	Vended Finished Goods
PEFC	Program for the Endorsement of Forest Certification	VOC	Volatile Organic Compound
PCL	Product Category Lead	WIP	Work In Progress

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SECTION 1: QUALITY

1.1 Production Part Approval Process (PPAP)

Definition

Steelcase's Production Part Approval Process is roughly equivalent in content to the Production Part Approval Process utilized in the automotive industry.

If you are a supplier to the automotive industry and already submitting PPAP documents to your customer, Steelcase will accept the format of those documents and records as equivalent.

Steelcase considers AIAG (Automotive Industry Action Group) and its PPAP requirements to be interchangeable.

Purpose

The purpose of this Production Part Approval Process is to determine if all Steelcase specifications and requirements are properly understood by the supplier, and that the supplier's processes have the potential to continually produce product meeting these requirements during an actual production run at the quoted capacity. If there is a temporary process in place prior to full production process, both processes must be qualified before product is shipped to Steelcase (or customer).

An assessment by Engineering/Quality should be done in the following situations to determine if a PPAP should be initiated:

- New or revised product configuration
- New or revised tooling and equipment (excludes normal maintenance)
- Tooling and equipment relocation
- New or revised manufacturing process (excludes normal adjustments)
- New manufacture or tier II.
- Material change

Production Part Approval Packages can include the following:

- Part Submission Warrant (Mandatory)
- Material certificates (plastics, steel, chemicals...)
- Sample Product
- Design Records
- ISIR Layout Results (Mandatory)
- Start-Up Pack for Textiles
- Test Results / Certifications
- Process Maps / Diagrams
- Failure Mode & Effects Analysis
- Work Instructions
- Control Plan
- Process Capability Studies
- On-Going Capability Plan
- Gage Studies / Measurement System Analysis
- Third Party Service for incoming inspection if part is critical
- Run at Rate or production batch when parts are expensive
- Packaging

Other requirements as needed:

- Appearance Approvals
- Special Process Parameter Validation Records
- Gage, Fixture & Equipment Calibration Records
- Bill of Material Audits

The supplier must provide everything that was requested on the PPAP Requirements Checklist, and submit your entire PPAP package at one time.

PPAP Checklist is the tool used by Steelcase to communicate these requirements that will lead to approval of the PPAP. Other items may be required as applicable.

All PPAP requirements must be defined between Steelcase Design for Quality and supplier at the drawing review.

[View PPAP Checklist Example](#)

Part Submission Warrant

- Supplier has to complete all areas of warrant: manufacturing information, reason for submission, requested submission level, submission results, and declaration.
- Steelcase Quality is responsible to disposition the warrant.
- This document is for part / product approval only.
- The PPAP is not considered complete or approved until this warrant is signed and returned to the supplier.

Initial Sample Inspection Report (ISIR)

- ISIRs must be performed compared to Steelcase engineering drawings.
- Steelcase Product Engineering is responsible to disposition and approval of the ISIR. The ISIR must be approved prior to PPAP submission. It is a content of whole PPAP package.
- Steelcase Product Engineering and Quality are responsible to designate required dimensions to be measured on the ISIR
 - All KDFs (Key Design Features) are required
 - The supplier is responsible for measuring with appropriate measurement tools and documenting results as per the Quality engineer requests.
 - 3 Parts from each position of a multiple cavity die, mold, tool, or pattern are to be measured and representative parts inspected.
 - The ISIR layout report is submitted to the latest revision of the Steelcase print
 - A copy of the print must be numbered to correspond to the layout results sheet
- Supplier must provide at least 3 parts measured for ISIR to Steelcase
- Steelcase accepts the AIAG PPAP or can provide standardized forms

Run at Rate/production batch

Run at Rate is a pre-production run of parts/assemblies performed in series conditions to ensure that the planned production system (people, processes, equipment, etc.) will produce an appropriate quantity of acceptable product when run at the planned production rate. A Run at rate/production batch is required for PPAP approval.

Control Plan Requirements

Steelcase strongly recommends the use of Control Plans for all our supplied products, but will indicate clearly when a Control Plan is considered an absolute requirement for production part or product approval.

The Control Plan is an agreement between Steelcase and the supplier which documents how the supplier will meet product requirements for parts purchased by Steelcase. The Control Plan is to be submitted for review to the respective Steelcase QE for approval, and must contain the following minimum criteria:

- Supplier's name
- Steelcase part name, and number or part family
- Dimensions with tolerances, engineering specs, & aesthetics (if apply)
- All Key Design Features (KDF's) noted on the print shown as a diamond with a # in the middle.
- Method of inspection: Calipers, gages, visual verification etc...
- Number of Samples checked, frequency of checks
- Data requirements (charts, daily logs, pre-control charts etc.)
- Implementation date (Date Control Plan goes into effect)
- Supplier signature and date of approval or date of change. Data from control plans must be available upon request.
- Records of Quality checks required to be retained
- Steelcase reserves the right to request records of inspections, as detailed in the control plan, at any time.
- Measuring equipment/tools used for inspection of product should follow the (10:1 Rule)
The "golden rule" for metrology used to be the 10:1 rule-use a measuring instrument that has ten times the resolution as compared to the component tolerance (if the product tolerance is +/-0.001", use a micrometer with 0.0001" graduations)
- Reaction plan for non-conformances
- Ongoing capability plan established for all VC2 KDF
- Packaging instructions should also be included.

Contact your Steelcase Quality representative if you would like to use the following Steelcase forms: Part submission warrant, ISIR, FMEA, Capability study report & Control Plan.

[View Control Plan Example](#)

1.2 Capability

Ongoing Capability Plan (OCP)

Suppliers may need to maintain ongoing process capability on specific dimensions deemed to be critical to the functionality of the final product. Steelcase will specify which product dimensions or attributes require ongoing capability in considering input from the supplier. This Initial capability needs to be established as part of the first production part approvals. A plan for sustaining ongoing capability must be in place to support KDF (Key Design Features) requirements. This plan should be supported with a frequency established in the control plan, with SPC data, or a process defined in the supplier's quality manual.

Key Design Features: (Shown on the print as a diamond with a # in the middle)

- DI design intent
- VC1 = Variation Control 1
 - Requires process to be qualified to a Cpk of 1.00
- VC2 = Variation Control 2
 - Requires process to be qualified to a Cpk of 1.33
 - Ongoing capability monitoring is required



A proper capability study is completed by using the production tooling/equipment in the production environment. Should be 30 consecutive numbered pieces.

1.3 Special Process Qualification

Suppliers should perform process qualification by routine destruct testing on processes such as:

- Welding
- Adhesives
- Painting
- Plastics

Destruct testing is needed because visual inspection cannot determine part acceptability.

All critical process parameters should be documented on a control plan or process sheet, and on-going destruct testing should be performed to ensure that the processes are being performed properly.

Parameters are developed by establishing high and low range of all critical process parameters, and verified through destruct testing.

Any changes to the parameters outside of the established ranges require re-qualification.

The Steelcase Quality Engineer may conduct Process Qualification Audit if necessary (critical parts, DPPM level...)

1.4 Finish / Coating Qualification

Finish Specification

(For suppliers with internal finishing capabilities or receiving coated parts from a tier 2 supplier.)

Suppliers will be required to obtain paint line qualification per Engineering Specification ES 1-01-01 (Windchill document number: 12248), or veneer finishing qualification per Engineering Specification ES 3-82-25 (Windchill document number: 11600). Steelcase Finishing Technology group will work with the supplier to ensure appropriate samples are submitted, and paint line settings and controls are documented. Steelcase expects suppliers to maintain control of their finish processes through appropriate measurement and documentation.

Suppliers will receive finish masters issued by Steelcase for each finish offered. In some cases, the supplier may create the masters and submit them to the Steelcase Engineer for approval. Production aids can be produced by the supplier or ordered through Steelcase.

Approved masters will have an expiration date. It is the supplier's responsibility to ensure the masters are kept current. This may require implementing a control process similar to calibration of measuring devices & templates. For updated masters, contact your Steelcase Quality Representative.

Finishes must pass all required testing defined by Steelcase for the specific product application.

Tier I suppliers are expected to manage their tier II suppliers in accordance to all Steelcase requirements. Please inform us of any change in your Tier II's manufacturing process, materials used, or location of manufacturing before implementation. We reserve the right to require new initial samples in connection with any such change.

Parameters are developed by establishing high and low range of all critical process parameters, and verified through destruct testing.

1.5 Custom Surfaces

Customer's Own Material (COM) / Customer Specified Material (CSM)

Our Customer's Own Material (COM) program allows customers to tailor Steelcase furniture and seating products for a customized look. Select Steelcase seating and furniture product accommodate hundreds of textiles from many leading fabric suppliers. The Customiz team supports dealers finding a textile that has already been tested and approved on our product, or submitting a request to have a new fabric tested.

Once an approved textile has been selected, the parametric calculator is utilized to find out the exact yardage/meterage required. When yardage is determined, the dealer can submit their order to Steelcase for Steelcase to procure the fabrics on their behalf (CSM) or send directly the fabric to the supplier or Steelcase plant (COM).

Special

Special program allows customers to specify their own color on Steelcase painted products where the Special option is offered.

Steelcase Finishing Technology will approve the coating material with the chosen vendor using the same process for standard color matches. The supplier applying the custom finish will be notified by the Steelcase Finishing Technology representative when the material is approved and will order the coating material as normally done. Provided the supplier has been qualified to apply the material, there are no additional approvals required.

Customiz

Steelcase offers the customer the opportunity to specify a custom-matched stain/paint in a Steelcase wood, melamine painted products environments.

The supplier will be notified of the need to match the custom stain/paint color by the Finishing Technology representative who will send a color master and the formula for the color. The supplier will be required to submit production samples as with standard finishes which will be approved by Customer

3 samples are signed by the customer: 1 is kept by customer, 1 by Steelcase Procurement, 1 by the supplier.

1.6 Quality, Order Fulfill and technical training

Steelcase makes internal training accessible to suppliers through Village/supplier space/quick link

All suppliers are expected to complete the QLT275: [Quality Expectations](#). (linked)

This course provides an overview of Steelcase's quality expectations and the requirements and documents associated with gaining and maintaining Steelcase production part approval. The course is intended for internal and external manufacturers of Steelcase product and Steelcase employees.

For questions on available training, contact your Steelcase Buyer.

