



## PAS 99 – Integrated Management (ISO 9001, ISO 14001 and BS OHSAS 18001)

### CASE STUDY STEELCASE UK

#### Summary

##### Needs

- To streamline systems
- To improve operational efficiency
- To ensure internal processes are in line with external expectations
- To increase confidence amongst existing and potential customers

##### Benefits

- Increased interest from existing clients
- New business prospects
- Heightened awareness of environmental policies amongst employees
- More effective and efficient audits, both internally and externally
- Achievement of challenging business targets

#### Background

Steelcase Inc is an international company with approximately 13,000 employees worldwide, manufacturing facilities in over 27 locations and with more than 650 dealer locations around the world. The company is a global leader in the office furniture industry and designs and manufactures furniture and technology products. Steelcase Inc began in Michigan in 1912 and received its first patent in 1914 for a steel wastebasket. The company has since led the way with product and service innovations and is proud that sustainability is now embedded in everything it does.



# Steelcase

Steelcase UK considers its employees to be workplace experts who provide people with a better work environment. The company is dedicated to helping individuals work more effectively and use space more efficiently. Steelcase UK's focus is to understand how people work and to identify the changing needs of individuals, teams and organisations.

Steelcase UK worked with BSI to become one of the first furniture manufacturers to achieve certification to the integrated management standard, PAS 99. Steelcase UK was already registered to the quality management system standard ISO 9001, the environmental standard ISO 14001 and the health and safety standard BS OHSAS 18001. Achieving PAS 99 meant that Steelcase UK's previous certifications could be combined into one integrated management system, allowing for more effective and efficient audits, both internally and externally.

## Customer Needs

Steelcase UK needed to optimise operational performance by ensuring that internal processes were efficient and in line with client expectations. The company also needed to ensure that it was legally compliant with current obligations. Through PAS 99 it was able to demonstrate that it was meeting all of its responsibilities in order to increase confidence amongst existing and potential customers, as well as suppliers, investors and stakeholders.

Steelcase UK also wanted to integrate its existing management systems into one

cohesive system with a holistic set of documentation, policies, procedures and processes. The company applied PAS 99 to the sales, marketing and after sales support of Steelcase UK office furniture at the London UK headquarters.

## Benefits

An integrated management system such as that described in PAS 99 is designed to optimise operational performance and ensure compliance in strategic areas of a business.

PAS 99 addressed all of Steelcase UK's objectives at once, which helped improve operational efficiency within the business and reduced the cost and disruption of numerous internal and external audits.

Gerry Kavanagh, Steelcase UK's continuous improvement manager who led the qualification process said, "Achieving certification in the present economic climate really highlights Steelcase UK's commitment to quality in every area of its business. Certification validates our existing processes and makes us more determined to use the knowledge gained to continuously improve all aspects of our business, thereby enhancing our ability to deliver an excellent customer experience.

Employees have become more aware of our environmental policies and as a business we are achieving our targets in this area. We have also noticed increased interest from both existing and potential clients".

## BSI's Role

"We choose BSI due to the organisation's reputation for being the most proactive, professional and respected body in the industry. Our certification process was also made easier due to the training we received from BSI Training. Our team undertook several auditing courses which gave us a practical training on planning and executing internal audits.

It was important for us to build a long term relationship with a trustworthy and credible partner and we look forward to a continued working relationship with BSI in the future. We will now roll the registration process out to our newly launched showroom in the heart of Manchester in Jan 2010."

### BSI

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