

# Incorporating Sustainability Into a Business Model

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# Questions

- How many people have their own ISO 14001 EMS?
- How many people have started their conversion to the 2015 version?
- How many people have helped develop an EMS?
- How many people have their own EMS?
- How many people have heard of EMS?

# Steelcase EMS History

- 1968 – Started the EMS with the hire of our first Environmental Engineer
- 2004 – Completed ISO 14001 EMS in Malaysia
- 2006 – Completed ISO 14001 EMS in Europe
- 2012 – Completed ISO 14001 EMS in North America
- 2015 – Completed ISO 14001 EMS of all manufacturing plants, globally

# Acronym Alert

- EMS
- EIRs
- EMPs
- NA
- EMR
- NCA
- PTE
- EMEA
- CEMR
- NCs
- 7Q3
- AP
- PEMR
- OFIs
- GIEMS
- EAs
- LOR
- BPs
- SDS
- LMS
- CAPA
- BMPs
- SEAs
- EHS

- We will talk about the ones in green

# Scope of Steelcase Environmental Management System (EMS)

- 16 plants Globally
  - 7 in NA (North America), 1 EMS
    - 2 in Mexico
      - » Tijuana
      - » Reynosa
    - 5 in the USA
      - » Alabama
      - » Oklahoma
      - » 3 in Kentwood; Energy Center, Kentwood Plant, Wood Plant
  - 6 in EMEA (Europe Middle East Africa)
    - One EMS
      - » France
      - » Germany
      - » Czech Republic
    - Spain, standalone
    - Belgium, standalone
    - Riyadh, standalone
  - 3 in AP (Asia Pacific)
    - China, standalone
    - India, standalone
    - Malaysia, standalone

# Steelcase Facilities



# What we wanted from our ISO 14001 EMS

- Certificate of ISO 14001 Registration
- Structure for any environmental initiatives and changes
- Easy emphasis on cost savings

BUREAU VERITAS  
Certification



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必维认证集团认证控股有限公司英国分公司  
确证上述单位的管理体系已经评审  
并确认符合下列管理体系标准全部适用条款的要求

认证依据之体系标准

### ISO 14001:2004

体系覆盖范围

办公家具的生产和贸易

认证周期起始日期: 2016年9月4日

在证书持有者之管理体系持续符合要求的运行条件下, 本证书至下述日期有效:  
2018年9月15日

最初的批准日期: 2010年9月4日

证书号: CNGZ301319-UK

版本号 A, 批准日期: 2016年9月1日

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需进一步澄清本证书认证范围及此管理体系要求的适用性, 可直接向持证者咨询  
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本证书信息可在国家认证认可监督管理委员会官方网站([www.cnca.gov.cn](http://www.cnca.gov.cn))上查询

# What we did not want from our ISO 14001 EMS



# Set up of our system

- Electronic based controlled copy system
- Worked closely with the Quality Department
- Heavy emphasis on what the system can do for us