1.7 Records

Steelcase reserves the right to request any of the following documents based on these identified retention periods.

- Production Part Approval (PPAP's) – retain throughout product life
- In process Inspection / test records - minimum one year
- Product test records (e.g. BIFMA) retained throughout product life.
- Documents supporting product traceability, such as adhesive shelf life, incoming material certs., pictures ...– minimum one year.

1.8 Quality Management Notifications (QMN's) Customer Complaint Resolution Process

A Quality Management Notification is a communication tool used to document and follow-through on a variety of topics between the Supplier and Steelcase. Some examples where a QMN may be used are:

- Customer Complaint resolution
- Corrective Actions / Nonconformance's (packaging included)
- Engineering Change Notification (ECN's) Failure to respond to ...
- Temporary Deviations
- Action Items created during the Monthly Business Review
- Audit Result action items
- Accumulated rejects
- Service related issues like late deliveries and missing or inaccurate paperwork.
- Line Shut Down
- Field Failure Cost
- Delinquent Corrective action requests
- Import export Non-compliance

Customer Complaint Receipt

Steelcase will manage all complaints received from customers and will communicate them to the supplier as appropriate. If the supplier receives a complaint notification directly from a customer or dealer, they must contact their buyer.

Corrective Action Process

The supplier will be responsible to work with Steelcase to identify root cause of any product, order fulfillment or compliance problem. The Steelcase personnel responsible for the particular product will notify the supplier, and coordinate the resolution of the issue through the Quality Management Notification (QMN) process.

QMN process:

1) Identify Nonconformance

The flow chart shown in this section assumes that Steelcase identifies the nonconformance. This process also applies to any nonconformance found by the supplier.

2) Quality Management Notification Issued

A Steelcase Quality Engineer will document the non-conformance on a QMN and communicate to the Supplier representative. The QMN is time stamped at this point and a response date and time is included on the email. Charges may apply to any Quality Management Notification for costs incurred relating to any Steelcase or customer disruption (workhours, transportation, sorting...)



3) Isolate / Verify Outgoing Orders

The first step in containment of a nonconformance is to isolate suspect product, and verify acceptable product prior to shipping. When circumstances dictate, that additional inspection must be implemented the supplier will have the follow options: 1) Assure Steelcase of a verifiable final inspection process at the supplier's facility using supplier resources. Steelcase may audit and or require documentation that confirms expectations are met; 2) Contract with a mutually agreed upon third-party company to provide inspection services at Steelcase or the supplier for which the supplier will bear the cost; 3) By exception, Steelcase will hire the required resources and back charge the supplier for inspection services.

4) Isolate / Verify Work in Process and Stock Materials

It is crucial that all work in process specifically related to the nonconformance be quarantined at this time. Verification of WIP is not required within the first 24 hours of notification **as long as** interim measures for detection and sorting have been satisfactorily implemented.

5) Other Short Term Actions

As mentioned above, other short-term actions for detection / sorting must be identified in order to prevent shipment of nonconforming product while permanent corrective action is determined and implemented. Actions such as increased inspection frequency, process / product auditing, department / team meetings or Quality notifications are appropriate.

6) Respond to QMN for Short Term Actions

Once the short-term actions are identified, the Supplier must respond to the Steelcase representative. The target for the short-term response is 24 hours.

7) Long Term Corrective Action

Identify Root Cause

Using whatever process is appropriate or common at the Supplier; the root cause must be identified and included in the submitted Corrective action.

Some tools are 5 Why's 8D, DMAIC, fishbone diagrams, FMEA, PFMEA, DFMEA.

Develop Corrective Action(s)

A single or series of corrective actions required to address the nonconformance in a *global* sense is developed in a manner acceptable to the Steelcase. Documentation and training should always be considered in the corrective action response.

Develop Measures of Effectiveness

It is required at this point to define and document the methods for verification of effectiveness of the corrective action. It is always possible to utilize existing methodology to accomplish this. For example, increasing the frequency or adding a specific feature to a checklist for a defined period could leverage an existing inspection or audit process.

Respond to QMN

Steelcase expects a corrective action response to be submitted within the targeted time frame listed on all QMN's. Note, the requirement does not include implementation of corrective action, only identification of the root cause, and plan to resolve including target dates. Responses that do not include Measures of Effectiveness will not be accepted.

Implement / Verify Corrective Action

Implement the corrective action per the plan and agreed upon target dates. Steelcase reserves the right to require objective evidence of implementation, such as documentation, pictures, training records or Capability studies. Verification of implementation may also require a site visit by Steelcase personnel. Verify Corrective Action Effectiveness

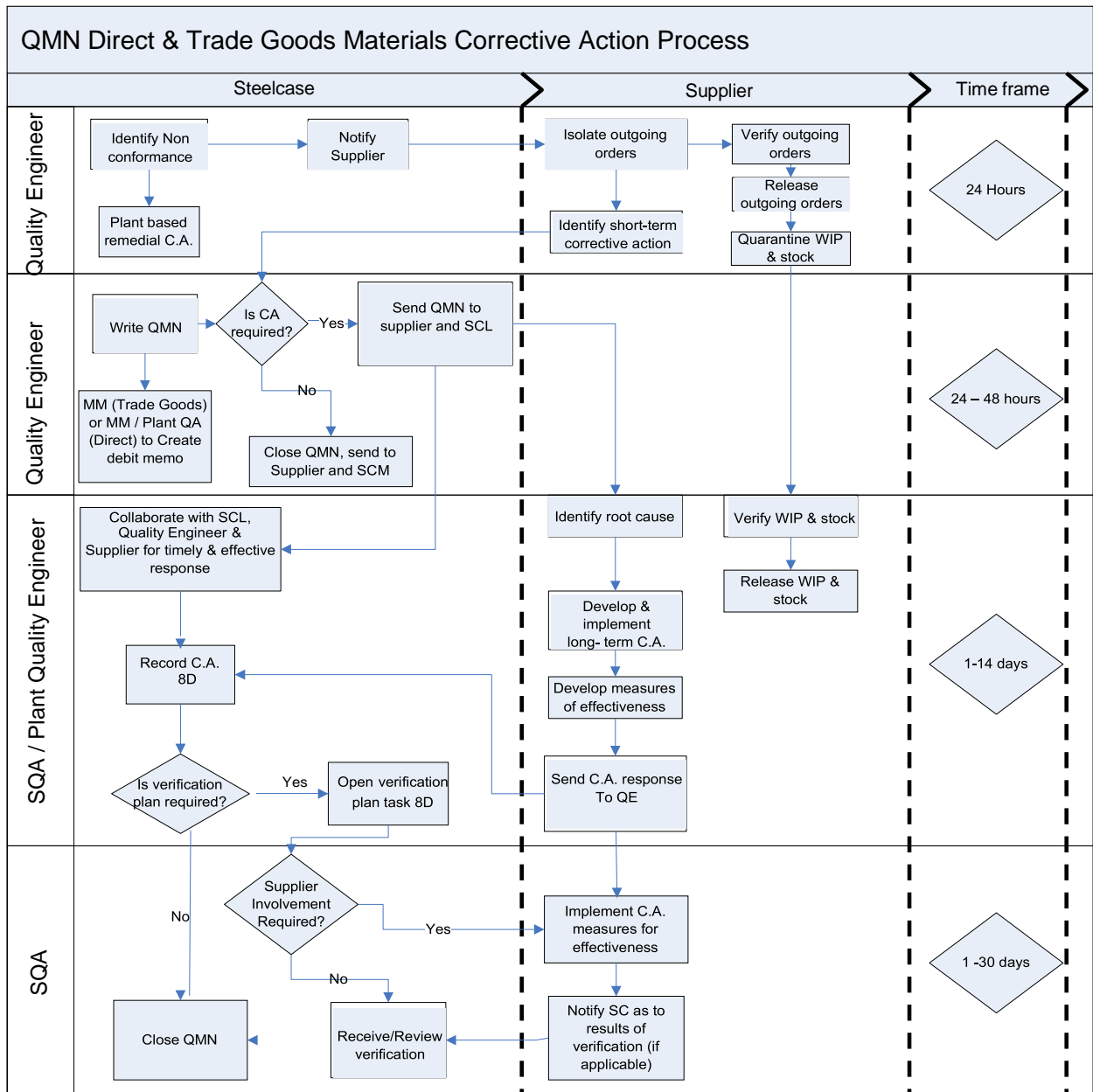
Per the corrective action plan, personnel from the supplier or Steelcase must verify the effectiveness of the corrective action. Steelcase reserves the right to require objective evidence or a site visit as verification. Steelcase considers 30 – 60 days an acceptable time frame for verification of effectiveness. Longer time frames can be negotiated case by case.

Close QMN

When the corrective action effectiveness has been verified the QMN will be closed in the system.

[View QMN Example](#)





1.9 PPM Measure

Supplier's performance is measured using Parts Per Million (PPM).

- PPM calculation: Defects / shipped units * 1,000,000
- Defective quantities are determined from QMN's issued to the supplier or QR from customers.
- Shipped units are determined by receipts from SAP.
- Contact your Supply chain lead for your PPM goal



1.10 Priority Inspection of Product (Finished Goods)

Priority inspection is a designation given to orders requiring additional confirmation of conformance to requirements.

Any PO with a comment in the heading must be reviewed for any of the following designations:

Mock-up / Demonstration / Strategic Demonstration Orders – These special orders intended to win new business and strategic business requiring expedited handling and priority inspection by Quality Assurance. It may be a component product or display of completed products.

Showroom Orders – this order may be a display of products that are ordered by the dealership to present Steelcase capabilities to a customer. The inspection may also be applied to the following types of sales related orders:

- Tradeshow Dealer Showrooms
- Steelcase showrooms
- Dealer Meetings
- Steelcase Sales Meetings

Replacement Orders / Quality Report Order – Second time replacement orders requiring priority inspection by Quality Assurance prior to shipment.

Any of these designations indicate that the item is to be handled as a Priority Inspection Unit.

The shipping label must be signed off in the “ship to” and “build” sections, identified with the acceptance by marking.

Records of Priority Inspections may be requested by Steelcase.

1.11 Quality Acceptance Standards

Quality Acceptance Standards are illustrated descriptions of Steelcase workmanship requirements for finished products or components. QAS's may contain certain specifications that are not found on other documents such as label placement, lubrication, surface classification, part/gap relationships, aesthetic guidelines, functional characteristics, shipping and packaging tape, etc.

