

Version 2.5

January 5, 2023



START Manual

Americas Region

STEELCASE INC

901 44TH STREET SE, GRAND RAPIDS, MI 499508

DOCUMENT CHANGE CONTROL

Version Number	Date	Section	Description
2.0	6/1/2017	ALL	Complete re-issue. FG and Direct combined.
2.1	6/12/2017	4.8	Mock Up Process added.
2.2	9/1/2018	N/A	Document Change Control added
		1.8	Chargeback Language added to QMN process.
		2.6	CDIN Process corrected
		4.1	Long Term Capacity Plan example updated
		5.10	Re-written
		6.8	Fin Goods Packaging Label Placement added
2.3	9/1/2019	7.4	CTPAT Requirements added
2.4	9/1/2022	ALL	Complete re-issue. FG and Direct combined.

START MANUAL – STEELCASE AMERICAS REGION

Dear Supplier,

Welcome to Steelcase, specifically to the Supply Management organization! We're excited to have you on board and trust you will find the relationship both rewarding and inspiring. The foundation of our relationships is anchored in our core values:

- Act with Integrity
- Tell the Truth
- Keep Commitments
- Treat People with Dignity and Respect
- Promote Positive Relationships
- Protect the Environment
- Excel

Our core values have centered our organization for more than a century and we're confident they will guide our business relationship in the months and years to come.

The START Manual covers seven critical business areas ranging from Quality and Engineering to Specials and Materials Management, Supply Management, Distribution / Logistics, and Global Requirements. This Manual provides specific instructions – and sets expectations – on how to conduct business with Steelcase.

As you work through the START Manual and questions surface, please feel free to reach out to your supply management leader who can direct your question to the appropriate subject matter expert.

Once again, welcome to Steelcase, we're looking forward to working with you!

Best regards,

Derek Ludwig

V.P., Chief Procurement Officer

ACRONYMS

ACH	Automated Clearance House		PCL	Product Category Lead
ASN	Advance Shipping Notice		PDL	Product Development & Launch
BIFMA	Business Institutional Furniture Manufactures Assoc.		PE	Product Engineering
CO	Country of Origin		PFEP	Plan for Every Part
C-TPAT	Customs Trade Partner Against Terrorism		PPAP	Production Part Approval Process
ECAT	Electronic Catalog		PPM	Parts Per Million
FG	Finished Goods		QA	Quality Assurance
HTS	Harmonized Tariff Code		QAS	Quality Acceptance Standard
ISIR	Initial Sample Inspection Report		QE	Quality Engineer
ISPM 15	International Phytosanitary Measure		QMN	Quality Management Notification
KDF	Key Design Feature		RFID	Radio Frequency Identification
LCC	Low-Cost Country		S&OE	Sales and Operations Execution
LCM	Life Cycle Management		SCL	Supply Chain Leader
MAD	Material Availability Date		SCM	Supply Chain Management
MAR	Management Authorization Request		SOL	Statement of Line
MPA	Master Purchasing Agreement		SOP	Schedule of Product
NAFTA	North American Free Trade Agreement		SSC	Sourcing Service Center
NPD	New Product Development		SUS	Supplier Self Service
OF	Order Fulfillment		TAA	Trade Agreement Act
			TLC	Total Landed Cost
			T2	Tier 2 Supplier

TABLE OF CONTENTS

SECTION 1: QUALITY

- 1.1 Production Part Approval Process (PPAP)**
- 1.2 Capability**
- 1.3 Special Process Qualification**
- 1.4 Finish / Coating Qualification**
- 1.5 Finish Masters**
- 1.6 Custom Surfaces**
- 1.7 Quality, Order Fulfill and Technical Training**
- 1.8 Records**
- 1.9 Quality Management Notifications (QMN's) Customer Complaint Resolution Process**
- 1.10 PPM Measure**
- 1.11 Priority Inspection Process (Finished Goods)**
- 1.12 Quality Acceptance Standards**
- 1.13 Poke Yoke Validation**
- 1.14 Quality Wall**
- 1.15 Operational Standards for Keyless Locks**

SECTION 2: ENGINEERING

- 2.1 Tooling Readiness**
- 2.2 Product Testing**
- 2.3 Packaging Design and Testing**
- 2.4 Design / Design Change Process**
- 2.5 Small Parts / Hardware Identification (Blue Ribbon Process) - Finished Goods**
- 2.6 Controlled Document Issue Notification (CDIN) Process**
- 2.7 Labeling Requirements**
- 2.8 New Fabric Introduction**
- 2.9 Shelf Life / Life Duration**

SECTION 3: SPECIALS

3.1 Definition of a Special

3.2 Special Product Cost Matrix

3.3 Special Product not on Matrix

3.4 Specials Quality Requirements

SECTION 4: MATERIALS MANAGEMENT / ORDER FULFILLMENT

4.1 Capacity Planning (Sales and Operations Execution – S&OE)

4.2 Database Loading

4.3 Order / Change Process

4.4 Plant Shutdowns

4.5 Restricted Schedule Requests

4.6 Systems Paper Test

4.7 Returned Goods Authorization (RGA) Process

4.8 Mockup Process (Finished Goods)

SECTION 5: SUPPLY CHAIN MANAGEMENT

5.1 Crisis Management Plan

5.2 Financial Assessment Process

5.3 Master Purchasing Agreement (MPA)

5.4 Schedule of Product (SOP)

5.5 Supplier Certificates of Insurance

5.6 Supplier Technology Requirements

5.7 Invoicing and Accounts Payable

5.8 Supplier Performance Measurement

5.9 Supplier Business Reviews

5.10 Global Compliance and Sustainability Requirements

SECTION 6: DISTRIBUTION AND LOGISTICS

6.1 For SAP Purchase Orders

6.2 Expedite Purchase Order Shipments (Direct Materials & MRO)

6.3 Expedite Vended Finished Goods Purchase Order Shipments

6.4 For Non-SAP Purchase Orders (for example, Steelcase Amex Syteline PO's)

6.5 Returnable Dunnage, how to request more?

6.6 Shipping PO Destinations at Steelcase Inc.

6.7 Product Labeling & Shipping Documentation Requirements.

SECTION 7: GLOBAL REQUIREMENTS

7.1 Global Business Standards

7.2 Free Trade Agreements

7.3 US Federal Government Requirements

7.4 Customs Trade Partner Against Terrorism Requirements

7.5 Forced Labor

EXHIBITS

- i. PPAP Requirements Checklist**
- ii. Control Plan**
- iii. Quality Management Notification (QMN)**
- iv. Quality Acceptance Standard (QAS)**
- v. Controlled Document Issue notification (CDIN)**
- vi. Long Term Capacity Plan**
- vii. Packaging Sustainability Goals**

SECTION 1: QUALITY

1.1 Production Part Approval Process (PPAP)

Definition

Steelcase's Purchase 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 Product 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 manufacturer or tier II.
- Material change

Production Part Approval Packages can include the following:

- Part Submission Warrant
- Sample Product
- Design Records
- ISIR Layout Results
- 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 (incl.
- Gage Studies / Measurement System Analysis
- Third Party Service
- Run at Rate

- Other requirements as needed:
 - Appearance Approvals
 - Special Process Parameter Validation Records
 - Gage, Fixture & Equipment Calibration Records
 - Bill of Material Audits

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.

[View PPAP Checklist Example](#)

Part Submission Warrant

- Supplier is to complete all areas of warrant: manufacturing information, reason for submission, requested submission level, submission results, and declaration.
- Steelcase Quality is responsible for disposition of 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)

- 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.
 - 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
 - Steelcase Product Engineering is responsible for dispositioning the ISIR.
- Supplier may be required to provide parts measured for ISIR to Steelcase
- Steelcase accepts the AIAG PPAP or can provide standardized forms

Run at Rate

Run at Rate is a pre-production run of parts/assemblies performed to ensure that the planned production system (people, processes, equipment, etc.) will produce an appropriate quantity of acceptable products when run at the planned production rate.

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 QA 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 applicable)
- 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 and 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's
- 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. There 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
- 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.

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, or veneer finishing qualification per Engineering Specification ES 3-82-25. 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 for Steelcase 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, Inc. 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 with 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 request new initial samples in connection with any such change.

Suppliers are required to notify Steelcase of any changes to their process, materials, machines, design, etc. All changes must be submitted to Steelcase using the link below:

<https://app.smartsheet.com/b/form/7806592eb05546788cd375cbcea61a56>

All changes must be approved by Steelcase prior to implementation. Parameters are developed by establishing high and low range of all critical process parameters and verified through destruct testing.

1.5 Finish Masters

Surface Material Masters:

Suppliers are responsible to manage the expiration date on Steelcase issued production masters.

Replacement masters are available here:

<http://syncapps.steelcase.com/supplysyncapps/steelcaserfq/public/MasterProductionForm/MasterProductionOrderForm.aspx>

1.6 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 products accommodate hundreds of textiles from many leading fabric suppliers. With the Customer's Own Material web tool, dealers can find a textile that has already been tested and approved on our product, or they can submit 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 required. When yardage is determined, the dealer can submit their order to Steelcase for Steelcase to procure the fabrics on their behalf.

When non-conforming COM fabrics are found in manufacturing please contact the COM fabric team – Mildred Castilleja email: @Castilleja.MildredMCASTIL2@steelcase.com to issue a Quality Management Notification to the COM fabric supplier.

Information needed to issue the QMN:

- Material #
- Defective Quantity
- COM purchase order information

PerfectMatch

The Perfect Match program allows customers to specify their own color on Steelcase painted products where the PerfectMatch option is offered. See the individual Product Specification Guide for available options.

The PerfectMatch program supports matching Steelcase paint finishes that have been “culled” but does not support matching Steelcase “transitional” paints that are not available on select product lines.

All colors will be matched in a smooth, 40% gloss, non-metallic finish or in a textured, 6% gloss, non-metallic finish. Exception: Privacy Wall requests continue to be matched only in its standard low gloss level.

Metallic paint matches for custom or culled Steelcase colors are not available through the Perfect Match program, but can be matched in the standard 40% gloss, opaque (non-metallic), finish.

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

The Customiz Stain program offers the customer the opportunity to specify a custom-matched stain in a Steelcase wood environment. The supplier will be notified of the need to match the custom stain color by the Wood 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 Finishing Technology prior to the purchase order being sent to the supplier.

1.7 Quality, Order Fulfill and Technical Training

Training Available from Steelcase

Steelcase makes internal training accessible to suppliers through Corporate Learning and Development.

All suppliers are expected to complete the QLT275: Quality Expectations. 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 products and Steelcase employees.