# Incorporating Sustainability Into Our Business Model

1 - Goals

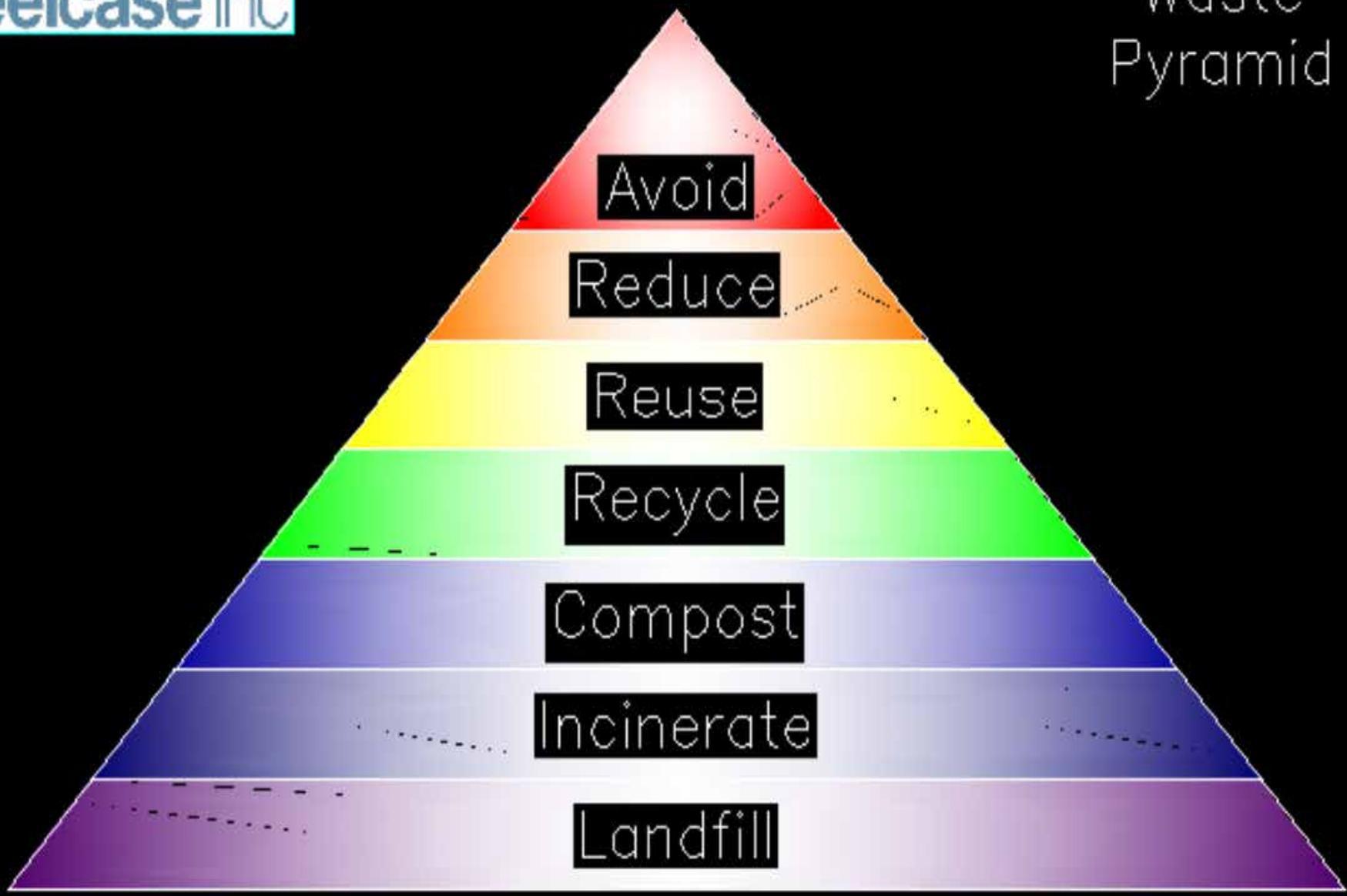
2 – Progress

3 – Auditing / Consulting

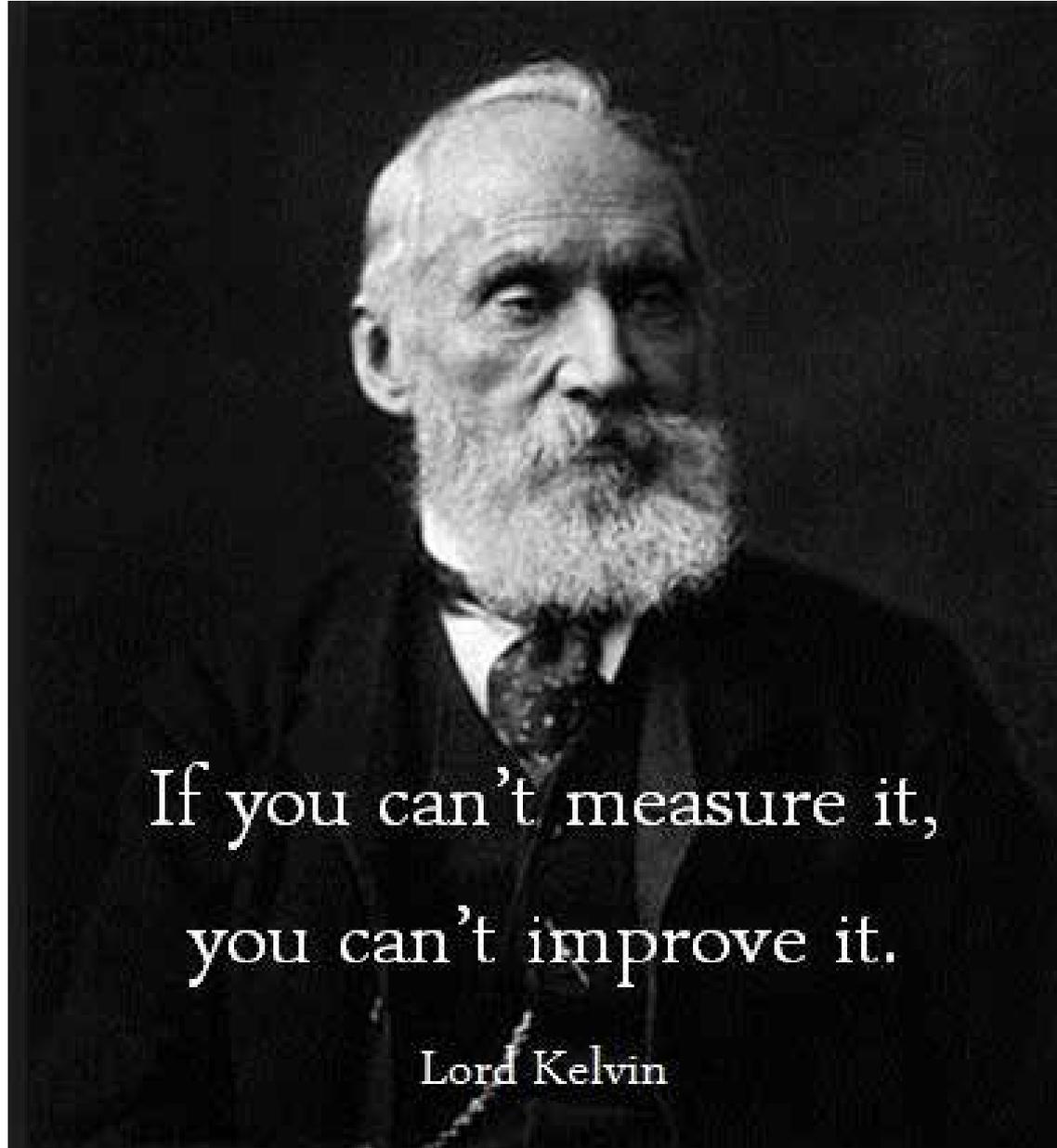
4 – Reporting

# 1 - Goals

- Steelcase Global 2020 Goals
  - 25% reduction in our environmental footprint by 2020 using 2010 as a our base year
- Materials Chemistry and End of Life
- Zero Recyclables to the landfill
- 100% Diversion from Landfill
- EPA GHG Registry
- DOE Save Energy Now 25% in 10 years
- Carbon Disclosure Project
- Moving up the waste pyramid