The Quality Acceptance Standard (QAS) is used in conjunction with Engineering Drawings, Engineering Specifications (ES), applicable Masters, training, local work instructions, and in some cases, Assembly Direction sheets, to form the Steelcase requirements for products. QAS documents are developed and issued by Steelcase Quality, but must be controlled internally at the supplier.

[View QAS Example](#)

SECTION 2: ENGINEERING

2.1 Tooling Readiness

To ensure the supplier is ready for the start of production, any tooling or fixturing requirements must be completed, and asset ownership must be clearly defined.

The supplier is required to properly store and protect the asset. Asset cost, location and name will be provided to property accounting. Property accounting will issue an asset number and identification tag. Supplier must adhere tag to asset or storage container for asset.

The supplier will be required to complete and sign a Tooling and Equipment Exhibit to the Schedule of Product that will detail the tooling's asset number assigned by Steelcase, the location and other information of the tooling. This Tooling and Equipment Exhibit will be used by Steelcase Property Accounting to conduct capital asset audits on a periodic basis. The supplier will be expected to respond the tooling audit enquiries on a timely basis.

2.2 Product Testing

Steelcase requires all supplied product to meet Steelcase Specifications requirements. In addition, packaging and ship testing requirements must be met. These requirements will vary depending on the nature of the product and the method of delivery (i.e. Ground transportation, Air Freight).

Unless otherwise required and specified, Steelcase will be responsible for all product testing and will provide approvals prior to any product launch or design change for products designed by Steelcase. For products jointly designed or designed solely by the supplier, testing responsibilities will be defined in the Schedule of Product and Product Specifications.

Steelcase will periodically conduct compliance testing at Steelcase expense. The testing will take place in the Steelcase Test Lab or in an external Lab. Compliance audits will include "Fit and Finish" requirements as identified in the products QAS, as well as testing to applicable specifications.

For VFG products a GS certification, and if supplier is not ISO certified, yearly audit done onsite by TUV.

Any testing non-conformance issues will be documented via a QMN to the supplier and formal corrective action will be required.

2.3 Packaging Design and Testing

Steelcase asks the supplier to provide a proposal that will then be approved through PPAP by Quality. Design for Quality team is responsible to validate the packaging.

Suppliers are required to maintain a packaging Bill of Materials for all Finished Goods products. Any changes to an approved pack must be preauthorized by Steelcase.

Direct Materials

It is the responsibility of the supplier to provide packaging sufficient to prevent damage to the product in transit to Steelcase. Any changes made to the packaging must be reported to Steelcase before it is implemented.

Finished Goods

It is the responsibility of the supplier to design Finished Goods packaging that meets the requirements defined in the Steelcase Packaging Specification and Distribution Guidelines [available here](#).

Ship testing

Ship testing can be accomplished by laboratory testing to the specified shipping vibration and drop test specifications at Steelcase or their ASTM/ISTA equivalent or by a Steelcase Over-the-Road test. Steelcase is generally responsible for any laboratory based testing.

2.4 Design / Design Change Process

Design and design change authority will be specified in the Schedule of Product (SOP). The SOP will also specify any level of change that can be made with notification only. Process to be agreed upon by Supplier and the Engineer responsible for the product and documented in the SOP

The process will include:

- Level of change requiring notification
- Level of change requiring approval
- Approval authority required
- Notification methods
- Approval routing method
- Issue of pertinent documents within supplier's facility

Prior to launch of a product with a supplier, Steelcase is responsible for ensuring that all specifications concerning the product(s) listed on the SOP are current and have been issued to the supplier. Steelcase may request copies of supplier-owned product and process documentation. Generally, a launch readiness review is conducted, and the supplier is expected to raise any issues related to specifications at that time.

These specifications include but are not limited to:

- Technical Product Specifications
- Product Testing
- Product performance requirements
- Process qualification
- In-process testing
- Process parameters
- Finish materials
- Finishing processes
- Environmental cycle testing
- Quality Acceptance Standards

Steelcase will compile and issue all proprietary specifications to the supplier through the Engineering Change Notice process.

The Supplier is responsible for obtaining and maintaining current of any industry or national standards required.

The Supplier is responsible for incorporating all specifications into their product and process documentation where required.

2.5 Small Parts / Hardware Identification (Blue Ribbon Process) - Finished Goods

To prevent inadvertent disposal of our product hardware or small parts, Steelcase Inc. requires small parts to be identified by a noticeable length of ribbon attached to the components in question. The tail of the ribbon should be long enough to extend outside of the box to identify the pack as having the hardware included.

The ribbon used is typically known as flagging tape or surveyors tape; this is available from many sources. Color is not as important as the presence; however, Steelcase has opted to use BLUE as the primary color.



2.6 ECN process / Drawing Review

Drawing review

A formal 'Drawing review', part of the ISIR/PPAP process will happen prior to any tooling order or part order (when no tooling is required). The objective is to make sure that both parties – Steelcase and the supplier- are fully aligned on the content to realize. The goal is to check specification, tolerances, material and any other requirement and agree upon. This is the **last milestone** for the supplier to ask for a part change to facilitate part manufacturing, improve quality, etc.

ECN Process

For all part/component engineering related information (new part or modified part), an ECN (Engineering Change Notice) will be issued and transferred to the supplier via the Buyer for notification. These documents include but are not limited to:

- 3D models
- Engineering Drawings
- Engineering Bills of material
- Material specifications

Suppliers will receive these notifications electronically or via emails. Suppliers are responsible to notify the Buyer upon receipt of the ECN.

For standard parts or component – developed by the supplier- Steelcase will ask for technical drawings (pdf format or other) and 3D data (stp format or other) to upload the engineering database.

Computer Aided Design and Product Lifecycle Management

Steelcase use CREO and Windchill from PTC editor to manage all engineering data (drawing, engineering bill of material, material specification...).

2.7 Labeling Requirements

Product Identification labels are required for every parcel. The product id label must be attached to the product in such a way as to ensure removal is intentional.






Product Identification – Direct Materials

In all cases, product-labeling requirements are specified in Specifications file from MM. If this is not the case, please inform your Steelcase MM contact for clarification of the requirements.

The label must provide the following minimum information:

- Steelcase part n°
- Steelcase part name
- Steelcase PO n°
- Quantity
- Barre code

Example:

Steelcase				
• Produit / Product	Forward Lower Arm			
• Code article Steelcase Steelcase part number	T43000089			
• N° Commande d'achat Purchase order N°	450001xxx			
• N° commande client & poste Customer order N° & line	6501234	000123		
• Quantité / Quantity	1			
 * 1 4 3 0 0 0 0 8 9 *		 * 6 5 0 1 2 3 4 0 0 1 2 3 *		

Product Identification – Finished Goods

Product ID labels are part of the shipping label.

- When Steelcase doesn't provide the shipping labels, those must state:
 - "Made in (country of origin: Germany, France etc.) with (country of origin) and imported materials.
 - Steelcase part n°
 - Steelcase part name
 - Steelcase PO n°

- Steelcase Customer order n° & line
- Quantity
- See [here](#) a sample of Steelcase shipping label.

Flammability Labels

When the Product Specification or Engineering Drawings require compliance with a Flammability code, the Supplier will be required to apply the pertinent labeling per the Schedule of Product.

2.8 New Fabric Introduction / Steelcase Engineering spec

When new fabric(s) are introduced, the supplier is required to test fabric for acceptability of their specific application.

- Identify supplier contact for fabric test. Including: name, email, phone number, address.
- Supplier contact will be sent fabric for testing and electronic version of acceptability worksheet.
- Supplier Contact will also be responsible for coordinating product build, filling out the “New Fabric Acceptability Worksheet,” and emailing the results to Surface Material Technician within one week from fabric receipt.

2.9 Shelf Life / Life duration

Suppliers of items with a limited shelf life will be required to provide the following in the Life Duration Exhibit:

- expiration date
- supplier
- color identification (if applicable) on each container
- batch and / or lot number (if applicable)

Batch, lot number and color identification will also be identified on shipping documents as applicable. Supplier will also identify on product containers any specific requirements for storage to prevent deterioration.

75% of the product’s shelf life must remain upon the delivery date.



SECTION 3: SPECIALS

3.1 Definition of a Special

A special is any modification of a standard Steelcase product, which in any way alters the original design. This includes all aesthetic changes such as finishes and fabric.

A special is also defined as custom product in which we are not modifying standard product but rather creating a new custom product.

Steelcase proposes to his customers 4 customization solutions that could impact the suppliers.

Finish Alternatives

Customer choose another finish than Steelcase standards ones in portfolio: fabrics, paint, melamine décor and other woods.

Dimensional derivatives

Customer can change the size of the product: height, width, depth

Functional derivatives

Customer can add an option or change the function of a product: add a cut out, change the shape, put different parts together.

Custom made solution

Steelcase create a totally new product.

3.2 Special Product Cost Matrix

Any requested modification of a Steelcase product is considered a special. Suppliers may be required to complete a product, pricing and lead time matrix for those specials where Steelcase and the supplier mutually agree can be produced. This matrix will allow Steelcase to quote dealers a pre-determined range of sizes, finishes and pricing without taking time to request a quote each time.

3.3 Special Product not on Matrix

Any special product not defined in the product and pricing matrix well be communicated to the supplier as a request for quote by Specials Procurement or Steelcase Customize Department (for Interco products). The resulting quote is required within 1 business day of the request and must include a quote reference numbers. Mock-ups or priority orders might require a faster response.

SECTION 4: MATERIALS MANAGEMENT

4.1 Capacity Planning

Suppliers are required to establish inventory requirements based on service objectives to end customers, acceptable dollar/euros' amounts allocated to inventoried assets, and a clear understanding of the timing of ownership of product. The inventory plan covers unique items kept in stock, lead times, and high and low inventory levels and costs. It is to be included in the Schedule of Product. Steelcase and its suppliers must work together as partners towards a mutual goal of total cost management throughout the supply chain by controlling excess inventory and eliminating waste.

Schedule Quota for Vended Finished Goods

The base unit of measurement used by Steelcase for capacity planning are Standard Hours or Pieces. The unit of measure for suppliers can be anything that is appropriate to control the capacity. Some examples of appropriate units of measure are:

- Standard hours
- Units of Finished Product
- Units of Work in Process
- Man Hours

It is possible that all Steelcase products at a supplier's facility may have the same Standard Hour value. It is also possible that each SKU will have a different Standard Hour. In certain instances, the supplier may be asked to provide or conduct time studies to estimate or validate data being used to assign Standard Hours.