For questions on available training, contact your Steelcase Supply Management representative.

1.8 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 certifications – minimum one year.

1.9 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 / nonconformances
- Controlled Document Issue Notifications (CDINs) Failure to respond to ...
- Temporary deviations
- Action Items created during a Partnership Performance Review
- Audit Result action items
- Accumulated rejects
- Service-related issues such as 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 direct the call to 1-800-Steelcase.

Corrective Action Process

The supplier will be responsible for working with Steelcase to identify root cause of any product, order fulfillment or compliance problem. The Steelcase personnel responsible for the specific 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 representative will document the nonconformance 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 document. Charges may apply to any Quality Management Notification for costs incurred relating to any Steelcase or customer disruption.

Per the provisions for Nonconforming Products and Set Offs contained in your contract with Steelcase, we reserve the right to charge back the reasonable costs associated with the processing and replacement of nonconforming products. These charges will be documented in the QMN and must be approved by the Supply Chain Lead responsible for the supply relationship. All charges will be discussed with the supplier in advance and will be in accordance with the severity of the nonconformance and the corrective action required.

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 following 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 products 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, DFEMA.

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 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 QMNs. 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.

Note: Failure to respond within the requested time frame may result in an additional QMN and fees.

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.

Cost Recovery

Applicable cost will be assessed to suppliers for material and product non-conformance to Steelcase specifications.

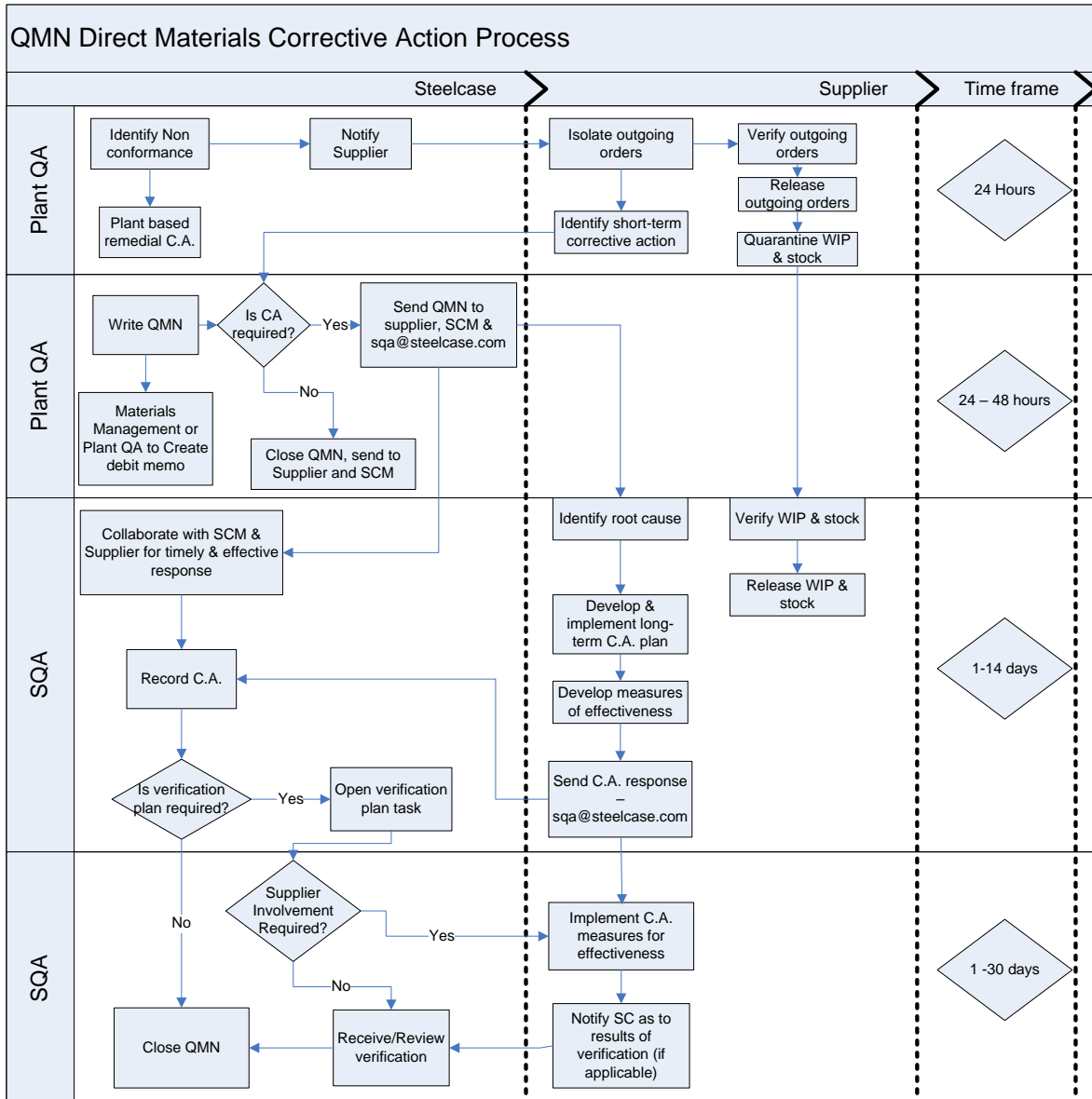
These costs may include:

- Replacement of defective parts
- Additional shipping costs incurred by Steelcase for replacement parts
- Sorting time
- Rework of parts
- Production stop time
- Express shipment of finished products to customer
- Replacement work at customer (installation cost)
- Misc. Cost, Travel / Lodging

Close QMN

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

[View QMN Example](#)



1.10 PPM Measure

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

- PPM is calculated:
 - $\text{Defects} / \text{shipped units} * 1,000,000$
- Defective quantities are determined from QMN's issued to the supplier
- Shipped units are determined by receipts from SAP
- No QMN's = PPM of 0
- Contact your Supply Management leader for your PPM goal

1.11 Priority Inspection of Product (Finished Goods)

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

When the supplier receives an order, the T-markings section of the ship label must be reviewed for any of the following designations:

Priority Inspection Matrix							
Inspection Type	Trigger, How Added?	Who can create the Trigger?	Inspection Level	Action Driven	Sign-off Required By:	Action Required:	Plants Impacted
QA-M3 (Mock Up, NEOCON & Work Life Centers)	Automatically through order reason P-10	Dealer entry or Mock Up Rep.	100%	P1 Label Marking, Cartoning, Pricing (SAP Plt - Red Text)	ZL and QE Level	When feasible product pulled off-line, inspected, signed off or Badge scanned	All
QA-M2 (Mock Up Tier 2)	QA-M3 assigned automatically through order reason P-10- MU OFC modifies based on project score of Tier 2	Dealer entry or Mock Up Rep.	100%	P1 Label Marking, Cartoning, Pricing (SAP Plt - Red Text)	ZL and Quality Manager or Designate	When feasible product pulled off-line, inspected, signed off or Badge scanned	All
QA-M1 (Mock Up Tier 1)	QA-M3 assigned automatically through order reason P-10- MU OFC modifies based on project score of Tier 1	Dealer entry or Mock Up Rep.	100%	P1 Label Marking, Cartoning, Pricing (SAP Plt - Red Text)	Zone Leader and Plant Manager or Designate	When feasible product pulled off-line, inspected, signed off or Badge scanned	All
QA-P2 (2nd Time Replacement or Pre FOE Product)	Set automatically by the notification with 2nd time or subsequent replacement flag or manually in the instance of Pre FOE)	Automated based on dealer selection of number of times replaced or added by the OFC upon direction of the PDL team/CEX PM	100%	P2 Label Marking (SAP Plt - Purple Box) (Non SAP & FG - text only)	ZL, L/Q or designate	When feasible product pulled off-line, inspected, signed off or Badge scanned	All
QA-EXP (Export)	Automatically based on a table of countries	L/Q Director	20%	EXP Label Marking & Cartoning	ZL, L/Q or designate	Zone Leader Inspection/Sign Off	All
QA-PP (Premier Projects)	Manually	Added by the OFC, with select group of approvers	100%	PP - Label Marking	ZL, L/Q or designate	Inspection/Sign Off	All

QA-PP Marking. When marking is added 100% to header of Sales Order, IT program runs behind the scenes to reduce to the following percentage that actually gets printed on the label:

- Finished Goods: 20%

P1 Mock-up Orders – Special orders intended to win new business requiring expedited handling and priority inspection by Quality Assurance. A mock-up order may be a component product or display of completed products. Inspections should include all items on the Mock-up inspection check list.

Mock-up orders are identified as QA-M1, QA-M2 or QA-m3 based on difficulty and importance. The checklist requires different approval levels based on the tier. The inspection requirements are identified on the Mock-up inspection checklist. Tier 1&2 mock-ups require photos of the completed product with the shipping label and completed mock-up inspection checklist to be filed for future reference.

Print/copy shipping labels on “rocket red” paper provided by Steelcase.

Inspections should include all items on the Mock-up inspection check list.

Mock-up cklist Tier Rev. A

P1 Sales related Orders – A P1 sales related order may be a display of products that are ordered by the dealership to present Steelcase capabilities to a customer. P1 inspection may also be applied to the following types of sales-related orders:

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

P2 Replacement Orders – Second time replacement orders requiring priority inspection by Quality Assurance prior to shipment.

Any of the QA-P1 or P2 designations on the ship label indicate that the item is to be handled as a Priority Inspection Unit and should include:

- 1 QA-P1 (or QA-P2, etc.) Priority inspection indicator and ‘Accepted by’ sign off
- 2 Mock-up designation (appears for mock-up orders only)

The shipping label must be signed off in the section identified with the acceptance by marking.

Records of Priority Inspections may be requested by Steelcase

1.12 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 but must be controlled internally at the supplier.

[View QAS Example](#)

1.13 Poke Yoke Validation

All process Poke Yokes shall have daily validation.

All Poke Yokes must have a contingency plan to be used when the Poke Yoke is not functional. The contingency plan should include a method to document the time frame the process was running in back up mode.

1.14 Quality Wall

Quality wall is a specific temporary measure that is introduced to mitigate quality issues. The measures include additional checkpoint inspection, 100% filtering process, etc. which is required to be recorded and tracked for effectiveness. Once the defect symptom is proven to be resolved, a decision between Steelcase and supplier shall be made to end the quality wall process.

1.15 Operational Standards for Keyless Locks

INTRODUCTION

Customer demand for keyless locks has been increasing in recent years adding new complexity & risks within our established process that is designed only around traditional locks. This document defines global process for Specials Engineering and Operations for keyless locks to produce products that meets customer expectations.