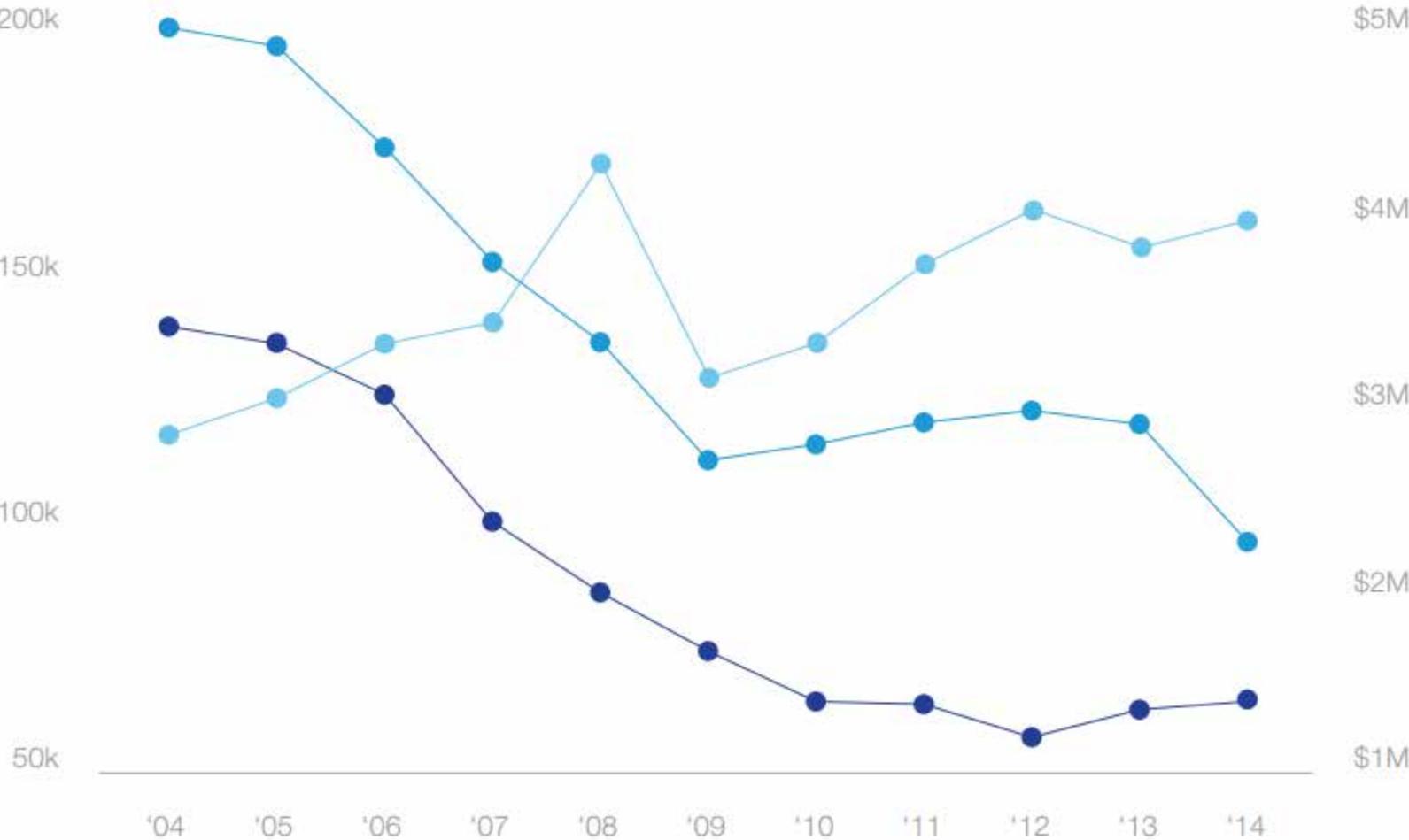
## 2 - Progress



If you can't measure it,  
you can't improve it.