The marketing forecast will be applied and translated into a total weekly Standard Hour value based on the projected product mix. This is called the Quota. Steelcase then loads the Standard Hour value for each product into the product database.

Planning Buckets for VFG

A scheduling bucket is assigned to each product range that a supplier runs for Steelcase. The schedule bucket is used to control the number of products being requested by the customer in a specific day. The scheduling buckets are typically set up in pieces; however, other measurements are usable such as standard hours. Our system auto schedules based upon the agreed capacity and lead-time for that product line.

Long term Capacity Plans/Quota Management - for VFG and Direct suppliers

Steelcase will work with the supplier to develop a Long-Term Capacity Plan for each bucket/SKU the supplier owns. An initial quota will be generated based on a marketing forecast, and the Long-Term Capacity plan will be built from this information.

The Long-Term Capacity Plan form will illustrate Steelcase critical pre-planning information on equipment, facility, and other resource needs based on varying levels of production, using the current quota as the base. The Sales and Operations Execution process involves analyzing specific market indicators to set or re-align manufacturing quotas to meet the market demand. The goal is to meet the customer requested delivery dates 100% of the time.

Steelcase reviews the business data and compares it to the supplier capacity and quotas weekly. They will determine the impact to schedules for the supplier and Steelcase and recommend any needed quota changes. This analysis will also help the supplier become aware of possible bottlenecks or other impediments to increased levels of production.

If major changes are indicated, requiring capital equipment, facility moves or large resource changes, the Material Manager will coordinate the supplier and the Supply Chain Lead. Steelcase will also provide weekly for main suppliers VFG ongoing order level and forecasting data to the supplier. For direct supplier, a demand visibility is daily shared through intranet portal (SUS) and mid and long term forecast is reviewed once a week.

[View Capacity Plan Example](#)

Master Planner for VFG

Master planner is a load optimization tool used by Steelcase. Master Planner will move orders based on available capacity, while optimizing logistic costs. Orders may move from the time they are received until X days prior (X depending on the technical Lead time of supplier) to the delivery date (or when the labels print) at Steelcase.

Suppliers will receive change notices from Material Planner X days (depending on the technical lead time) before ship if the order ship date was changed. The Material Planner will analyze the resulting schedule loads and will address any capacity issues with the supplier.

4.2 Database Loading

Loading the product database is a Steelcase responsibility; however, the supplier may be required to submit certain product or process information for the calculation of the Standard Hours or Pieces, and weights, cubes and pack factor information for shipping. The supplier has to inform Steelcase about any change during life cycle of the product.

4.3 Order / Change Process

Order Process

All orders from Steelcase will be communicated via EDI, EDI-to-Fax, SUS, or PDF via emails. The normal method to be used and any allowable exceptions will be documented in the Schedule of Product. The Supplier is permitted to accept orders only from properly authorized Steelcase representatives.

Acknowledgments with a promised delivery date are required within 24 hour after receiving the PO.

Invoices for orders taken without a legitimate Steelcase P.O. number will not be paid.

The ASN is mandatory for direct raw materials and can be sent through EDI or SUS, ASN is not the PO acknowledgment and should be created when the delivery note is ready at the supplier.

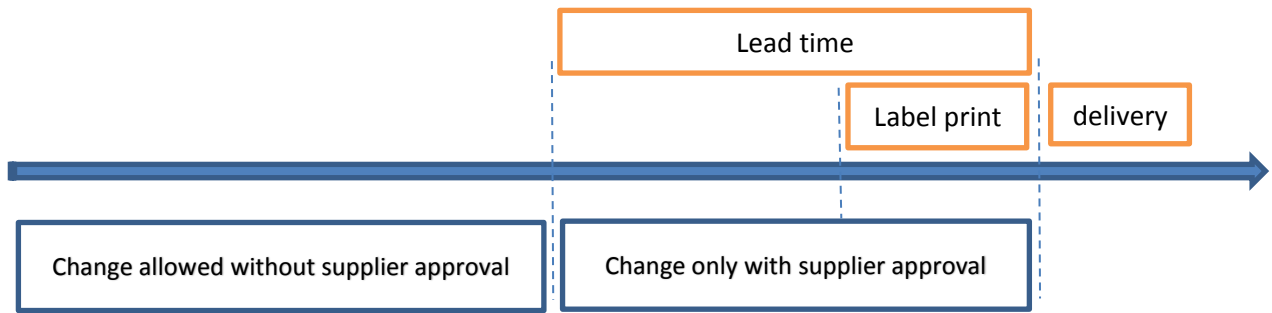
Change Order Process

Definition of a P.O. Change:

Any modification made to a Purchase Order which alters the original instructions in any way.

Timing of a Change:

P.O changes to supplier from Steelcase will be sent automatically (without supplier approval), until the lead-time has been reached, whichever is greater. If the change request is inside the lead-time or label print, the supplier will be contacted for approval prior to receiving the change.



Communication of a Change:

An amended Purchase Order will be generated with changes made to the original P.O, prior to the label print or lead-time constraints being reached.

A case mail will be used to communicate changes made when inside supplier lead-time or label print date. A phone call will also be placed.

Approval or disapproval must be communicated back to the requester within 2 hours of receiving the change notice. If approved, the P.O change will be made and sent to the supplier.

Who will make the change?

Material Planning personnel are the only Steelcase personnel who will be communicating these changes.

Note: Do not make schedule changes without contact from Steelcase Material planner.

4.4 Plant Shut-downs

Steelcase requires a list of all dates for the entire year that supplier facilities will be shut down. This list must be inclusive of all planned shut-down days, for any reason. A written plan must be submitted to Steelcase before First Order Entry and on the 1st of every January thereafter, detailing how each supplier will service orders during the shutdown. (A move-up schedule will need to be developed.)

Steelcase Material Planning will require a written notice from all suppliers at least two months in advance of any planned shutdowns not listed on the master shutdown list. Steelcase Material Management will send a copy of the Steelcase holiday and shipping schedules for the following quarter to each supplier. If the supplier shut down schedule changes, a copy of the new schedule must be sent to the Material Planner at Steelcase.

4.5 Restricted Schedule Requests

If a Steelcase Sales Service has a need to add product into a closed schedule (shorter than technical lead time), they are required to make an e-mail request to the scheduling team who create a request in SAP to the Material Planner. Steelcase Material Planning personnel are responsible for contacting the supplier with the order information to obtain approval to add product to the closed schedule. Steelcase has a 4-hour turnaround commitment to Sales Services to allow them to meet their turnaround commitment to the customer. Therefore, the supplier will be asked to turn around the request in 2 hours.

If it is not possible to provide the product in the requested ship schedule, the supplier will respond with the best available ship/delivery date. Under no circumstances should orders be added to closed schedules without going through this process.

Suppliers finding orders added without previous notification and approval must notify the Planner immediately.



4.6 Systems Paper Test

The Systems Paper Test will ideally occur during the New Product Development Process as part of a Pilot Run. However, if the final order process is not in place, or a Pilot Run is not specified, a Dummy Order will be sent to the supplier and should be processed through the normal order system, including the following:

- Order acknowledgement
- Order Change acknowledgement
- Label print
- Shipping notification

The supplier should also take this opportunity to assure that internal systems are in place for shop orders, routings, etc.

4.7 Return Goods Process – Direct Material

If there is a need to return product to the supplier, the Steelcase Planner or designate will create a return good PO. The PO number is used to track the product return, and may also be used for invoicing purposes.



SECTION 5: SUPPLY CHAIN MANAGEMENT

5.1 Crisis Management Plan

Steelcase requires that a Crisis Management Plan be drafted by suppliers to ensure that contingency plans are in place to manage possible disruptions in providing product to the customer.

The contingencies covered by the Crisis Management Plan should include, but not be limited to:

- Activities, alternate arrangements, and time lines planned to recover from accidents or acts of God that impact the supplier's ability to meet customer orders.
- Subjects to be covered include but are not limited to facilities, staff, and information systems.
- Redundant tooling plans and rapid tool build and qualification time frame.
- Description of plans to protect Steelcase owned assets.
- Description of plans to protect Supplier owned, Steelcase specific inventory or other assets.

Crisis Management Plan (EXAMPLE):

In the event of (President's / CEO's) demise, (replacement) will be named the operations manager.

(Other company principals) will set strategic directions and will determine if any staffing changes or additions will be required.

Duplicate tooling is maintained at (alternate facilities).

Computer back up records for all sourced (Tier 2) purchase materials and the manufacturing process

sheets and control plans are kept at (alternate facilities).

Timeframe required for actions to activate alternative manufacturing arrangements are: ...

CRISIS MANAGEMENT PLAN CHECKLIST

As a supplier to Steelcase, we believe it is of critical importance for you to have an established and current crisis management plan that the leaders of your organization can put into action in a time of need. We view a robust crisis management plan as the foundation of supply continuity that will enable us to continue to meet the demands of our customers. Should a crisis management plan need to be put into action, the safety and wellbeing of your employees is of the utmost importance. A well defined crisis management plan will position your company to provide the best possible outcome for your employees. Once employees have been provided for, an assessment of the situation and plan for getting back to production are the next steps. While there are many facets to a crisis management plan, there are two questions that need to be answered related to our supply continuity:

- 1) In a time of crisis, what steps will be taken to get back to full capacity and fulfillment of our part demands?
- 2) What timeframe will be needed to return to full capacity?

EXPECTATIONS

- ◆ Recovery plans should detail how your organization will be able to recover in 72 hours or less, outside of the need to rebuild tooling and equipment.
- ◆ Have a heightened sense of urgency, assume that the problem is worse than known, and act accordingly. Think of response times in minutes/hours, not days/weeks.
- ◆ Be willing to share bad news. Delaying communication can limit the options of those who will be impacted. Transparency is key to effective communication.
- ◆ Have a robust crisis management plan in place that provides options.
- ◆ Have a well defined process for executing recovery options effectively and timely.