DEFINITIONS

Keyless locks – Locks that do not contain a key
VFG Supplier – Vended Finished Goods supplier

PROCESS

1. Specials communication with operations for new keyless locks

The goal of this process is to communicate and support all information required from specials to manufacturing for successful keyless lock installation and verification during production. This process must take place in a reasonable timeframe prior to production.

Scope: All Steelcase plants & VFG supplier

Responsibility: Specials Engineer

- Schedule a design review with plant QE, RTB engineer, NC programmer and Specials coordinator, or equivalent roles within VFG supplier.
- Review keyless lock design manufacturing expectations.
- Support with installation and function verification procedure.
- Disposition pilot review if required.

- If applicable review user manual, electrical connections, RFID Key card requirements and other KDFs.
2. Prepare for successful manufacturing
The goal of this process is to make sure manufacturer prepare themselves with all required information, documents, training, and materials needed for successful production.

Scope: Vended finished goods

- Order necessary material needed for lock function verification.
- Document necessary training and instructions per local guidelines.

Contact specials if any information is required at this time.

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 assets. 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 to the tooling audit enquiries on a timely basis.

2.2 Product Testing

Steelcase requires all supplied products to meet or exceed BIFMA testing 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 Compliance Lab. Compliance audits will include "Fit and Finish" requirements as identified in the products QAS, as well as testing to applicable BIFMA requirements.

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

For products with supplier owned design, and pass-through products (supplier branded); the supplier will be responsible for providing corrective action to return product to all conforming performance requirements. This will be handled by quality utilizing the QMN process.

2.3 Packaging Design and Testing

2.3.1 Direct Materials

It is the responsibility of the supplier to provide sufficient packaging to prevent damage to the product in transit to Steelcase. The packaging will be approved at Pilot, and any changes made to the packaging must be reported to Steelcase before it is implemented.

2.3.2 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](#).

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, Inc

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 will assist in any ship testing that can't be done by the supplier in a certified test lab.

2.3.3 Material Types

NOTE: Materials not listed below may be used upon approval of the Packaging Department prior to shipment.

Paper Based Materials:

Corrugated/Fiberboard, Corrugated pallets, Honeycomb, Kraft Paper, Kimpack (paper wadding), Molded pulp, Sus-wrap, Jiffy bags, Cro-Nel™ paper wrap, multi-wall corrugated, VCI paper.

Molded and Extruded Foam Materials:

NOTE: Use these materials only when necessary, as packaging materials derived from plastic are not preferred as they do not support Steelcase's 2025 packaging goals of reducing plastic packaging by 25%.

Arcel (EPS & PE resin), Polyethylene, Polypropylene, Expanded Polystyrene (EPS is not a preferred material, evaluated on a case-by-case basis), PE/PP foam sheeting, Quicksilver foam wrap.

Plastic Based Materials:

NOTE: Use these materials only when necessary, as packaging materials derived from plastic are not preferred as they do not support Steelcase's 2025 packaging goals of reducing plastic packaging by 25%.

Bubble Wrap, Air Pillow/New Air/Air Plus or similar inflated air pouches, PE Polybags, Polymask, rubber bands, PSA (parts with Pressure Sensitive Adhesive, will need testing if in contact with product), Shrink wrap films, Stretch wrap films.

Wood Based Materials:

NOTE - All wood products must meet ISPM15 as applicable. (See section C.3 below for more details).

Oriented Strand Board (OSB), Particle Board; MDF (medium density fiberboard), Solid Wood, Molded Chip/Pulped Wood

Banding and Closure Materials:

Plastic Banding (polyester, polypropylene, polyethylene, PET), Sanstrap Poly-Bands.

NOTE: Green translucent banding (PET) is the preferred plastic banding at Steelcase.

Tape – Gorilla paper tape, Adhesives (cold/hot, will need testing if in contact with product), 3” wide 2mil thick polytape (3M 371/372 or equivalent), Staples **are not** allowed for carton closure.

2.3.4 Packaging Requirements & Guidelines

A. Testing Requirements

All new cartoned/crated/palletized packs for standard shipment must comply with 13576 Vibe and 12766 Shock or 13060 Over The Road test specs outlined below. All new packs intended for parcel post shipment must comply with 18696 ISTA 3A or 13060 OTR shipped via FedEx, etc. Service Parts (SR), Mock Ups, Specials, Subscale, and Studio products may be exempted from ship testing due to timing due to timing, availability of sample product, and NUDD considerations. Test results must be documented with a Test Report that is archived in the Steelcase Test Lab Archives.

- 13576 Shipping Vibration test- Random Excitation
 - Note: If the product is palletized/crated and can fit on the vibe table (96” x 60”), the testing procedures will conform to ASTM 4169
- 12766 Shipping Shock test - Vertical Drop
 - Uncartoned products are exempt from this test.
 - If product is palletized/crated and can be tested, the testing procedures will conform to ASTM 4169. If palletized/crated product cannot be tested in the lab, it must be tested to 13060 OTR.
 - Testing levels are determined by typical shipping mode below:
 - ASTM Level II – Less than full truck load
 - ASTM Level III – Full truck load
- 18696 ISTA 3A Ship Testing for Parcel/FedEx Delivery
 - All product that will be added to the Steelcase Store, including WFH and Retail, excluding SR parts upon determination of Pkg Engineer, shall be tested to this standard as of 3/1/21, or in certain circumstances to 13060 – Over-The-Road, with the tested shipping method being the intended shipping method of this part via the parcel company. Any existing product tested prior to 3/1/21 that has significant FedEx/Parcel field damage should also be tested to this standard. All Store/Retail/WFH products that are too large/heavy to be shipped via parcel/FedEx will be shipped via White Glove or added to the TM Exception list.
- 13060 Over-The-Road Ship Test

- Over The Road Ship Testing is a stand-alone test used if the hazard profile from the vibe and shock tests do not reflect real world handling conditions (Stacker Chairs, Large Case Goods, Crated Glass, Palletized or crated products, etc...), if there is no easy access to use a test lab for vibration and shock testing, if the product is too large, too heavy, or unsafe to test in the lab, or to gather additional information to supplement lab testing. Route and miles must be recorded and must be representative of what the product would experience due to its intended mode of transit.
- All poly bags must adhere to specification 12187.
- Any adhesives in contact with the product must pass specification 13842 for both adhesion and residue.
- Graphic requirements should be reviewed with Marketing based on each specific project. The Shipping Graphics specification 12251 is being updated with a Global Shipping Carton Standard Work that includes the new printing POV and icon list. The printing POV was released by Corporate Communications on 12/21/2020.

B. WFH/Retail/Store Products

- Packaging must be designed such that the product is adequately protected and the packaging handles the shipment with minimal damage to the outside. It needs to represent the Steelcase brand upon arrival.
- All items offered on Steelcase Store/WFH/Retail after 3/1/21 must either have a passing 18696 - ISTA 3A test or 13060 – Over-The-Road test or it must be shipped using a White Glove/Inside Delivery service and placed on the TM Exception List.

C. Export Pack Requirements

1 Pack Requirements:

All appearance faces must be covered when product is in an export pack. Exceptions must be approved by Packaging Engineering prior to shipping.

2. Bulk packed items (i.e. palletized worksurfaces or palletized tackboards, etc.):

These items must be packaged in individual cartons before palletizing since pallets are routinely broken down before container loading, in customs inspection, and upon unloading at destination port. If the standard pack is a multipack that ships in an individual carton then that is acceptable for export (does not necessarily have to be a single pack as long as the bulk pack can be broken down into individual cartons for handling). Maximum weight for a bulk pack is 2500#.

3. Wood, Including Pallets, Shipping Boards, and Internal Solid Wood Dunnage:

All wood, whether used for domestic or Export shipments, must comply with ISPM 15. and must bear the IPPC certification stamp. This mark must be applied by the part supplier, as specified in ISPM 15.

4. ISPM 15 Guideline:

This regulation permits only wood treated to be insect free to be used in the export of product from manufacturing sites. If wood is to be used in any packing or loading operation it must be treated by kiln drying or fumigation and must be marked with an ISPM 15 or IPPC certification

stamp. In practice, all wood packaging (pallets, crates, shipping boards etc.) that are made from wood and used in supporting, protecting or carrying a commodity must be heat treated or fumigated and stamped before exporting product to another country.

ISPM 15 does not apply to packaging material made from processed wood products such as plywood, chipboard, fiberboard, OSB and MDF. These products are a composite of wood constructed using glue and/or heat and pressure which kills insects and their larvae, making the product exempt.

Steelcase North America is in compliance with all aspects of the ISPM 15 regulation.

For further information on ISPM 15 and IPPC standards, The American Lumber Standards Committee (www.alsc.org/WPM_summary_mod.htm) has been granted US regulatory authority under the USDA.

See also:

www.aphis.usda.gov/import_export/plants/plant_exports/wpm/wpm_heat_treatment.shtml

2.3.5 Environmental Requirements

1. Environmental

Packaging may not contain Formaldehyde, PVC (poly vinyl chloride) or toxic heavy metals. To support Steelcase's 2025 packaging goals, all packaging must contain progress towards 100% recycled content. The preferred packaging material is 100% recycled content corrugated cardboard and paper-based materials that allow for easy recycling. If plastic-based packaging is deemed necessary for safe delivery, then the highest amount of recycled content should be added. See separate list of approved packaging materials above. Dissimilar materials should not be combined in packaging in such a way which makes them difficult to separate by source. (i.e. laminating PE film to paper fiber).

2.3.6 Product and Packaging Guidelines

1. Tops

All individually packed worksurfaces require edge, face, and corner protection. Standard is Arcel corners in a singlewall box or EPE foam u-channel with polypropylene corner covers on the bottom edge. Faces are protected with a minimum of singleface corrugated, singlewall corrugated or honeycomb. Tops longer than 76" and export – all corners must use PP covers. Bulk packed worksurfaces – all outer edges must be covered with edge board and shipped on an approved pallet.

2. Files, Peds, & Cases

All files, peds, cases are now force cartoned and cannot be shipped uncartoned/blanket wrapped. Top and bottom corners must be protected from stacking damage as well as standard height drops based on testing protocol. Some stretch wrapped packs may require the addition of corner posts to protect the vertical edges. A pad at the base and/or top of the unit may also

be needed to help protect the product. Suitable materials for this include honeycomb, foam, or corrugated build-up.

3. Drawers in Files, Peds & Cases

All drawers must be protected from abrasion damage from the frame of the unit by foam pads and tape or stretch wrap. and should be secured by locking, taping, or other method.