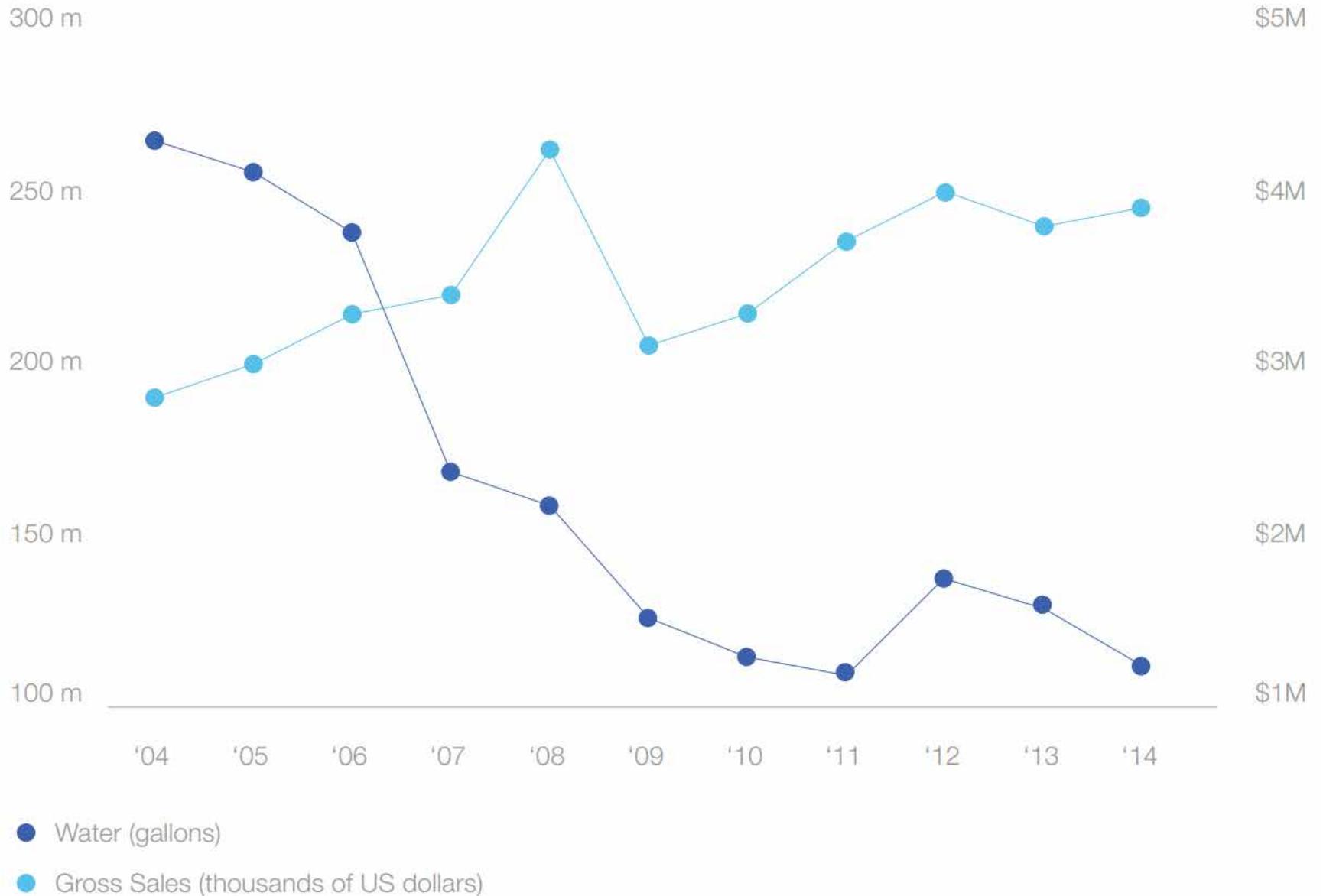
Lord Kelvin

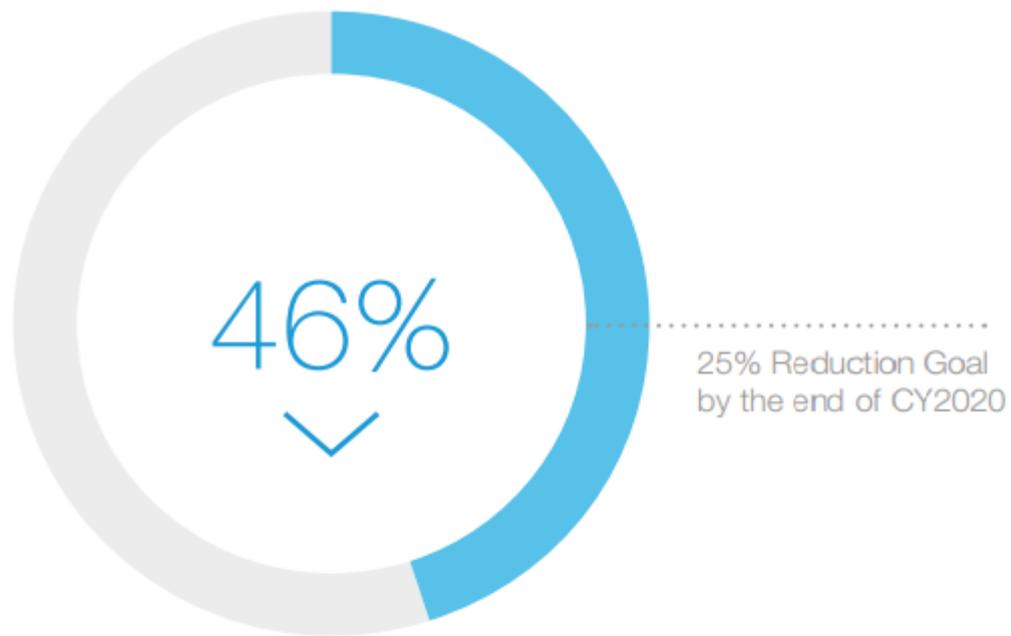
# Steelcase Greenhouse Gas Emissions 2004-2014