STEPS

1	Initial Response	Protection of employees, property and community from further harm. Engagement with emergency responders. [MINUTES/HOURS]
2	Assessment	Assessment of situation - what/who has been impacted, how quickly back to partial/full production. Communication to parties that will be impacted. [HOURS]
3	Recovery	Implementation of the recovery portion of a crisis management/business continuity plan. [HOURS]

AREAS THAT SHOULD BE ADDRESSED

Team	Who are the members of the crisis management team? What are their roles and responsibilities in the event the crisis management plan needs to be put into action? Is there an "officer on deck" with the authority to make decisions?
Communication	How will it be communicated that your company has experienced an incident that will require the activation of the crisis management plan? Will communication efforts be distributed across different functions in the corporation, or handled centrally? Are there alternate plans if traditional communication modes are unavailable?
IT	Describe the steps taken to protect and back-up the critical records stored on your information technology system. Is the back-up system on or off-site? Consideration should be given to day-to-day transactions, drawings and other record retention.
Equipment	Describe how critical equipment needed for the production of our parts will be replaced. Does duplicate equipment exist in other areas of your organization? What timing is needed to acquire replacement equipment?
Tooling	Describe how tooling specific for the production of our parts will be replaced? Does duplicate tooling (if not Steelcase owned) exist in other areas of your organization? What timing is needed to build replacement tooling? Do the tool shops you work with have capacity to handle all tooling or will alternate shops be needed?
Partners	Are outside partners with the same production capabilities necessary for your crisis plan to be successful? Have they been identified and are agreements in place where they will support you should a crisis occur?

- Natural Disaster
- Strike / Labor Stoppage
- Civil Unrest
- Fire
- IT / Systems Failure
- Facility Failure
- Terrorism
- Geo Political

More Information

There are many resources available that provide guidance on how to develop and implement a business continuity plan and crisis management plan, including detailed information put out by the government.

www.ready.gov
<http://www.dhs.gov/how-do-i-prepare-my-business-emergency>

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5.2 Financial Assessment Process

Steelcase requires regularly accountant prepared financial statements for purposes of conducting supplier financial assessments. Summary statistics and financial ratios preclude the development of sufficient insight into financial results, which is a prerequisite to achieving a valid financial assessment.

Financial statements will be kept confidential by the Steelcase Credit Team, effectively creating a firewall between them and the Procurement function. The Credit Team has a long history of evaluating the financial conditions of Steelcase dealer partners and they understand the differences in certain business models. They will perform a financial assessment (often consulting with the supplier's Finance leader) and generate a rating which will be given to the Steelcase procurement team for use in the Supplier Scorecard. None of the supplier's financial data will be passed to Steelcase Procurement.

To facilitate Steelcase's financial assessment please electronically send financial statements to: credit.emea@steelcase.com. This is a secure email box accessible only by members of the Steelcase Credit EMEA Team. Upon receipt of the financial statement one of the members of the Steelcase Credit Team will perform the financial assessment.

The Financial Assessment is a prerequisite to the supplier onboarding.

5.3 Request For Quote/RQF

The RQF is one of the requirements on the beginning relationship between Steelcase and his suppliers:

- You must provide written acknowledgment of your receipt of this bid worksheet. The acknowledgement should be sent via email to your company's respective supply chain leader.
- In the event, you elect not to proceed with submission to Steelcase, please inform Steelcase of your decision in writing (electronically) addressed to the attention of your supply chain leader. We request that you provide any rationale for your decision in this letter.
- Your quote must be submitted via this spreadsheet and in the format requested. Any submissions not provided in this manner will not be considered for award of business. Also - it is important to note that the cost driver breakdown is mandatory.
- All material statements from Steelcase with any substantive matter associated with this process will be in writing and will be provided to all firms under consideration.
- Steelcase team will fairly and objectively review all responses based on the criteria consistent to the overall project goals. Following our review of proposals, Steelcase will promptly notify each supplier on the next steps.
- You are hereby advised that Steelcase is not committed to any course of action as a result of its issuance of this Request for Quote and/or its receipt of a proposal from you or other firms in response to it. You are also advised that Steelcase will not reimburse your firm for any proposal preparation costs or other work performed in connection with this RFI, whether or not your firm is awarded a contract.

5.4 Master Purchasing Agreement (MPA)

The Master Purchase Agreement (MPA) is an evergreen agreement that documents nonconforming products

- Confidentiality
- Warranty
- Indemnity
- Termination of our contracts



- Subcontracting or transfer of work
- Compliance with legal and regulatory requirements
- Independent parties

5.5 Schedule of Product (SOP)

The Schedule of Product (SOP) is a contractual document defining product / project specific terms and conditions. The SOP works in conjunction with the Master Purchasing Agreement, but holds a higher degree of detail.

The SOP takes precedence over the MPA and can supersede any contradictory terms stated in the MPA. The hierarchy of purchasing documents is outlined in the Master Purchase Agreement.

With the SOP, we strive to define mutual roles, responsibilities and expectations aimed at providing a solid foundation for a successful long-term relationship.

- Defining liability, warranty, indemnity, and damages related to failure to perform per the contractual obligations;
- Defining the required insurance coverage;
- Defining the process for terminating the Agreements made between Steelcase and the supplier;
- Defining applicable law and dispute resolution should there be a dispute;



- Clearly defining the scope of the work/price contracted for;
- Define Steelcase's and the supplier's intellectual property interests and avoid claims of infringement;
- Inventory commitment if necessary for sensitive parts

Maintenance/revision of the SOP document is the responsibility of Steelcase.

Although the MPA and SOP/SOW are the most common contracts with suppliers, many supplier relationships include various other contracts such as, but not limited to:

- Nondisclosure Agreements
- Master Tooling Agreements
- Intellectual Property Agreements
- Consulting Agreements
- Professional Service Agreements,
- And many more

5.6 Supplier Certificates of Insurance

Steelcase asks the suppliers to provide a Certificate of Insurance when a relationship begins and for any renewal request.

5.7 Supplier Technology Requirements

5.7.1 Electronic Business Transactions

When possible, each Supplier will communicate with Steelcase via the required electronic transactions based on the business requirements.

Electronic Transaction Exchange Methods:

- XML (eXtensible Markup Language) w/ Steelcase schemas
- EDI (Electronic Data Exchange) w/ Steelcase ANSI standards
- SUS (Supplier Self Service) application in SupplySync

5.7.2 SupplySync

SupplySync is a secure web site that connects Steelcase with its suppliers to provide the following:

- Exchange of business transactions (purchase order, ASN, invoice, etc.). See the Electronic Business Transactions section below for more information.
- Accessing demand and inventory information.
- Accessing invoice status, check information, open payables and invoice reconciliation reports.
- Retrieving engineering release information including drawings and revision history status.
- Accessing business process documentation and collaborating with Steelcase personnel.
- Reporting on the status of past due orders.
- Labels

As part of the launch process (or at some point in the future) your company will be asked to participate in SupplySync. To get access, your company will work with the SupplySync Enablement team who will establish a rollout timeline and walk you through the necessary steps to get your company enabled and trained. There is also post go-live support via phone or email to answer questions you may have or assist with any technical issues.

If you have questions about SupplySync, please email synchelp@steelcase.com.

5.7.3 Transaction Timing

Below are the expectations Steelcase has regarding timing of each transaction.

- Purchase Orders and Change Orders - These transactions will be sent as they are created throughout the day on normal Steelcase workdays.
- Audit(XML) – An audit should be performed to validate transactions.
- Steelcase requires acknowledgment of each Purchase Order and Purchase Order Change within 24 hours of sending the transaction to the Supplier.
- Electronic shipping labels - Shipping Labels for Direct Materials are created in SupplySync via the Transportation Planning Tab. Finished Goods Labels are available on SupplySync based on supplier specific timing.
- Shipping/Billing Notification - The Advanced Ship Notice must be sent +/- 30 min prior to shipment.

5.8 Invoicing and Accounts Payable

5.8.1 No Purchase Order, No Pay Rule

Steelcase Global Policy for supplier invoice processing is “no PO, no payment”. All invoices for goods (direct, VFG) and services from suppliers must reference a valid purchase order number to be processed for payment.

Invoices for goods or services without a validate PO and PO line number will automatically be rejected and therefore will not be paid.

5.8.2 Goods Receipt Verification

Steelcase has a three-way match requirement for processing supplier invoices for payment. This process requires the matching of the invoice to a purchase order and a goods receipt verification.

5.8.3 Credit Memo

Please provide any credit memo manually via the email address below. Also, please reference the PO and PO line number.

5.8.4 Submission

Invoices must be submitted via paper to the following addresses, in some case you can use high quality pdf file via email, to be defined with your local buyer.

- FOR PO COMING FROM STRIBRO (direct suppliers)

Postal address:

STEELCASE SRL
OP Cluj 13, CP 969
RO – 400870 Cluj-Napoca
Romania

Contact information:

steelcase_AP_CZ@steelcase.com
phone number: 00 403 64 710 420
From Monday to Friday (8 to 12 am and 2 to 5 pm) except Thursday afternoon.
Support done in Czech and English.



- FOR PO COMING FROM GERMANY (direct suppliers)

Postal address:

STEELCASE SRL
OP Cluj 13, CP 950
RO – 400870 Cluj-Napoca
Romania

Contact information:

steelcase_AP_DE@steelcase.com
phone number: 00 403 64 710 420
From Monday to Friday (8 to 12 am and 2 to 5 pm) except Thursday afternoon.
Support done in German and English.

- FOR PO COMING FROM FRANCE (direct suppliers)

STEELCASE SRL
OP Cluj 13, CP 928
RO – 400870 Cluj-Napoca
Romania

Contact information:

steelcase_AP_FR@steelcase.com
phone number: 00 403 64 710 420
From Monday to Friday (8 to 12 am and 2 to 5 pm) except Thursday afternoon.
Support done in French and English.

- FOR PO COMING FROM INCE ENTITY (VFG suppliers)

STEELCASE SRL
OP Cluj 13, CP 928
RO – 400870 Cluj-Napoca
Romania

Contact information:

steelcase_AP_INCE@steelcase.com
phone number: 00 403 64 710 420
From Monday to Friday (8 to 12 am and 2 to 5 pm) except Thursday afternoon.
Support done in French, English, German.

- FOR PO COMING FROM SPAIN ENTITY (direct suppliers)

CCONTAPR@steelcase.com – [email is the default and preferred way]

Postal address:

AF Steelcase s.a.
A78939576
Calle Antonio López, 243 – 28041 Madrid

Contact information:

phone number: +34 91 212 47 00



5.8.5 Payment

Steelcase EMEA provides payment via bank wire only directly to the vendor’s bank account stated on the Invoice.