4. Chairs

Cartoned chairs should be packed using a top and bottom tray along with a tube and banding to seal the pack. Other options include an RSC (Regular Slotted Container) with tape, or HSC (Half Slotted Container) with bottom tray and banding or tape. A heavier mil poly bag, such as 1.0 mil -1.25 mil thick, should always be used to protect chairs from abrasion of the corrugate, unless proven by ship testing that a bag isn't needed. Painted and aluminum bases should be protected from abrasion by using poly mask, Cro-nel™ cohesive protective packaging wrap or a vacuum formed plastic base cap. Uncartoned chairs (blanket wrap) require a lighter poly bag, such as 1.0 mil thick. The default orientation that chairs are to be tested is below; however, testing can be modified at the discretion of the Packaging Engineer.

Assembled Domestic (FTL – full truck load): Stacked two high in the vertical position and the third on its side. KD (knocked down) chair packs should only be tested in the upright position. KD chair packs should only be tested in the upright position.

Parcel/FedEx: Tested upright and on side per the Parcel specification 18696 ISTA 3A.

5. Shipping Palletized Items

Product must be secured to the pallet so it won't shift and all items must be contained on a pallet so no parts fall off during transport. Items should be stacked on a pallet to ensure a flat surface for stacking other products unless the pallet is not able to be stacked on in which case it must be labeled as such. Product must never overhang the pallet and ideally, the pallet size should be at least 1" larger than product on all sides. Pallet maximum widths to be 48" wide to allow 2 across in a trailer or 32" to allow 3 across in a trailer, should be no narrower than 30" on the fork access side to allow for standard material handling equipment, and the use of 4 way entry pallets are recommended. Palletized loads should be no taller than 48", if possible, including the height of the pallet. Dimensional lumber should be used on pallets (i.e. no thin boards). Maximum weight of is 2500#. All wood must comply with ISPM 15 and bear the IPPC stamp.

6. Glass

Glass can either be individually packed or bulk packed in a wood crate. Each method has its own specific requirements listed below, but wood crates must also adhere to the palletized requirements from item 5 above. All glass shipments need the following:

- Glass shall be shipped on edge to prevent breakage. Exceptions to this will need extensive testing and approval by Steelcase Packaging prior to shipment.
- Glass packaging shall always note that it contains glass via obvious printing or labels. Safety labels may need to be added to address proper handling and unloading.

Specific design of the packaging remains the responsibility of the vendor, but Steelcase's Packaging group can assist in development as needed.

7. Glass Crates

Homasote cushioning material is needed around the perimeter of the glass to protect the glass in transit.

Cork, foam pads or other material (wood flour, etc.) must be applied between panes to prevent glass to glass damage, must not lose efficacy during transit, and may not leave residue after removal.

Bracing should be applied such that the panes do not shift in any manner during transit.

The entire crate should be enclosed to prevent foreign object intrusion and damage to the glass.

Notes or labeling may be needed to assist installers with proper method for opening the crate.

The bottom of the crate needs sufficient floorboards to prevent the crate from falling off forks when in motion.

8. Individual Glass Packaging

Packaging should be designed to hold the glass such that the pane does not shift in any manner during transit.

9. Large Flat Items (Skins, Marker Boards, Etc.)

These items can either be individually packed and/or bulk packed on a pallet with attached support frame. Each method has its own specific requirements which are:

Items should be shipped in a vertical orientation such that the thickness of the material itself is the side towards the ground. There are exceptions to this, but to accomplish this successfully, the horizontally shipped parts should be palletized and require extensive testing and approval by Steelcase Packaging.

Safety labels may need to be added to address proper handling and unloading.

Specific design of the packaging remains the responsibility of the vendor, but Steelcase's Packaging group can assist in development as needed.

10. Bulk Packed on Pallet with Attached Support Frame

Cushioning material is needed to support the product and to prevent damage in transit.

Diagonal bracing should be attached from the outside corner of the pallet to the top of the vertical support frame.

If the height of the pallet and support frame is over 4', a second diagonal brace is required from the center board of the pallet to the middle of the vertical support frame.

Products must be held securely in the pallet to prevent movement during transit.

Sufficiently strong banding must be used to prevent items from falling out/off of the pallet.

Notes may be needed to assist installers with proper method for opening and/or unloading the pack.

The bottom of the pallet needs floorboards to prevent the unit from falling off forks when in motion.

Wood crates must conform to ISPM 15 and be marked accordingly.

11. Individual Packaging for Large Flat Items

Packaging should be designed to hold the product such that it does not shift in any manner during transit. Individual packaging should be conspicuously marked to show which way is up, not to ship flat, etc.

12. Fabric Covered Items

All fabric covered items require a poly bag or sheet to protect from dirt and hand wear. Poly bags must comply with 12187 (MAT-2000) and have the suffocation warning and perforated holes for child safety. Some bags have small holes to allow the moisture to escape the bag or to make it easier to put the bag on the product by letting air escape.

13. Painted Surfaces

When in contact with corrugated packaging parts, painted surfaces must either be protected from abrasion damage with a poly bag/sheet or the corrugated packaging part must be wax coated with no-mar 70 or equivalent coating. Metallic painted products require a layer of poly or foam sheeting/bags between non poly-based pack material and product.

14. Staples

Staples MUST never be used to seal containers.

15. Banding

A minimum of 2 bands must be used. Caution must be used when banding to prevent the banding from interfering with fork truck and hand truck operation. Banding must not obstruct forklift openings. Banding should be avoided on product that is shipped FedEx.

16. Labels

Each product or box must have its own label unless it is a true multipack or bulk pack in which case only 1 label is generated. Labels must be placed on boxes or pallets so that they are easily scanned, easily visible upon receipt, and easily visible if stacked. Scanners can read through stretch/shrink film.

17. Markings

If a product needs to be handled in a certain way, transported in a certain orientation, contains a heavy end, cannot be stacked, or can only be stacked to a certain height, etc. then the packaging must contain marking or labels to clearly call this out.

18. Logos

Graphic requirements should be reviewed with Marketing based on each specific project. The Shipping Graphics specification 12251 is being updated with a Global Shipping Carton Standard Work that includes the new printing POV and icon list. The printing POV was released by Corporate Communications on 12/21/2020.

[View Packaging Sustainability Goals Example](#)

2.3.7 Distribution and Handling Guidelines

1. Weight Limit

The maximum weight of a multi pack that is meant to be handled by hand is 50 pounds. Single items exceeding this weight are excluded. Items meant to be handled by mechanical means are excluded.

2. Pack Information

Single pack, multi pack, bulk pack and palletized pack information must be filled out in full for new packs and any changes on existing packs using the proper Packaging Database ~~an~~ load sheet and submitted to the Packaging Engineers who will forward the information to Shipping Database to load.

3. Vended Finished Goods Products

Products should be shipped on the trailer floor and not on pallets. Pallets are to be used when the pallet is part of the packaging which will go to the customer. Pallets can also be used if the products are small, and many can fit on a pallet.

4. Trailer/Export Container Sizes

For information purposes, below is a list of trailer sizes used by our Load Planning Group:

North America Trailer Size:

53' Dry Box:

- Inside Dimensions: L-52'5", W-8'2", H-9'2". For cube purposes use 629"L x 98"W x 110"H.
- Cube capacity: 3924, planned for 3400 cube
- Max cargo weight 46,000 lbs.

Deck Height:

- Decks are typically built at 52" so the ideal max height of a palletized item is 48".

Export Container Sizes:

- 20' container I.D.– 19' 5" L x 7' 8" W x 7' 9 ½" H
- 40'std container I.D – 39' 6 ½" L x 7' 8" W x 7' 9 ½" H
- 40' HC container I.D – 39' 6 ½" L x 7' 8 ¼" W x 8' 9 ½" H
- 45' container I.D. – 44' 6 ½" L x 7' 8 ¼" W x 8' 10" H

EMEA Trailer Size:

	Inch	Ft.	Cubic Ft.	mm	Cubic m
Width	96	8.0	2907	2440	82
Length	531	44.3		13500	
Height	98	8.2		2500	

5. Packaging for Delivery to the Job Site

Packaging materials and pallet protection extends beyond the shipping environment through unloading and installation. Packaging materials should ideally be designed to stay with the product and provide protection not only through shipment, but through the installation process. Packages should be sized and scaled to anticipate movement through narrow stairways, hallways, elevators, and office doors without powered material handling equipment, and to provide protection if furniture needs to be placed upon end to allow access through doorways. Bulk packages should break down into individual components which allow easy handling at the install jobsite.

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 is 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 products 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 Controlled Document Issue Notification (CDIN) process.

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

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

Suppliers are required to notify Steelcase of any changes to their process, materials, machines ,design, etc. All changes must be submitted to Steelcase using the link below:

<https://app.smartsheet.com/b/form/7806592eb05546788cd375cbcea61a56>

All changes must be approved by Steelcase prior to implementation.

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

To prevent inadvertent disposal of our product hardware or small parts, a BLUE poly streamer, with a minimum length of 18in/46cm, must be securely attached to the bag.

When hardware/small parts bags are packed in larger parcel cartons, the ‘loose’ end of the ribbon is to be placed such that at least 2inches/5cm are visibly protruding when the carton is closed and sealed.

The ribbon used is typically known as flagging tape or surveyor’s tape which is available from many sources.

EXCEPTIONS:

- If small parts or hardware bags are secured within an individual carton clearly marked “HARDWARE ENCLOSED”, and that carton is then included within a larger parcel, the intent of this “Blue Ribbon” process is met - and the requirements above are optional. However, it

may still be desirable to follow the process for the contents of that carton and/or to attach a blue ribbon to that carton as if it were a bag.

- When small parts or hardware bags are packed in 'Retail' or 'Work-From-Home' product cartons, the "loose end" of the ribbon is NOT required to protrude outside of the carton - but the streamer MUST be placed so that is obviously visible when the carton is opened.



2.6 Controlled Document Issue Notification (CDIN) Process

The Steelcase Sourcing Service Center is responsible for issuing Steelcase Engineering Release documents to the supplier, and/or notifying the supplier of the change via the Controlled Document Issue Notification (CDIN) process. These documents include but are not limited to:

- Expanded Engineering Releases
- Engineering drawings
- Product structure files
- Engineering, design, test and material specifications
- Quality Acceptance Standards

Suppliers will receive these notifications electronically via SupplySync. Suppliers are responsible to acknowledge the CDIN receipt on SupplySync and ensure the contact information for CDINs in SupplySync is current and correct.

[View CDIN Example](#)

2.7 Labeling Requirements

2.7.1 Product Identification – Direct Materials

In all cases, product-labeling requirements must be specified on the engineering drawing. If this is not the case, please inform your Steelcase Engineering or Quality contact for clarification of the requirements.