- Direct Emissions (tons CO2 equivalent)
- Indirect Emissions (tons CO2 equivalent)
- Gross Sales (thousands of US dollars)

# Water Usage vs. Gross Sales 2004 - 2014





Reduction in waste since 2010

17,286

Tons of material recycled globally

149.9

Tons of food waste composted

# 3 - Auditing / Consulting

- Auditing aka Finding
  - Quarterly Audit Form for Compliance
  - Annual Audit Form for Compliance
  - Annual Audit Form for Conformance
- Consulting aka Fixing
  - Air, Water, Waste, etc. Compliance
  - Negotiating Permits
  - Develop recordkeeping systems
  - Negotiating disposal contracts
  - New facilities and site closures

# 4 - Reporting

- Compliance: Local – State – Provincial – Federal – Global
- Steelcase Corporate Sustainability Report
- Quarterly Global Environmental Updates
- DOE Save Energy
- Carbon Disclosure Project
- Etc.

# EMS Overall Approach

## Plan

- Policy
- Aspects
- Requirements
- Objectives

## Do

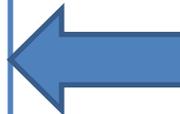
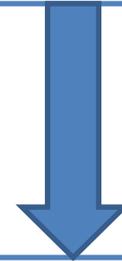
- Documentation
- Operation Controls
- Emergency Prep.

## Act

- Management Review

## Check

- Audits
- Compliance
- Corrective Action



# What Commitment was required

- Environmental Health Safety (EHS) person at each plant
- EHS also worked as the Plant Environmental Representative (PEMR)
- Corporate Environmental Management Representative (CEMR)
- About 2 weeks per year of the PEMR and the CEMR time
  - To prepare for the audit
  - To conduct the audit
  - To follow up on findings
- About 2 hours per year of everyone's time at the plant for training

# Maintaining our EMS

## – Review

- Annual Internal Audits, every year by trained Internal Auditors
- External audit every 3 years for
  - Sampling plan for NA, so once every 3 years
  - French, German and Czech Republic plants once every year
  - The remaining are standalone, once every year

# Maintaining our EMS , continued

- Management Review

- For plants outside of Kentwood area

- Annually, conformance audit to standard

- Annually, compliance audit to Law.

- For plants inside of Kentwood area

- Quarterly, conformance audit to standard

- Annually, conformance audit to standard

# Maintaining our EMS, continued

- Continuous Improvement
  - Annual training refresh
  - Environmental Improvement Request (EIR)
    - For all Non Conformances
    - For all Non Compliances
  - EIRs will result in at least one of the following:
    - Action taken and the EIR closed
    - Sticky note on Lean Management System board, action taken and the EIR is closed
    - A3 for significant projects, action taken and the EIR is closed
  - Added to the Findings Table
  - Opportunities For Improvement (OFIs) typically do not result in an EIR
  - Work to propagate the Best Practices (BPs) to all of the plants

# Challenges and Opportunities

- Moving to a Globally Integrated Environmental Management System (GIEMS)
- Globally, aligning our systems
- Globally, aligning our Internal and External auditing
  - Auditing to the same objectives
  - Auditing to the same level of scrutiny

# Challenges and Opportunities , continued

- Logistically speaking, moving to a GIEMS
  - Location of electronic based system
  - Accessibility of electronic based system
  - Language
    - Systems in 9 different languages
    - Training done in at least 20 different languages
  - Alignment of **Safety Data Sheets (SDS)**

# Challenges and Opportunities, continued

- Mixed certification systems
  - ISO 14001 Environmental Management System
  - OHSAS 18001 Health and Safety System
  - ISO 9001 Quality Management System

# Challenges and Opportunities, continued

- Progress on the GIEMS path
  - Already have global metrics
  - Already have global environmental goals
  - Rolling out a global SDS system
  - For **New Chemical Approval (NCA)**, we only have two systems globally and the two will be merged
  - Rolling out ISO 14001:2015 Conformance

Questions:



Thank you  
for your  
time