The Invoice will be due and payable within thirty (30) days (or as per specific agreed payment terms if any) of the delivery of the relevant Invoice to the Customer. If the payment date falls on a day that is not a business day, it will be the next business day. The Customer’s debt will be settled when the amount is debited from the Customer’s account.

5.7.6 Invoicing Requirements

- Clearly include PO number, part number, PO line item number, quantity, unit of measure, unit price/extended price, sub-total of all taxable items (if applicable), and invoice total.
- 3 types of address must be mentioned on the invoice:
 - Legal entity address from the PO comes
 - Delivery address of the PO
 - Invoice sending address

The form includes the following sections and fields:

- COMPANY NAME:** Address, Phone, Fax, Tax registration number (if applicable).
- INVOICE / CREDIT NOTE:** DATE, Invoice number, PO number (marked MANDATORY), PO contact person, DD/MM/YYYY.
- BILL TO:** Steelcase entity name, Billing address, City, ST ZIP.
- SHIP TO (if applicable):** (Marked with a blue box).
- Table:** Columns for DESCRIPTION, Quantity, Price/Unit.
- Payment Details:** Bank name, bank account number, IBAN, Swift Code, etc.
- Summary:** Subtotal, Taxable, Tax rate, INVOICE AMOUNT, Currency (XXXX Currency).

Legend:

Red mark (mandatory): Means that the element is required either for fiscal reasons or for accurate processing to avoid leading to the ejection of the invoice by our company;

Blue mark (important): If this information is missing it may lead to errors in handling the invoice and to inconsistencies in the relationship with the supplier.

* For credit notes, please add following information:

- Applicable invoice number or
- Applicable PO number.



5.8 Supplier Performance Measurement

5.8.1 Supplier Scorecard

As a method of tracking supplier performance, Steelcase may produce a monthly supplier scorecard. If a supplier is chosen to receive the scorecard, a Steelcase Supply Chain Leader will provide the supplier with an introduction session and explain how the scoring works and what the specific expectations are as a result of the score. To be chosen to receive the monthly scorecard, a supplier should be under full contract with Steelcase. The decision to include a supplier in the monthly scorecard program is based on annual spend, revenue dependency and Strategy. This is a balanced scorecard based on transactional activity and perception scores in several key business areas. Steelcase measures supplier performance to agree upon specifications per supplier acceptance of Steelcase purchase orders as well as actual on- time shipment, Quality issues and perception factors such as capacity and response time.

The make-up of the scorecard may change from year to year and the scoring matrix will be included with each monthly publication of the scorecard.

5.8.2 Daily Performance

Vended Finished Goods, Trade Goods and Direct suppliers are responsible to communicate daily production information. This includes:

- Previous days order shipments
- Previous days total orders due
- Anticipated shortages

Daily submission of these information is required regardless of whether there are shorts or not.

5.9 Supplier Business Reviews

Key suppliers may be chosen to participate in a periodic (monthly or quarterly) business review, the purpose of which is relay information regarding upcoming business trend as well as cover supplier performance over the previous period.

The Supplier Business Review agenda may include:

- General Steelcase Business Update
- Supplier Sales Recap
- Supplier Score Card / Performance Review
- Quality DPPM & Improvement Project Review
- Capacity Management / S&OP Bucket Review
- Cost Management
- Engineering / PDL Issues
- Contract Review
- Open Item Review/Updates & Closure
- Other Issues as Required

5.10 Global Compliance and Sustainability Requirements

Steelcase requires the continual support of its supply chain to achieve greater transparency and document compliance of its products to global regulations, conformance to product sustainability certifications, to facilitate sustainable design, material efficiency, and circular economy business model development.



Suppliers to Steelcase are expected to meet compliance requirements and sustainability objectives for the materials, products, and processes involved with designing and manufacturing Steelcase products. Attainment of these compliance requirements and sustainability objectives can be documented through the following three activities described in detail in the numbered section below:

- (1) providing data regarding materials and processes;
- (2) demonstrating compliance or conformance;
- (3) supporting research and innovation.

Why does Steelcase need this information?

Drivers for detailed information regarding materials, products, and processes from suppliers include chemical regulations pertaining to the material composition of Steelcase products (all brands and subsidiaries globally) and the manufacture and sale of these products. Applicability of the regulatory drivers may depend upon the locations in which the materials/products are sourced and sold. In addition to regulatory drivers, Steelcase and its customers may have sustainability aspirations for products including region-specific or global certifications.

For example, from a regulatory perspective, materials purchased from suppliers in Germany may go into Steelcase products that are ultimately sold in the U.S., in China, and in Europe, triggering a wide variety of regulatory compliance requirements ranging from transportation and import / export requirements to chemical content regulations. The chemical regulations include (but are not limited to): Conflict Minerals reporting, California Proposition 65, California Safer Consumer Products Act, California “CARB” Rules for Composite Wood (formaldehyde emissions), Flame Retardant (FR) regulations, US Toxic Substances Control Act (TSCA), TSCA Title VI on Formaldehyde, and Toxic Release Inventory (TRI), REACH, RoHS and WEE in EMEA, plus other chemical regulations in EMEA and APAC regions.

From a “sustainability market expectations” perspective, customer demands vary considerably and may be triggered by “green” or “healthy” building programs and many other factors. Steelcase prides itself on its commitment to sustainability and often pursues highly-regarded product sustainability certifications which, in turn, require detailed information from suppliers. These product sustainability certifications/market demands include (but are not limited to) life cycle assessments and environmental product declarations as well as certifications such as BIFMA level, FEMB level, Cradle to Cradle, NF Environment, Blue Angel, and Green Tick. Certification desires are not limited to products but also include processes. One example is the ISO 14001 certification to demonstrate conformance to environmental management systems.

(1) What types of data does Steelcase require from suppliers regarding materials, products, and processes?

Broadly, Steelcase may request the following types of data regarding the materials and processes used to manufacture its products, depending on product type and region

Material-specific data: Material-specific data needed from suppliers would include the materials and chemical composition of all parts incorporated into products and to process / fabricate these products. Types of data sources include (but are not limited to): Safety Data Sheets, Product Data Sheets / Technical Data Sheets, full material disclosures, declarations, mill certificates, analytical test



reports, certificates of analysis, recycled content, types of processes performed on material (including type of wastes and emissions generated and tracked through the Environmental Management System); and engineering and material specifications.

Product-specific data (typically for suppliers of finished goods): Examples of product-specific data needed from suppliers would include the material-specific data listed above for individual components, in addition to bills of materials (lists of parts) and engineering drawings; manufacturing locations.

Process-specific data including supply chain data: Examples of process-specific data needed from suppliers may include packaging and labeling information; transportation modes and distances to/from upstream suppliers; finishing process information including surface areas of finished parts; manufacturing energy and water use and waste, recycling, and VOC emissions; material (process) efficiency; responsible sourcing declarations including identification of upstream smelters.

(2) How does Steelcase ask suppliers to demonstrate compliance or conformance?

As part of pursuing product sustainability certifications, market expectations and to demonstrate conformance with applicable environmental management systems and social accountability standards, suppliers are expected to allow access to their operations and evidence of compliance / conformance, when requested, to assessors representing Steelcase. For example, suppliers are expected to sign the Steelcase Supplier Code of Conduct and cascade expectations down their supply chain. Suppliers of finished goods are expected to show their manufacturing process and identify materials used in the process when a sustainability objectives/goals are being pursued for the products they make for Steelcase. Suppliers are also sometimes asked to provide documentation of compliance with environmental regulatory requirements and conformance to ISO 14001 environmental management systems.

(3) How might a supplier support sustainability goals for Steelcase through research and innovation?

Suppliers may be asked to engage with representatives from the Steelcase Procurement, Sustainability and Materials Innovation & Exploration departments to explore new and alternative materials, or processes, and business models to improve product sustainability. Designing for Circularity is translated into our product development process guided by three pillars:

- **Ensure Material Health** - avoiding and eliminating substances of concern that are still not regulated, as well as investigating the composition of our products.
- **Optimize Life Cycle Impacts** – using life cycle assessments to identify the biggest environmental impacts throughout the entire lifecycle of our products; guiding and prioritizing improvements.
- **Design for End-of-Use Strategies** – preserving the greatest value of our products and materials, designing for adaptable products & components, next generation lives (creation of new value chains), and selecting materials that have responsible end of life, such as reuse and recycle opportunities.

In case of any doubts please refer to you contact in the Steelcase Supply Chain group, who will bring the appropriate subject matter expert for the topic, when needed.

SECTION 6: DISTRIBUTION AND LOGISTICS

Whenever suppliers have agreed to arrange and pay freight charges, please perform the PO as accepted with the appropriate shipping documentation (packing lists, product labels and bills of lading).

6.1 For the case where Steelcase is responsible of the shipment – Trade Goods

Whenever Steelcase has agreed to arrange and pay the freight charges and we are issuing SAP purchase orders this is our process. The week before pick up, the supplier will receive the distributions labels and the shipping and the delivery note. These documents will include the assigned carrier name, Freight Order #, Pickup date, destination address, list of orders to be picked up, total weight and parcel quantity to be picked up. If for some reason you do not receive these documents please contact your Steelcase material planner, as soon as possible.

The supplier is required to supply and maintain valid email addresses of the people responsible for managing the shipping docks. These people will be the ones receiving the ship notices.

The supplier is responsible to ship per the ship notice. Shipping material early or late is not acceptable as transportation is arranged based on the POs ship date. If the PO ship date needs to change please notify the material planner as soon as possible, see Expedites Purchase Order process in section 6.2 for direct materials. Vended finished goods suppliers refer to the expedite process in section 6.3. The material planner's contact information is on the PO. The material planner is responsible for updating the PO with the correct ship date. Never ship without a matching Steelcase PO. Material planners and suppliers work to provide materials to the plant per customer demands. Requests are escalated to resolve as efficiently and quickly as possible.

The PO ship date is determined based on the slowest mode of transportation from the supplier to the Steelcase plant. SAP determines the ship date by subtracting the number of business days from the delivery date. If the ship date is a day the supplier is not working, the supplier must contact his Steelcase Material Planner.