2.7.2 Product Identification – Finished Goods

Product Identification labels are required for every product. Product ID labels are part of the shipping label. The product ID label requirements for use are defined on the Steelcase engineering drawing. The product ID label must be attached to the product in such a way as to ensure removal is intentional. The label must state “Made in (country of origin: US, Canada etc.) with (country of origin) and imported materials.

Steelcase®
By Steelcase Inc.
Grand Rapids, MI 49501-1967

MODEL NO ENO2810A	
ORDER NO. 5036676	
DEL DATE 05/10/2013	LINE 000020
FINISHES	
Made in USA with USA and imported materials	

2.7.3 Plastic Warning Labels

Plastic bags with opening diameters larger than five inches shall have the following warning statement:



WARNING Suffocation hazard, discard this bag after use. Keep this bag away from babies and children. Do not use in cribs, beds, carriages or playpens. This bag is not a toy. The thin film may cling to the nose and mouth and prevent breathing and could result in death or serious injury.

See MAT-2000 FOR ACTUAL SIZE

2.7.4 Bedding Law Labels

Bedding law labels are unique to product content, manufacturing location, and country of destination. If you are a supplier of upholstered items, you will need to provide Steelcase labels for each different

combination of contents. These labels will reference your state or provincial bedding and upholstery registration numbers. Each of your individual manufacturing sites must maintain a current upholstery manufacturer registration in all states, and local jurisdictions whose laws require you to do so and provide evidence of current registration upon request. These labels must be applied to each upholstered item as specified on the engineering drawing.

2.7.5 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.

- Note the Safer Occupancy Furniture Flammability Act or the SOFFA Act of 2019 adopts the California flammability standard as the federal standard for upholstered furniture. To meet the standard, the upholstered furniture must adhere to:
 - Compliance with the TB 117-2013 performance standard, which provides test methods for smolder resistance of cover fabrics, barrier materials and resilient filling materials for use in upholstered furniture.
 - A permanent label on upholstered furniture with the statement “Complies with U.S. CPSC requirements for upholstered furniture flammability.”

2.8 New Fabric Introduction

When new fabric(s) are introduced, the supplier is required to test the 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 the 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 on each container (if applicable)
- Batch and / or lot number (if applicable)

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

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

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.

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 and pricing 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 will be communicated to the supplier as a request for quote by Specials Supply Management Team or Quote Reps. The resulting quote is required within 1 business day (EST) of the request and must include a quote reference numbers. Mock-ups or priority orders might require a faster response.

3.4 Specials Quality Requirements

All special products manufactured by Steelcase suppliers are expected to meet the same quality standards as the standard product line. Examples include fit and finish requirements, door/drawer alignment and gaps, fabric wrinkles/alignment, etc.

SECTION 4: MATERIALS MANAGEMENT / ORDER FULFILLMENT

4.1 Capacity Planning (Sales and Operations Execution – S&OE)

Suppliers are required to establish inventory requirements based on service objectives to end customers, acceptable dollar 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

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

A scheduling bucket is assigned to each product that a supplier runs for Steelcase. The schedule bucket is used to control the number of products being requested by the customer on 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.

Load Agreements/Long term Capacity Plans/Quota Management

Steelcase will work with the supplier to develop Load Agreements and a Long-Term Capacity Plan for each bucket 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 daily. 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 Order Fulfill Manager will coordinate the supplier and the Supply Chain Lead. Steelcase will also provide ongoing order level and forecasting data to the supplier in the form of Forecast graphs and Planning Bucket summaries daily.

[View Capacity Plan Example](#)

Master Planner

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 eight days prior to the delivery date (or when the labels print) at Steelcase.

Suppliers will receive only one change notice from Master Planner eight days before ship if the order ship date was changed. The Capacity Manager 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.

4.3 Order / Change Process

Order Process

All orders from Steelcase will be communicated via EDI, EDI-to-Fax, SUS, Fax or SupplySync. 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. Invoices for orders taken without a legitimate Steelcase P.O. number will not be paid.

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 or label print date 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:

A Purchase Order will be generated indicating just the net changes made to the original P.O, prior to the label print or lead-time constraints being reached. An email mini form will be used to communicate changes made when inside supplier lead-time or label print date, additionally a phone call will also be placed. Approval or disapproval must be communicated back to the requester within

two 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:

Steelcase Order Fulfill personnel are the only Steelcase personnel who will be communicating these changes.

Note: Do not make schedule changes without specific contact from Steelcase Personnel.

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 Scheduling 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 Supply Management will send a copy of the Steelcase holiday and shipping schedules for the following calendar year to each supplier by the first day of October. If the supplier shut down schedule changes, a copy of the new schedule must be sent to the product planner at Steelcase.

4.5 Restricted Schedule Requests

If Steelcase Sales Services has a need to add product into a closed schedule (four weeks before shipment), they are required to make an email request to the planner. Steelcase Order Fulfill 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 two hours.

If it is not possible to provide the product in the requested ship schedule, the supplier will respond with the best available ship 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 us that internal systems are in place for shop orders, routings, etc.

4.7 Return Goods Authorization (RGA) Process

If there is a need to return a product to the supplier, the Steelcase Planner or designate will contact the supplier's order fulfillment representative for an RGA number. This number is used to track the product return and may also be used for invoicing purposes.

4.8 Mock-Up Process (Finished Goods)

A mock-up is a product that is ordered by a dealer or Steelcase area office for an account or design firm as a closing tool or key sales tactic for future projects.

A mock-up is an opportunity for Steelcase, with our supplier, to differentiate ourselves from our competition. It is a way to secure additional business for both of us by performing to a customer's request quickly and accurately. Because of the criticality of the office furniture industry bid timelines, mock-ups will frequently be requested for products to be manufactured in less than standard lead times.

Mock-up Requirements of our Suppliers

- Answers regarding mock-up requests are due back to Steelcase within two hours of request
- Supporting our mock-up process by carrying inventory of certain items as needed with no extra charge to Steelcase
- Designate personnel to expedite mock-up orders
- Inspect 100% of all mock-ups before ship (see Priority Inspection Process)
- Print/copy shipping labels on "rocket red" paper provided by Steelcase
- Providing evidence of a documented internal process for the manufacture and control of mock-ups throughout the supplier's facility
- Both the checklist and the mock-up shipping label should be signed by the inspector

SECTION 5: SUPPLY 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 products to the customer.

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

- Activities, alternate arrangements, and timelines 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 |
| 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 |
| 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? |

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>

steelcase inc

5.2 Financial Assessment Process

Steelcase requires an accountant-prepared financial statement for the purpose of conducting a supplier financial assessment. 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 Corporate Credit Team, effectively creating a firewall between them and the Supply Management function. The Credit Team has a long history of evaluating the financial conditions of Steelcase suppliers 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 Supply Management team for use on the Supplier Scorecard. None of the supplier's financial data will be passed to Steelcase Supply Management.

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

5.3 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

5.4 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 us and the supplier;

- Defining applicable law and dispute resolution should there be a dispute;
- Clearly defining the scope of the work/price under contract;
- Defining both Steelcase and the supplier's intellectual property interests and avoiding claims of infringement

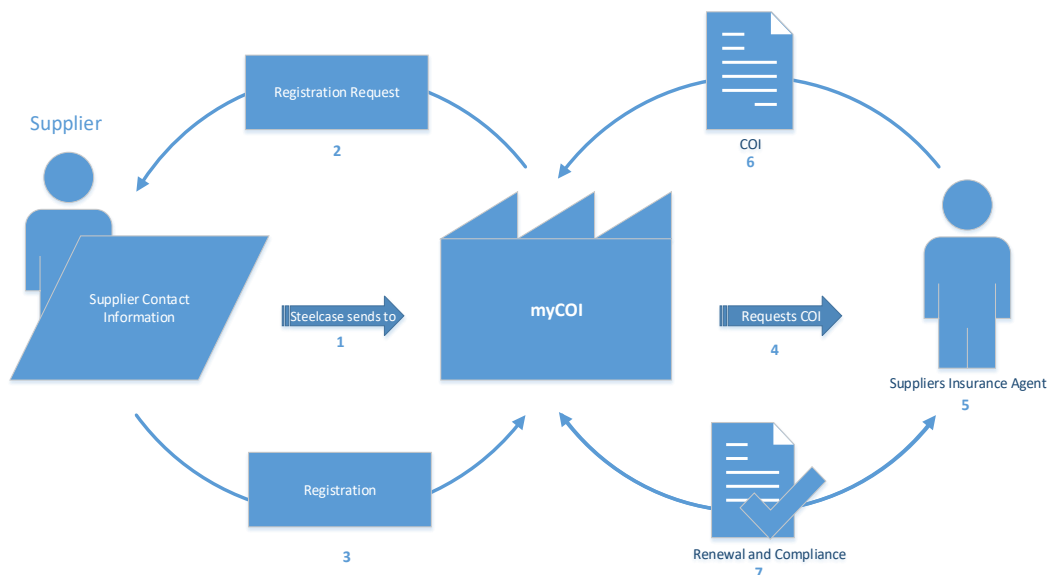
Maintenance/revision of the SOP document is the responsibility of Steelcase.

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

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

5.5 Supplier Certificates of Insurance

Steelcase utilizes a third-party company, (myCOI) to track and verify the supplier's insurance coverage, so that the supplier does not have to spend time requesting, collecting or delivering a certificate of insurance (COI) to Steelcase. When Steelcase and supplier enter into a schedule agreement, supplier will receive an email requesting registration from certificate.request@myCOIsolution.com. The supplier must follow the instructions contained in the email and complete the online registration. Upon completion of registration, myCOI will request proof of insurance directly from the supplier's insurance agent(s). Once a compliant COI is received by myCOI, any future insurance correspondence will be conducted between myCOI and the supplier's insurance agent(s). As agreed, supplier will keep a compliant and up-to-date certificate of insurance (COI) and will notify Steelcase of any change including expiration or cancellation. Override approvals are provided by the Steelcase Risk Manager when appropriate to the relationship.



5.6 Supplier Technology Requirements

5.6.1 Electronic Business Transactions

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

5.6.2 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 may be asked to participate in SupplySync. To gain 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. Once you have been onboarded and active in the system, on-going support will be provided 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.

5.6.3 Transaction Timing

Below are the expectations Steelcase has regarding the 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.
- Order Acknowledgments and Order Change Acknowledgments - These transactions can be sent as often as the Supplier wishes, throughout the day, with a minimum being daily. 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 (ASN) must be sent 24 prior to shipment.
- Invoices – These transactions should be transmitted in a timely manner.

5.7 Invoicing and Accounts Payable

5.7.1 No Purchase Order, No Pay Rule

Steelcase Global Policy for supplier invoice processing is “no PO, no payment”. All invoices for goods (direct, VFG, or indirect) 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.

5.7.2 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.

5.7.3 Credit Memo

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

5.7.4 Submission

Electronic submission is required for all suppliers via the same method they receive their purchase orders, i.e., SupplySync, SUS, EDI and XML.

Manual email submission is accepted for those suppliers not currently set up for electronic transactions. Suppliers set up on electronic submission should not submit any invoices manually unless requested by Accounts Payable for a specific situation.

All credit memo submission should be done via the manual method.

Manual Submission: **supplier-invoice@steelcase.com**

Accounts Payable Support Desk: **apcs@steelcase.com**

5.7.5 Payment

Steelcase provides payment electronically. (ACH/EFT/Wire)

5.7.5 Invoicing Requirements

- Only 1 PO per invoice.
- 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.
- Invoices that are sent electronically must not be sent via mail or email, unless requested by Accounts Payable.

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 must be under full contract with Steelcase. This is a balanced scorecard based on transactional activity and perception scores in several key business areas. Steelcase measures supplier performance to agreed-upon specifications per supplier acceptance of Steelcase purchase orders as well as actual on-time shipment, Quality issues and perception factors such as agility 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

Finished Goods suppliers are responsible for communicating daily production information. This includes:

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

Daily submission of the Proactive Shortage Report is required regardless of whether there are shorts or not. An indication that the form is intentionally left blank should be included.

A Steelcase Finished Goods Planner will provide the templates for the Past Due Order Report and the Proactive Shortage Report.

5.9 Supplier Business Reviews

Suppliers may be chosen to participate in a periodic (monthly or quarterly) business review, the purpose of which is to relay information regarding upcoming business trends 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 Report Card / Performance Review
- Quality DPPM & Improvement Project Review
- Capacity Management / S&OE 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.
- (4) setting Science-based Targets (SBTs)

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 the U.S. may go into Steelcase products that are ultimately sold 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, NF Environment, Blue Angel, Green Tick or other regionally accepted certifications. 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.

Also, Steelcase has committed to meeting science-based targets validated by the Science Based Targets initiative (SBTi) to direct and measure its progress towards reducing emissions contributing to climate change. By taking these steps, Steelcase will be better prepared to mitigate risk and uncover opportunity. Steelcase will consider supplier commitments to SBTi in evaluating their performance and determining whether to continue to do business together.

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 28/02/2018 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.

Organization-specific data: Examples of organization-specific data needed from suppliers may include greenhouse gas (GHG) emissions and other prerequisites for setting science-based targets.

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.

Suppliers will also be asked to submit their greenhouse gas (GHG) emissions on an annual basis and publicly disclose their emissions. By 2025, suppliers will set science-based targets verified by the Science Based Targets initiative (SBTi).

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 your contact in the Steelcase Supply Chain group, who will bring the appropriate subject matter expert for the topic, when needed.

Starting this year, sustainability has been allocated five points on the scorecard. Suppliers will be scored on carbon strategy and any other sustainability matters that they have been asked to participate in, including things like conflict minerals reporting and broad strategy. Supplier's participation and continuous engagement can support Steelcase's sustainability goals in addition to getting the sustainability scores on the scorecard.

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 SAP Purchase Orders

Whenever Steelcase has agreed to arrange and pay the freight charges and we are issuing SAP purchase orders this is our process. The day before pick up around 3pm, the supplier will receive a shipment notification (ship notice). This notification will include the assigned carrier SCAC number, carrier name, Freight Order #, Pickup date, destination address, list of POs to be picked up, total weight and pallet quantity to be picked up. The supplier will also receive a standard Steelcase Bill of Lading (BOL) to be used for freight pickups. The carrier, billing, and source/destination info will be pre-populated, but the supplier will have to complete the bottom portion by listing Steelcase PO numbers and skid/unit count and weight (this portion of the PDF is editable). If for some reason you do not receive a ship notice or BOL please contact Steelcase Logistics, inb-logistics@steelcase.com as soon as possible.

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

- If the supplier is on SupplySync, for communication to be sent to the correct people it is important to have contact information current and accurate in SupplySync. There is a “Distribution/Logistic” functional contact type in SupplySync that requires a valid contact associated with it. The email associated with this type needs to be someone at the supplier who would receive the ship notices and use them to ensure the POs are ready to be picked up on the date specified. For information on how to enter contact information in SupplySync, reference the SupplySync Support Guide on Village.
- If the supplier is not on SupplySync the supplier can communicate the contact information to Steelcase Logistics. Name, phone number and email addresses are required.

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 (unless the supplier is a finished good supplier that is approved to ship MAD+ by their SCL, in which case they can ship early). 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 and MRO. Vended finished goods suppliers see your 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 according to 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 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 Steelcase Logistics inb-logistics@steelcase.com.

The supplier is expected to have the material ready for pickup prior to, or at the start of the morning of the PO ship date. Pickups are scheduled based on the product being ready at the start of business hours that are on file for the supplier. The PO must be 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.

For drop ship orders (orders shipping directly to our customers), or 3700 POs that are cut for testing/by corporate, the supplier must submit a transportation request form at least 48 hours prior to when the material needs to be picked up to inb-logistics@steelcase.com. This is for all orders that are over 150 LBs. For items that are under 150 LBs and not skidded, these can be sent FedEx Ground and do not need to be submitted to us.

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 three 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.
- Two days prior to pick up, an email will be sent by the distribution/logistics contacts asking to verify POs and part pack information.
- The day 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.

6.1.1 Modes/Types of Transportation

FedEx Ground and FedEx Express shipments

- The supplier is responsible for arranging pickups for all Fedex Ground and Express Air shipments. The ship notice received the day before will tell the supplier the service level to use.
- The supplier must use Fedex.com via the Steelcase Fedex Ship manager to arrange pickup. In order to get a Steelcase Fedex login ID request one by email @ inb-logistics@steelcase.com.
- The Steelcase Freight Order # must be placed in the Freight Order Number field when arranging pickup. The Freight Order # will be on the ship notice received the day before pickup.
- Print and use the air bill or label from Fedex.com ship admin portal. It will have all of the information needed for proper billing and routing.
- Fedex ground shipments cannot be packed on a pallet. If your material needs to be packed on a pallet and the ship notice instructs you to ship Fedex ground, email inb-logistics@steelcase.com to change the mode.
- Fedex express shipments can be parcel (boxed) or palletized. If the material needs to be palletized the service level must be Fedex 1 Day or 2 Day. The service level will be indicated on the ship notice. If the shipment is palletized and the service level on the ship notice does not indicate Fedex 1 Day or Fedex 2 Day, please email inb-logistics@steelcase.com.

FedEx Freight shipments

- Fedex Freight is an LTL carrier. All LTL pickups will be arranged by Steelcase logistics.
- For LTL shipments, please affix a copy of our BOL to each pallet/crate/etc. This helps tie tracking to the correct pro number assigned by the LTL carrier on our BOL.

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. If the supplier is responsible for creating an ASN the carrier's SCAC code will need to be placed in the ASN field.
- For truckload carriers, please print enough copies of our BOL for your records and for the carrier/driver.

Example of an email notification:

The screenshot shows a Steelcase BOL email notification. Callout A points to the pickup date and time. Callout B points to the carrier information. Callout C points to the load details table. Callout D points to the total pallets count.

Steelcase

Freight Order Number 7000003346
ISC Inbound Service Center
4380 52nd Street
Kentwood, MI 49512

Pickup Date 12/18/2015
Pickup Time 08:00:00

Carrier CITC-S/C LOCAL - G.R. CITY FLEET

Load 1 - (Steelcase Inbound Service Center) 13.06 Pallets

Plant	Purchase Order	Line	Material	Description	Quantity	UOM	Weight	Pallets
Plant 1010 - Kentwood ISC	4506362349	1	821411111-7238	POWDER COAT-Fieldstone Texture	0.00		15,440.00	9.00
	450636230	1	821411111-4242	Powdercoat-Milk Smooth	0.00		6,950.00	4.06
								13.06

Please use the PO list below to copy and paste in the SupplySync ASN:
Plant 1010 - Kentwood ISC
4506362304
4506362349

There are 4 key pieces of information within the pre-pick-up notification email:

- The pick up date and time is the estimated time the carrier will arrive to pick up the material.
- The carrier section will display the SCAC code and name of the carrier picking up the material.
- If there are multiple POs with different destination locations, the email will provide the sequence in which the POs need to be loaded on the trailer. This will help with the deliveries of the material to the different locations. In the above example, there is only one stop (Load 1). If there were additional destinations, there would be a section below titled "Load 2". Load the material in order starting with loading "Load 1" first, "Load 2" second, etc.

- D. The pallet quantity section is determined based on the part pack data provided by the supplier. If discrepancies are found with the pallet quantity, it is the responsibility of the supplier to send the correct part pack data to Steelcase Logistics team inb-logistics@steelcase.com.

6.2 Expedite Purchase Order Shipments (Direct Materials & MRO)

The expedite process requires both parties to 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 pickup 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 this time.
 - The material planner contacts the inbound logistics team who will determine the best mode of transportation and email you the notification email.
 - If the pickup is the same day as the request, you will receive the email as soon as the PO has been planned for pickup. If the pickup is in the future, you will receive the notification email the day before around 3pm.
 - 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 and follow their process.
 - Someone from the inbound logistics team will determine the best mode of transportation and email you the notification email.
 - If the pickup is the same day as the request you will receive the email as soon as the PO has been planned for pickup. If the pickup is in the future you will receive the notification email the day before around 3pm.
 - 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.