The supplier is to have the material ready for pickup prior to or the start of the morning of the POs ship date. We schedule pickups based on the product being ready at the start of business hours that we have on file for the suppliers. It must be packed to mode. For LTL shipments, the material must be packed on a skid. For FedEx/TNT/UPS ground shipments, the material cannot be shipped on a skid.

Accurate part pack data is critical to successfully plan the lowest cost transportation. It is the responsibility of the supplier to provide and maintain accurate part pack data. It is the responsibility of Steelcase Logistics to provide the supplier with manageable ways to identify part pack data issues.

There are two ways in which Steelcase helps communicates part pack data.

- Prior to being ordered, new materials will be sent to the distribution/logistics contacts requesting the part pack data information.
- The week before ship the ship notice will be sent to the distribution/logistics contacts. The ship notices have the calculated total weight and pallet count. If either are incorrect the supplier is to respond with the correct part pack data.

It is the responsibility of the supplier to respond to each of the above communications in a timely manner with the correct part pack data information.



Modes/Types of Transportation

FedEx/UPS/TNT shipments

- The supplier is responsible for arranging pickup for all FedEx/UPS/TNT shipments. The material planner will tell the supplier the service level to use.
- The Steelcase Shipment # must be placed in the Freight Order Number field when arranging pickup. The Freight Order # will be on the ship notice received the week before pickup.
- Print and use the air bill or label from FedEx.com (or UPS, TNT) ship admin portal. It will have all the information needed for proper billing and routing.

Common Carrier shipments

- Steelcase contracts pickups with many different FTL common carriers. The ship notice will provide the supplier the common carrier's SCAC code and their name.
- The supplier is responsible for the BOL. The BOL is to include the carrier name and the Steelcase Shipment #.

6.2 Expedite Purchase Order Shipments (Direct Materials)

The expedite process requires both parties adhere to a standard process in tight time frames. Please ship per the revised PO and notification email you receive and answer the material planner's questions.

The process to follow when a PO's pickup date and/or delivery date needs to change:

- If the supplier needs to change the delivery date
 - The supplier is to call/email the material planner and request the change.
 - If the material planner agrees then he or she updates the PO.
 - The material planner will likely request a pallet or box count and a weight from the supplier at that time.
 - The material planner will determine the best mode of transportation
 - The supplier is to ship per the revised PO and notification email.
 - If this is a FedEx ground or express air shipment the supplier will schedule the pickup with their FedEx process.
- If the material planner needs to expedite a PO.
 - The material planner is to contact the supplier and ask for the best date and shipment detail (weight, pallet count or box count, dimensions).
 - If the supplier agrees, then the material planner is to update the PO with the agreed upon dates.
 - The supplier is to ship per the revised PO.
 - If this is a FedEx ground or express air shipment the supplier will schedule the pickup with their FedEx process.

6.3 Expedite Vended/Trade Finished Goods Purchase Order Shipments

The expedite process requires both parties adhere to a standard process in tight time frames. Please ship per the revised PO and notification email you receive and answer the material planner's questions.

The process to follow when exceptions to your standard shipping schedule are needed:

- If the supplier needs to add/cancel/change a regularly scheduled pickup
 - The supplier is to email Trade Goods material planner with the below information 48 hours in advance when possible.
 - Supplier name (and location if multiple)
 - Requested time of additional/canceled pickup
 - If time change, what is original time, what is the desired time?
 - The PO #, line, product quantity, parcels #...
 - The material planner will determine the method of transportation and destination; additional costs may be borne by the supplier
 - A logistics planner will respond confirming change, and providing Freight Order # and carrier for any additional shipments.
 - The logistics planner will provide shipping instructions on whether the product will need to be expedited and what method of transportation to use, whether it will go direct to a customer, or whether it will go on standard transit to the original destination.
 - The supplier is to ship per the notification email.
- If Steelcase needs to expedite/change a schedule pickup, the Scheduling team needs to change the MAD date on an order by following the change order process. This includes submitting a request to the Material planner who will tell the supplier how to ship the freight.
 - If the pickup is the same day as the request you will receive the email as soon as the order has been planned for pickup. If the pickup is in the future, you will receive the notification email the week before.
 - The supplier is to ship per the notification email.

6.4 For the case where the supplier is responsible of the shipment

Whenever Steelcase has agreed to pay freight charges and the supplier is managing the shipment, this is the process. The supplier is to send a loading list to the Material planner at least 48 hours prior to the material being delivered and generate the ASN.

The supplier is responsible to ship per the loading list. Delivering material early or late is not acceptable as next transportation/production is arranged based on the delivery date you provided. If the delivery date needs to change, please notify the material planner as soon as possible. Late changes to a delivery are costly so please notify the material planner of any changes as soon as possible.

If the delivery date submitted will cause an expedited mode, the material planner will contact the requestor asking to confirm the additional cost is required.

The supplier is to have the material ready and packed to mode. For LTL shipments, the material must be packed on a skid. For FedEx ground shipments, the material cannot be shipped on a skid.

Accurate pallet count and weight and delivery note are critical to successfully plan the lowest cost transportation.

Modes/Types of Transportation

FedEx/UPS/TNT shipments

- The supplier is responsible for arranging pickup for all FedEx/UPS/TNT shipments. The material planner will tell the supplier the service level to use.
- The Steelcase PO # must be placed in the Freight Order Number field
- Print and use the air bill or label from FedEx.com (or UPS, TNT) ship admin portal. It will have all the information needed for proper billing and routing.

Common Carrier shipments

- The supplier is responsible for the BOL. The BOL is to include the carrier name and the Steelcase PO #.

6.5 Returnable Dunnage, for Direct suppliers

We are working to implement as often as possible returnable packaging with our suppliers: pallets, carboard, standard packaging (carton or plastic box).



6.6 Shipping PO Destinations at Steelcase.

- Product sorting will be determined between supplier and Steelcase distribution.
- Products must be loaded so labels face the rear of the trailer, completely visible by our unloading personnel. Any additional information about the product should be positioned on the same side as the label for handling personnel to view.
- Products must be loaded by the supplier and secured in the trailer to prevent damage. Damages discovered upon arrival at Steelcase will become the responsibility of the supplier. Steelcase will work with the supplier to coordinate replacement of any damaged product.
- Safety Protocol: To prevent any injuries during loading or unloading activities on Steelcase premises, Supplier must complete the follow instruction established in Safety Protocol when requested.

6.7 Product Labeling & Shipping Documentation Requirements.

All shipments to Steelcase must follow this prescribed process and have proper labeling and documentation for every container, pallet or pack.

Packing Slip

All shipments from suppliers must include a packing slip and bill of lading. Packing lists can be attached to the product being shipped. It must be in an easily attainable and retrievable location without need for unpacking or opening of product container(s).

(See example below)

Required information includes:

- Supplier's name and address from where shipment originates.
- Steelcase Plant Destination name and address. (ShipTO:)
- Purchase Order and line item being shipped.
- PO line item quantity beingshipped.
- PO Due date.

Product Labeling / Pack Label

All individual containers must contain the following information, unless otherwise noted in the Schedule of Product (SOP) document. The Pack Label must be attached to the ship unit (pack) using an adhesive back pouch. It should be facing outward, towards the opening of the trailer/truck as to facilitate scanning of the Pack Label barcode. If the transportation is managed by Steelcase, you are required to print and use the Packing List and Pack Label offered in the emails you received from Logistics team. *(See example below)*

- Steelcase material number (part number)
- Purchase Order & line item number
- Steelcase contact name (Purchase Group Contact) with phone number
- Quantity shipped
- Batch number, if applicable
- Shelf Life Expiration Date, if applicable
- Special storage instruction, if applicable



NORM 9164740

Poste: 000020 Colisage: 1 Qté / Poste: 2
38069 Nb colis/cde: 4 Nb colis/pos.: 2

DACTYL BURO AMENAGEMENT

Cde appro :

0044744 / 1

Réf.Dossier commercial :

0317349

Réf.Cde Client final :

4501481987

SA PARFUMS CHRISTIAN DIOR

Mme RUELLAN 02.38.60.37.59

185 AVENUE DE VERDUN

F-45804 ST JEAN DE BRAYE CEDEX

Chaise avec tablette de travail

1 x T480120

480120 / 480120

node Siège avec tablette de travail



1/1

NPACCOUD 09.10.2017 12:00:03



S1002251932



1080491 / 1

INNO 26.09.17 12:00

1082402 / 1

CGER 02.10.17 14:00

1083957 / 1

REIM 09.10.17 12:00

0601741880

54257

TFD1

DRD

11.10.17 14:00

DBA ST GERMAIN DU PUY

1287 RUE LAMARTINE

F-18390 ST GERMAIN DU PUY



0059-1978

Z0001 0000591977

9164740

NORM

STEELCASE

Made in Hungary

Bill of Lading

All Inbound shipments must have a uniform straight Bill of Lading. The signed BOL should be given to the driver when the freight is picked up.

Required information includes:

- Clearly, identify the Bill of Lading document.
- Type of BOL. (Uniform Straight, Air waybill...etc. ;)
- Consignee and complete address
- Document number
- Shipper complete address
- Document number
- Number of packages, descriptions and/or special markings
- Weight and class (rate) of each container with total weight of shipment
- Driver's legible signature.
- Carrier (consignee) information
- Freight order number, when Steelcase plans inbound freight.



SECTION 7: GLOBAL REQUIREMENTS

7.1 Global Business Standards

Steelcase fully complies with the import and export laws of both the origination and destination countries and other relevant regulatory requirements. Steelcase requires that all suppliers act in accordance with U.S. regulations as well as those of the origination and destination countries.

The Master Purchase Agreement requires the supplier to abide by all local, state and federal laws and regulations in the manufacture, sale and transport of goods sold to Steelcase. The MPA also requires the supplier to agree that it will not engage in any activity in the conduct of its' business or its relations with its employees, shareholders, suppliers for customers prohibited by the U.S. Foreign Corrupt Practices Act of 1977.

The MPA also requires the supplier to indemnify Steelcase Inc. and its sister companies and hold it harmless from any claims, costs, liabilities, expenses or fines incurred as a result of inaccuracies or omissions in the import/export, other trade regulation or certification or any other relevant requirement.