6.3 Expedite Vended Finished Goods Purchase Order Shipments

The expedite process requires both parties to 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 inb-logistics@steelcase.com with the below information 24-48 hours in advance when possible. Requests for same day changes will not be processed after 1pm for first shift operations.
 - Supplier name (and location if multiple)
 - Requested time of additional/canceled pickup
 - If time change, what is the original time, what is the desired time?
 - Include FO # if available
 - A logistics planner will respond confirming the change and providing FO # and carrier for any additional shipments.
- If supplier needs to expedite/change shipment mode:
 - The supplier is to email inb-logistics@steelcase.com and their VFG event manager to inform them that an exception to standard shipment schedule is needed
 - The supplier should submit the Transportation Request form to inb-logistics@steelcase.com with the necessary information.
 - 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.
 - If the pickup is the same day as the request, you will receive the email as soon as the PO has been planned for pickup. If the pickup is in the future, you will receive the notification email the day before around 3pm.
 - The supplier is to ship per the notification email.
- If Steelcase needs to expedite/change a schedule pickup:
 - The Steelcase event manager needs to change the MAD date on a PO by following the change order process. This includes submitting a sharepoint Freight Move Request form to the inbound logistics team 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 PO has been planned for pickup. If the pickup is in the future, you will receive the notification email the day before around 3pm.
 - The supplier is to ship per the notification email.
- Drop Shipments:
 - If the shipment is less than 150 LBs, it can be sent FedEx parcel with the appropriate service level without being submitted to Steelcase Logistics. Do Not Use FedEx First Overnight. FedEx Ground, Standard Overnight, and Priority overnight are approved. FedEx Standard Overnight is to be used if the product is needed next day but a time is not specified. FedEx Priority is to be used if the product is needed by 10:30AM.
 - For shipments over 150 LBs, the supplier must submit the transportation request form via email to inb-logistics@steelcase.com 48 hours prior to pick up for the transportation team to process.
 - This includes shipments that were originally cut to ship direct and shipments where the Steelcase Event Planner has changed the destination address.

- The logistics planner will provide shipping instructions on whether the product will need to be expedited and what method of transportation to use.
 - If the pickup is the same day as the request, you will receive the email as soon as the PO has been planned for pickup. If the pickup is in the future, you will receive the notification email the day before around 3pm.
- The supplier is to ship per the notification email.
- **MAD Changes:**
 - If a Steelcase event manager needs to change the MAD date on a PO, they must submit a sharepoint Freight Move Request form to the inbound logistics team who will dictate to 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 PO has been planned for pickup. If the pickup is in the future, you will receive the notification email the day before around 3pm.
 - The supplier is to ship per the notification email.

6.4 For Non-SAP Purchase Orders (for example, Steelcase Amex Syteline PO's)

Whenever Steelcase has agreed to arrange and pay freight charges and we are issuing non-SAP purchase orders, this is the process. This is also the process to make special requests for Steelcase to arrange and pay freight charges for a PO. The supplier is to submit a transportation request form at least 48 hours prior to the material being ready for pickup to the logistics group at inb-logistics@steelcase.com. Once the logistics team has processed your request, you will be receiving confirmation via email with the freight order number and carrier info. At the very latest you will receive this notice by 3PM the day prior to shipping. Note, if you have not received this by 3PM or need to make changes to your original request, please email inb-logistics@steelcase.com.

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 ship date you provided. If the ship date needs to change, please notify the logistics team as soon as possible. Late changes to a pickup request are costly so please notify the logistics team of any changes as soon as possible.

The ship date submitted is the day the pickup will be planned. If the delivery date submitted will cause an expedited mode, the logistics team will contact the requestor asking to confirm the additional cost is required.

The supplier is to have the material ready for pickup prior to or by the start of the morning of the ship date. It must be 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 is critical to successfully plan the lowest cost transportation.

6.5 Modes / Types of Transportation

Fedex Ground and Fedex Express shipments:

- If your shipment is less than 150 LBs per package, and is not skidded, it can be shipped FedEx ground. FedEx ground shipments do **NOT** require a transportation request form to be submitted to the logistics team.

- The supplier is responsible for arranging pickup for all Fedex Ground and Express Air shipments. The ship notice received the day before will tell the supplier the service level to use.
- The supplier must use Fedex.com via the Steelcase Fedex Ship manager to arrange pickup. In order to get a Steelcase Fedex login ID request one by email @ inb-logistics@steelcase.com.
- The Steelcase Freight Order # must be placed in the Freight Order Number field when arranging pickup. The Freight Order # will be on the ship notice received the day before pickup. If shipping ground, use Steelcase purchase order # as you do not need to request transportation through the Steelcase logistics team.
- Print and use the air bill or label from Fedex.com ship admin portal. It will have all of the information needed for proper billing and routing.
- LTL shipments must be palletized. If your material is not packed on a pallet and the ship notice instructs you to LTL, email inb-logistics@steelcase.com to change the mode.
- Fedex express shipments can be parcel (boxed) or palletized. If the material needs to be palletized the service level must be Fedex 1 Day or 2 Day. The service level will be indicated on ship notice. If the shipment is palletized and the service level on the ship notice does not indicate Fedex 1 Day or Fedex 2 Day please email inb-logistics@steelcase.com.

FedEx Freight shipments:

- FedEx Freight is an LTL carrier. All LTL pickups will be arranged by Steelcase logistics.
- For LTL shipments, please affix a copy of our BOL to each pallet/crate/etc. This helps tie tracking to the correct pro number assigned by the LTL carrier on our BOL.

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. If the supplier is responsible for creating an ASN the carrier's SCAC code will need to be placed in the ASN field.
- For truckload carriers, please print enough copies of our BOL for your records and for the carrier/driver.

6.6 Returnable Dunnage; How to Request More?

- The supplier is required to email the ISC dunnage team with the dunnage request form. Please send the form to: returnables@steelcase.com
- The supplier must complete and send the order form in excel. A picture or PDF will not be accepted.

- The email needs to be sent 36 hours prior to delivery for city fleet deliveries and 72 hours for all other deliveries.
- The ISC/Returnables team will only respond if they are out of something you are requesting.
- Below is an example of the dunnage request form:

Vendor Name:		G A Richards		Date Requested:			
Vendor Contact (name and phone number):				Date Needed:			
Ship to address:		1060 Kon-O-Sha, GRAND RAPIDS, MI, 49508		VN_4000502_NA		To guarantee your request is fulfilled, submit this form 2 days prior to pickup.	
Collapsible Container Request:	Dimensions	Requested Quantity	Quantity Sent	Plastic Tote Containers	Tote #s	Dimensions	Requested Quantity
Uni-Packs							
Green Sleeves - Multi Of 30	40 x 48 x 18			Grey tote - multi of 80	EF2120	6 x 8	
White Sleeves - multi of 15	40 x 48 x 36			Grey tote - multi of 100	EF3120	8 x 12 x 5	
Yellow Sleeves - multi of 15	40 x 48 x 40			Grey tote - multi of 100	EF3170	8 x 12 x 7	
Green Unipack Outer Sleeve				Grey tote - multi of 50	EF4170	12 x 16 x 7	
Green Unipack Inner Sleeve				Grey tote - multi of 50	EF6120	16 x 24 x 5	
Yellow Unipack Outer Sleeve				Grey tote - multi of 25	EF6180	16 x 24 x 7	
Yellow Unipack Inner Sleeve				Grey tote - multi of 15	SO3215	14 x 32	
Yellow Backup Unipack				Small blue tote - multi of 96	146/3	8 x 12	
White unipack double wall inner sleeve				Medium blue tote - multi of 50	ETB642	16 x 24	
White unipack double wall outer sleeve				- GR Carvers			
Small Blue Unipack				- Richwood			
Red/Tan Sleeves multi of 15	44 x 54 x 48			Small Blue Tote			
Cardboard Backup Boxes				- Total Plastics			
Green Backup multi of 40	40 x 48 x 18			Black Skids - 48 1/2IN X 40 3/4IN			
White Backup multi of 40	40 x 48 x 36			GRC Grey Tubs			
Yellow Backup multi of 40	40 x 48 x 40			Yellow Plastic Skid - multi of 10			
Carboard Backup Lids Multi of 250				Top For Yellow Skid Multi Of 65			
Small Plastic Top & Bottom							
Uni-Pak Bottoms - small - multi of 27	40 x 48			Steel Tub/Rack Containers		Dimensions	Requested
Uni-Pak Tops - small - multi of 27	40 x 48			Full size steel tubs			Sent
Large Plastic Top & Bottom				Half height steel tubs			
				Full size brace racks		32 x 30	

6.7 Shipping PO Destinations at Steelcase Inc.

- Product sorting will be determined between the supplier and the Steelcase distribution team.
- Products must be loaded such that 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.

6.8 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.

The following are the requirements for all shipments to Steelcase North America:

- Any supplier-caused disruption (e.g. product not available within a reasonable time of scheduled pickup) may result in a minimum charge to the supplier of \$75.00 per hour for every hour departure time is missed rounded up to the next hour after 5 minutes.
- If the supplier is at fault for Steelcase incurring additional transportation and logistics costs over and above normal charges, such costs may be chargeable to the supplier. This could include, but not limited to, items such as shipment delays, split or incomplete shipments,

freight damage caused by supplier neglect. Specific Quality Management Notifications (QMN) may be written, and applicable charges applied.

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). If you are using Supply sync's ASN process, you are required to print and use the Packing List and Pack Label offered in the Transportation Planning tool.

(See example below)

Required information includes:

- Supplier's name and address from where shipment originates.
- Steelcase Plant destination name and address. (Ship TO:)
- Steelcase Plant delivery door number.
- Purchase Order and line item being shipped.
- PO line-item quantity being shipped.
- PO Due date.
- Revision level of product.

IF using Advance Shipment Notification process in SupplySync:

(Includes above information plus):

- Delivery Number (human readable and in 3 of 9 barcode format)
- External ID number
- Individual Pack ID number (human readable and 3 of 9 Barcode format)
- Number of total packs on this shipment (ASN)
- Bill of Lading number
- Trailer number
- Carrier name
- Plant ID number
- Destination Door number

Supplier must use SupplySync provided Packing List when submitting ASN. *(See example below)*

Delivery Number: 0280394827



Delivery Date: 07/20/2004 000000
Supplier External ID: INVOICE NUMBER 1

AP RELEASE TEST VENDOR #1

901 44th Street
GRAND RAPIDS
MI 49501
US

Packing List

Plant: 1500

Carrier:
BOL#:
Trailer Number:
Payment Terms:
of Packs: 00002

Ship To:
Steelcase Desk Plant
Desk Plant
1120 36th Street SE
GRAND RAPIDS
MI 49508
US

Sold To:
Steelcase Inc.
901 44th St. S.E.
Grand Rapids
MI 49508
US

Pack Plant	Order Number Str Loc	Line	Material Door	Description	Qty	UoM	Due Date: REV
N0003XS98 1500	5500000353 1509	1	KBSAEDI 85	13W T2 BALLAST- FULL OUTPUT	400.000	PC	06/15/2004 M
N0003XSBA 1500	4500933223 1501	1	ASNTST11500 90	GLIDE - ADJUSTABLE (600)	100.000	PC	07/21/2004 B

Plant Pages: 1 of 1 Total Delivery Pages: 1 User: JBLOEM2
Printed on: 04/18/2005 13:50:14

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 you are using Supply sync's ASN process, you are required to print and use the Packing List and Pack Label offered in the Transportation Planning tool. *(See example below)*

- Steelcase material number (part number)
- Revision level
- 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 instructions, if applicable

Suppliers must use SupplySync provided Packing Label when submitting ASN.

IN0003X5BA

AP RELEASE TEST VENDOR #1

901 44th Street
GRAND RAPIDS
MI 49501
US

Delivery Number: 0280394827

Plant: 1500
Door: 90

Delivery Date: 07/20/2004

Material	Order Number	Line	Qty	UoM	SLOC
Description					Due Date
ASNTST11500	4500933223	1	100.000	PC	1501
GLIDE - ADJUSTABLE (600)					07/21/2004

Printed on: 04/18/2005 13:50:46 Page: 1 of 1 User: JBL0EM2

Steelcase Finished Goods

Requires precise loading requirements based on specific order conditions.

- The supplier is encouraged to use one skid for all small or miscellaneous orders, or as the ASN permits.
- In certain instances, the supplier will be requested to sort by PO number or by regional distribution center.
- All orders must have pack labels properly attached facing the tail of the trailer.
- Labels must be visible, and barcode must overhang at the end of the box (see photo below).
- Mockup orders are always to be loaded last, at the tail of the trailer, with the label copied/printed on "rocket red" paper (provided by your Steelcase FG Planner) and in clear view.
- Trailers must arrive complete and on time (to Steelcase by 8 pm on due date to allow time to unload and scan by 10 pm).
- Special loading requirements will be stated in the Schedule of Product.
- Under most circumstances, a Steelcase Finished Goods supplier will be required to sort shipments by PO number. Low quantity orders can be combined when required.

Correct Label Placement



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, Airway bill...etc.)
- Consignee and complete address
- Destination door number, Shipper 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

Bill of Lading document not provided in SupplySync

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 (MPA) 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 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
- Forced labor
- Antitrust
- Environmental, health and safety
- Import/export compliance

7.2 Free Trade Agreements

Free Trade Agreement Requirements

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

The Free Trade Agreement most used by Steelcase is USMCA for trade between the United States, Canada and Mexico. USMCA requires that Steelcase obtain certificates of origin from all suppliers of components used to produce finished products being sold by Steelcase in those 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. Also, the Preference Criteria Code (PCC) must be identified for all USMCA eligible 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 questions regarding U.S. Customs laws and USMCA can be addressed to the U.S. Department of Commerce, Office of USMCA and Inter-American Affairs.

WWW.CBP.GOV

7.3 US Federal Government Requirements

BAA – Buy American Act / TAA – Trade Agreements Act

Steelcase does sell product to the United States Federal Government and is required to prove percent content in our products to meet certain agreements like the BAA and TAA.

Suppliers will be required to tell Steelcase if their products apply to the BAA, TAA or both. The Steelcase Global Trade Compliance Team will contact the supplier with a list of products that need analysis.

7.4 Customs Trade Partner Against Terrorism (CTPAT) Requirements

If Steelcase is the Importer of Record of the goods you provide, you will require all carriers and logistics providers that you use in connection with the performance of this Agreement to:

- maintain security programs that meet the requirements of the Customs Trade Partner Against Terrorism (CTPAT) program of U.S. Customs and Border Protection, or similar government supply chain security program such as Operador Economico Autorizado (OEA – Mexico) or Authorized Economic Operator (AEO – Europe)
- provide all documentation relating to such programs as we may request, and
- allow our designated auditors and U.S. Customs and Border Protection auditors access to your or their facilities to evaluate your or their security programs.

If your carriers or logistics providers will be handling imports into the USA, they must be CTPAT certified.

If you or your carriers or logistics providers are CTPAT certified or certified within another government supply chain security program, you will provide us with evidence of your certification, and if you or they lose such certification for any reason, you will notify us in writing immediately. You must send any such notices to us at:

Steelcase Inc.

GH-4C-01

Global Trade Compliance

901 44th Street SE

Grand Rapids, MI 49508

7.5 Forced Labor Requirements

Forced Labor occurs when individuals are compelled against their will to provide work or service through the use of force, fraud or coercion. This crime can happen both in the United States and overseas.

Customs & Border Protection (CBP) are responsible for preventing the entry of products made with forced labor into the US Market by investigating and acting upon allegations of forced labor in supply chains. Steelcase may need to work with the supplier(s) to verify that no forced labor is being used in their products (whole or in part) to the United States. Suppliers are required to help with this investigation. This means the suppliers will need to provide proof from their TIER 1, 2, 3 and or 4 suppliers that know of forced labor is being used in their materials.

EXHIBITS



PPAP REQUIREMENTS CHECKLIST

Drawing Number: _____

PPAP Due Date: _____

Part Number(s): _____

Part Name: _____

Date PPAP Requested: _____

ER #: _____

Project Name: _____

Steelcase Requestor	Manufacturing Location
Name: _____	Name: _____
Function / Dept: _____	Company / Location: _____
Phone: _____	Phone: _____
Email: _____	Email: _____

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

X	Production
---	------------

☐ Prototype

[illegible]

File name: Control Plan Example.xls
Tab: Control Plan

QAP 04.0

Pg. 1 of 1

Notification 200034168
Description \$300.00 Process Fee
Priority QM 1 Very High
Reported by JDoan Notification date 07/19/2008
Start deadline 07/19/2008 End deadline 08/10/2008
Vendor 555555 Fabricators Inc.
Material 8425070-9160 RAIL - ADJUSTABLE

Parts not to print. Print specifies length to be 25.438 +/- .020 found
Parts running as high as 25.630
Quantity rejected 10,800
P.O.'s being debited;
4502146078 line 1 - 3,000
4502143165 line 2 - 6,000
4502136849 Line 3 - 1,800

Total Qty 10,800
Costs per part 12,000 x \$.111 = \$1,332.00
Please send Corrective action to sqa@Steelcase.com by 8/2/08

Task 0001

Task QM- T2 QMT1 14 Day Corrective Action Requirement
Responsible Person

Task text Corrective Actions required.

Status TSRL

Planned start 04/16/2009 17:03:11

Planned end 05/08/2009 17:34:53

*The Corrective Action Response Should Include Answers To The Content

Below. Suppliers May Use This Form Or Equivalent To Reply.*

Corrective Action Response Not Received Within 14 Calendar Days Of The

Origination Date Of The QMN May Be Subject To Additional Fees.

*What is the Short-Term Corrective Action Response? _____

What Is The Root Cause? (Please Consider Using The Following Methods To Determine Root Cause: 5 Whys, 8D, Pareto, Fishbone Diagram, etc.) _____

*What Long-Term Permanent Corrective Actions Were Taken To Prevent Recurrence?(Please Consider Effects On 5M's: Materials, Methods, Manpower Machines and Mother Nature.) _____

*What Error Proofing Methods Were Used? _____

*What Impact Is There On Similar Products / Processes? _____

*What Quality Documents Are Affected, Need Changing? (i.e. Manufacturing Control Plans, Work Instructions, etc.) Please Attach Revised Documents with Your Response. _____

*What Evidence of Effectiveness (measures) have been established? _____

*How Was Effectiveness Verified? _____

Supplier Representative: _____

Date Submitted: _____

Detail item 0001

Problem QMD2 2251 Laminate/edgebanding/molding

Object part

Text Various defects in sheets

Classification

End of report


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.

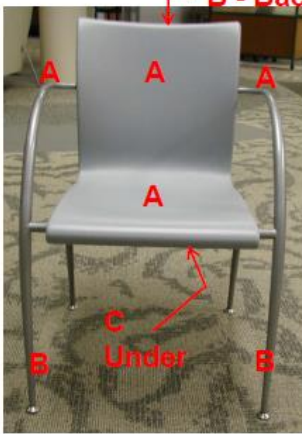
The engineering drawing is to be considered the final authority on design intent characteristics. During QAS criteria development and review, design intent information, such as dimensional call-outs, gaps, surface classifications, etc. are to be incorporated in the engineering drawing for the product 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		
			<small>EFFECTIVE</small> Aug 2009	<small>REVISION</small> A	<small>PAGE</small> 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.



Location (Plant Name):		Approvals		Materials Mgr	
Capacity Bucket:				Central Scheduling	
Bucket Description				Procurement	
Product Line				Engineering	
Representative Name:				Ops Manager	
5/30/2017					
	Baseline	1st Constraint	2nd Constraint	3rd Constraint	4th Constraint
Daily Capacity Threshold (PCS or HMS)					
Weekly Capacity Threshold (PC or HMS)					
Std. Number of Shifts					
Hours Per Shift					
Elasticity Plan Defined (How much/How fast)	Elasticity Plan that shows capabilities to ramp up within 2-4 weeks without a fixed cost investment. What is top capacity that can be achieved quickly relative to staffing? What are Supplier/Material limitations and capabilities on short lead time? Is there alternate equipment available that can help with surge capacity? How quickly can we ramp down?				
How will this be accomplished? Overtime, Saturday, Sunday, etc?					
Manpower (Full time/Temp)					
Special Skills (Sew, Weld)					
Notification Period Required/Lead Time/Cost					
Machine/Equipment Capability (Internal)					
Tooling Requirements/Cost - (Internal Fixtures/Dies)					
Equipment & Tooling Leadtime (Internal)					
Process Improvement Capability Needed (Internal Tables/Conveyors) and Cost to Implement					
Additional manufacturing space requirements (Internal)					
Internal Notification Period Required/Lead Time					
Additional Staffing/Shifts Needed at Supplier, Cost to Implement					

Packaging sustainability goals by the end of 2022

- Improve recycled content in our core packaging materials
 - Improve corrugated average to 75% or greater
 - Improve honeycomb average to 50% or greater
 - Improve PE poly material average to 25% or greater
 - Improve EPP, PP and EPS foams average to 25% or greater
- Source all paper-based packaging from sustainably managed forests (SFI or FSC certified)
- Investigate and implement the use of n-pulp in packaging in our Chinese manufacturing
- Investigate and implement a program to capture and reuse some of our packaging from customer job sites.
- Packaging to be made from materials that are curbside recyclable

Packaging sustainability goals by the end of 2025

- Investigate and implement more environmentally friendly materials to reduce plastic packaging by 25%
- Continue to align with packaging companies and suppliers that are making a difference for the environment
- Continue to work with our Logistics teams in improving trailer/container efficiencies
- Strive for recycled content in all packaging to 100%
- Investigate and implement new sustainable and biodegradable materials in our packaging wherever they make business sense
- Strive for all packaging to derive from renewable resources