Supplier represents and agrees that it does, and for the duration of this agreement shall continue to conduct its business and its relationships with its employees, shareholders, suppliers and customers per the applicable laws, regulations, and treaties, including United States laws and regulations as applicable to international treaties, regarding;

- Industrial espionage
- Child labor
- Force labor
- Antitrust
- Environmental, health and safety
- Import/export compliance

7.2 Free Trade Agreements

To comply with various Free Trade Agreements, Steelcase must obtain information from the manufacturer of the product to satisfy the country of origin requirements.

Steelcase uses the EU Free Trade Agreements for trade between the EU and third countries. They require that Steelcase obtain certificates of origin (supplier declaration of preferential origin) from all suppliers of finished goods or suppliers of components used to produce finished products being sold by Steelcase in those third countries. The Steelcase Global Trade Compliance department will contact suppliers to complete the necessary paperwork. Suppliers are required to assign the Harmonized Tariff Code (HTS) numbers and the country of origin (CO) to all items. If the supplier fails to provide the above information at the time Steelcase requests it, there may be fees assessed to the supplier for non-conformance.

Any information regarding E.U. Customs laws can be found on the Taxation and customs rules of European Commission web sites.

https://ec.europa.eu/taxation_customs/home_en

https://ec.europa.eu/taxation_customs/business/calculation-customs-duties/rules-origin_en



EXHIBITS

Steelcase® PPAP Requirements Checklist

Drawing Number: _____	Due Date
	Return to Requestor by: _____

Part Number(s): _____

Part Name: _____ Date PPAP Requested: _____

ECN #: _____ Project Name: _____

Steelcase Requestor	Manufacturing Location
Name: _____	Name: _____
Address line 1: _____	Company: _____
Address line 2: _____	Location: _____
Phone: _____	Phone: _____
Email: _____	Email: _____

ALL PPAP REQUIREMENTS MUST BE COMPLETED WITH PARTS PRODUCED ON PRODUCTION TOOLING BY PRODUCTION EMPLOYEES AT NORMAL PRODUCTION RUN-AT RATES AS NOTED ON THE WARRANT.

Requirements	Req	Comments
Part Submission Warrant		
ISIR Layout Results		
Sample Product		
Control Plan		
On-going Capability Plan		
Process Capability Studies		
Run at Rate		
Process Maps / Diagrams		
Special Process Parameter Validation Records		
Failure Mode & Effects Analysis		
Work Instructions		
Gage R&R Studies/ Measurement System Analysis		
Gage, Fixture & Equipment Calibration Records		
Test Results		
Certifications		
Appearance Approvals		
Design Records		
Third Party Service		
Start-Up Pack for Textiles		
Packaging		

Additional Instructions:

Control plan

CONTROL PLAN



Part Number/Latest Change Level						Key Contact/Phone			Date (orig)		Date (Rev.)		Supplier plant		
Part Name/Description						Core Team			Customer Engineering Approval Date					Supplier Code	
Supplier/Plant Approval Date						Customer Engineering Approval Date									
Part / Process #	Process Name / Operation Description	Machine / Device / Jig / Tool for Mfg.	Characteristics			Methods					Reaction Plan				
			Design/ Product No.	Process	Special Char Class	Product/Process Spec./ Tolerance	Evaluation Measurement Tech.	Sample Size	Sample Freq.	Control Method	Reaction Plan				



Quality Management Notification (p1/2)

QR-ID- RQ:		PLANT-NB			
Date Datum Date					
Steelcase Plant Werk Usine		RHM	SAR	DUR	WISC TRDG
Supplier Lieferant Fournisseur					
Contact Kontakt Contact					
Fon / Email Telefon / Email Téléphone / Email					
Adress Street Adresse Strasse Adresse					
Postal Code City PLZ Stadt Code Postal					
Country Land Pays					
Steelcase Inspector Plant Ansprechpartner Werk Contrôleur					
Name Name Nom					
Fon / Email Telefon / Email Téléphone / Email					
Steelcase Material planner Materialwirtschaft Approvisionnement					
Name Name Nom					
Fon / Email Telefon / Email Téléphone / Email					
Steelcase Purchaser Einkäufer Acheteur					
Name Name Nom					
Fon / Email Telefon / Email Téléphone / Email					
Article-Description Artikelbeschreibung Description Article					
Article Artikel Article					
Var-ID					
Article-Description Artikelbeschreibung Description Article					
Drawing-Number / Index Zeichnungsnummer / Numéro de Plan					
Delivery Date Lieferdatum Date de Livraison					
Delivery Note / Position Lieferschein/Position Bulletin Livraison /					
Delivered Quantity Gelieferte Menge Quantité Livrée					
Ordernumber/Position Auftragsnummer/Position Numéro de					
Orderdate Auftragsdatum Date de Commande					
Order Quantity Auftragsmenge Quantité Commandée					
Date of Detection/Checking Erkennungsdatum Date de Détection					
Spotcheck Stichprobenprüfung Contrôle par Sondage					
Quantity Failure Fehlerhafte Menge Quantité non Conforme					
Failure Description Fehlerbeschreibung Description de la non-conformité					
Gravitiy Bedeutsamkeit Gravité	<input type="checkbox"/>	Critical kritisch Critique	<input type="checkbox"/>	Major bedeutend Majeur	<input type="checkbox"/> Minor unbedeutend Mineur



Quality Management Notification (p2/2)

Decision Entscheidung Décision								
Rework Nacharbeit Réparation					Scrap Ausschuss Rebut	New Material Neues Material Remplacement	Back to Supplier Zurück zum Lieferanten Retour Fournisseur	
Intern Intern Interne	<input type="checkbox"/>	Supplier Lieferant Fournisseur	<input type="checkbox"/>	Extern Extern Externe	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Costs Kosten								
<input type="checkbox"/>	Asking for an invoice Rechnung Demande de facturation				<input type="checkbox"/>	Asking for a credit note Aufforderung zur Gutschrift Demande d'avoir		
<input type="checkbox"/>	For replacement Für Ersatz Pour remplacement				<input type="checkbox"/>	For reparation Für Reparatur Pour réparation		
<input type="checkbox"/>	Name and supplier representative who accepted the cost impact Name des Lieferantenvertreters, der die Kosten genehmigt hat Representant du fournisseur qui a accepté les coûts							
Material costs Materialkosten Coût Matière								
Inspection costs Aufwand Qualitätsprüfung Coût contrôle								
Repairing costs Nacharbeitskosten Coût réparation pièces								
Production line disturbance costs Störung an der Produktionslinie Coût Arrêt Ligne de Production								
Other costs Andere Kosten Autres Coûts								
TOTAL (€)					0,00 €			
8D-Deadline 8D-Abgabetermin Plan d'Action 8D								
Comments Kommentare Commentaires								



Quality Acceptance standard

Steelcase	Quality Acceptance Standard	Product Line: Product Name	Number Q16-XXXXX
			Effective Date Mm-dd-yy
			Page(s) 1 of X

Photos and text are used to indicate acceptance standards

Quality Acceptance Standard (QAS) documents, such as this, can be used in conjunction with Engineering Drawings, Engineering Specifications (ES), applicable Masters, training, local work instructions, and in some cases, Assembly Direction sheets, to form the requirements for Steelcase final products.

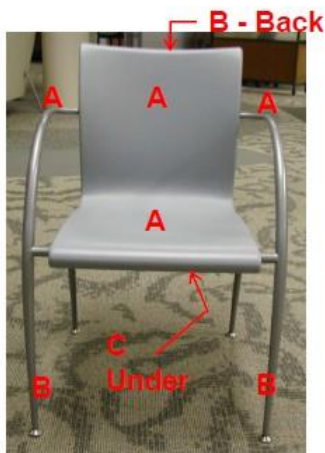
The engineering drawing is to be considered the final authority on design intent characteristics. During QAS criteria development and review, design intent information, such as dimensional call-outs, gaps, surface classifications, etc. are to be incorporated in the engineering drawing for the product whenever possible.

APPROVALS			
Marketing Signature on file	Engineering Signature on file	Quality Signature on file	

Steelcase	QUALITY ACCEPTANCE STANDARD	 Sample Chair <small>Also reference Viewing & Evaluation Standard QAS-2260</small>	QAS - 0000		
			<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 33%;">EFFECTIVE Aug 2009</td> <td style="width: 33%;">REVISION A</td> <td style="width: 33%;">PAGE 1 of 1</td> </tr> </table>	EFFECTIVE Aug 2009	REVISION A
EFFECTIVE Aug 2009	REVISION A	PAGE 1 of 1			

Quality Acceptance Standards such as this should be used to illustrate aesthetic requirements for the finished product. Other call outs may include fabric upholstery workmanship, weld visuals such as spatter, etc.

Surface Classification



Aesthetic Details

Distance from seat shell to the frame must be visibly balanced on both sides



Labeling Details

Label must be located as below.



Long Term Capacity Plans

Supplier Name: _____

Product Line: _____

	Current	50% Above Forecast	100% Above Forecast	150% Above Forecast
Weekly Capacity (MUC)				
Pieces (pcs/week)				
Hours (hrs/week)				
Number of Operators				
Number of Shifts				
Hours per shift				
Over time hours (if any)				
Capacity based on Inventory on Hand				
Capacity based on Make to order capability				
Equipment & Tooling investment needed				
Equipment & Tooling lead-time				
Additional space requirements				
Comments				

NOTES:

- 1 Assume flat sales on other products built in your plant
- 2 Include paint shop, NC Laser, Presses, Part Suppliers in your forecast in addition to focus on dedicated equipments
- 3 Percentages represent percent of forecasted volumes
- 4 For capital equipment, indicate equipment required, cost of equipment and lead time to install the equipment
- 5 For space requirements, indicate any additional square footage required for each capacity increase
- 6 For number of operators, indicate required manpower for each capacity increase
- 7 For number of shifts, indicate number of shifts ran currently and the required shifts for each capacity increase



Request for Quote :

part information		specifications		cost drivers							annual view		notes			
part #	drawing #	part description	lead time	moq	other	material	labor	overhead	profit	packaging	freight	other	TOTAL	volume	spend	description
													\$0,000		\$0	
													\$0,000		\$0	
													\$0,000		\$0	
													\$0,000		\$0	
													\$0,000		\$0	
													\$0,000		\$0	
													\$0,000		\$0	
													\$0,000		\$0	
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													\$0,000		\$0	
													\$0,000		\$0	
													\$0,000		\$0	



request for quote
bid worksheet

steelcase provided
supplier input
calculated total

