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1.0 Introduction

介绍

SRG Global's success is based on supplying high quality, high performance products at a competitive price to our customers. Our suppliers are a key element in achieving and maintaining this high standard of performance. We consider our suppliers an important part of the SRG Global Team. SRG Global strives to develop and maintain positive working relationships with all of our suppliers.

SRG Global 的成功基于以具备竞争力的价格给客户提供高质量，高性能的产品。我们的供应商是达到和维持这一高标准性能的关键要素。我们把我们的供应商作为 SRG Global 团队的重要组成部分。SRG Global 努力与我们所有的供应商发展和维持积极的工作关系。

This document sets out and defines SRG Global's expectations of our suppliers. As a supplier to SRG Global, you agree to conform to the quality system guidelines in this document.

这份文件陈述和定义了 **SRG Global** 对我们供应商的期望。作为 **SRG Global** 的供应商，您同意遵照本文件中的质量体系指南。

Exceptions to these guidelines must be agreed to in writing by an authorized officer of SRG Global.

这份文件以外的指导方针必须被授权的 SRG Global 员工书面同意。

This Manual and SRG Global's General Terms and Conditions of Purchase are available on the SRG Global website at <http://www.srgglobal.com/supplier-portal>. In this document, "you" or "your" relates to the supplier and "we" or "us" relates to SRG Global. You are responsible to check the website periodically for updates.

这份手册和 SRG Global 通用的采购条款和条件可以在 SRG Global 的官网网页中找到。在这份文件内，“你/你们”或者“你的/你们的”与供应商的有关，“我们”或“我们的”与 SRG Global 的有关。你将负责定期地检查网页上的更新。

2.0 Quality Systems Requirements

All suppliers of products and services provided to SRG Global that affect customer requirements must develop, implement, and improve a quality management system (QMS) with the ultimate objective of becoming certified to IATF 16949. The supplier must be, at a minimum, ISO 9001 certified. If the supplier is not certified, SRG Global will place the supplier on "New Business Hold" and will replace the supplier with a certified supplier that meets all of SRG Global's requirements.



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提供给 SRG Global 会影响客户要求的所有产品和服务的供应商，，必须开发、实施和改进质量管理体系（QMS），最终目标是获得 IATF 16949 的认证。供应商必须至少获得 ISO 9001 认证。如果供应商不符合，SRG Global 将把该供应商列为“新业务锁定”并且用有资质的并且符合 SRG Global 要求的供应商替代。

Your quality manuals and overall quality systems will conform to ISO 9001/IATF 16949 standards. SRG Global reserves the right to require more specific component requirements from its suppliers.

质量手册和总的质量体系必须符合 ISO9001/IATF16949 要求。SRG Global 保留追加更多的特殊零件要求的权利

See the Addendums at the back of this manual for regional specific requirements.
详见本手册附录的区域性特殊要求

3.0 Quality Performance

质量表现

You must provide parts and services that have zero defects and result in zero claims. SRG Global will rate its suppliers on PPM, number and severity of rejections, on-time delivery, and control shipping level one or two. Your quality performance will be taken into consideration when we make sourcing decisions.

供应商必须提供 0 缺陷或者 0 投诉的零件和服务。SRG Global 将对供应商的 PPM，重大投诉数量，交货及时率和受控发运等级（CSL1 / CSL2）进行排名。供应商的质量表现将在采购定点选择时被纳入考虑范围内。

4.0 Gifts, Meals, and Entertainment

礼物，餐饮以及娱乐等行为规范

SRG Global prides itself on building strong relationships with suppliers and other business associates. At times, and where allowed by law, it may be appropriate to exchange modest gifts, meals, or entertainment. Such items must be lawful, ethical, modest in value, and for a legitimate business purpose. In addition, all gifts, meals, and entertainment are subject to a thorough internal review and approval process.

SRG Global 自豪于与供应商和其他商业伙伴建立牢固的关系。有时，在法律允许的情况下，交换适度的礼物、餐饮或娱乐是合适的。这些项目必须是合法的、合乎道德的、适度的价值，以及合法的商业目的。此外，所有的礼物、餐饮和娱乐都要经过一个彻底的内部审查和批准程序。

SRG Global employees are strictly prohibited from giving or receiving gifts of cash or cash equivalents (e.g. gift cards or gift certificates). Offering, giving, soliciting or receiving any form of bribe or kickback is also strictly prohibited. Any offering,



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giving, soliciting or receiving of improper gifts, meals, or entertainment must be reported to Guardian Compliance and Ethics (compliance@guardian.com).

严格禁止 SRG Global 雇员提供或收受现金或现金等价物（如礼品卡或礼券）。禁止提供、给予、拉客或收受任何形式的贿赂或回扣也被严格禁止。任何提供、赠送、拉客或收受不当礼物、餐饮或娱乐的行为都必须报告给 Guardian 合规部门。

5.0 Advanced Product Quality Planning **先期产品质量策划**

You will utilize the planning procedures and techniques provided in the most current *AIAG Advanced Product Quality Planning and Control Plan* reference manual. You may be asked to supply data at regular intervals prior to PPAP in order to conform to SRG Global's APQP Gate Process.

供应商将利用提供最新 AIAG 先期产品质量策划和控制计划的相关手册进行策划过程和技术。在 PPAP 批准之前，供应商可能会被要求定期提供数据以确保符合 SRG Global 的先期质量策划过程。

6.0 SRG Global Access to Supplier Facility **供应商工厂访问**

Upon 24 hours' notice, you must allow us and our customers to have an on-site review of all processes, tools and equipment, and quality systems, including those of sub-suppliers and sub-contractors if specified in the notice.

24 小时以上的通知，供应商必须允许 SRG 和 SRG 的客户在线查阅所有的过程，模具和设备以及质量系统，如果有特殊要求需要包括该供应商的分供方和分包商

7.0 Production Part Approval Process **生产零件批准流程**

Requirements and Expectations **要求和期望**

You will conform to all requirements defined in the *AIAG PPAP Manual, Latest Revision*, in addition to SRG Global's specific requirements. All PPAP's must be submitted electronically and utilize the SRG Global PPAP checklist.

除 SRG Global 的特殊要求外，供应商需要满足最新版本 AIAG PPAP 手册上定义的所有要求。所有的 PPAP 必须以电子形式提交并且使用 SRG Global 的 PPAP 检查表。

Prior to Production Launch, at a minimum any parts shipped to a SRG Global facility must have the following:



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在正式量产之前，任何交付给 SRG Global 工厂的产品必须至少包含以下材料：

1. Warrant
2. Dimensional layout
3. Material test data and Material Certifications
4. Evidence of special consideration of any pass-through characteristics.

1. 保证书
2. 尺寸报告
3. 材料测试数据和材质证明
4. 传递特性的（PTC）特殊考虑的证据

The PPAP level required will be determined by SRG Global Supplier Quality and Purchasing. Level 3 is the default level unless specified otherwise in writing by SRG Global Supplier Quality.

PPAP 的提交等级将由 SRG Global 的供应商质量和采购决定。默认为等级 3，除非特别的由 SRG Global 的供应商质量书面认可。

As a supplier of product and/or service that effects customer requirements, you will ensure that all of your sub-suppliers meet all requirements of the latest revision of the AIAG PPAP Manual. SRG Global reserves the right to request inclusion of the sub supplier's PPAP within the supplier's PPAP submission.

作为影响客户要求的产品和（或）服务的供应商，供应商要确保所有的分供方符合最新版本 AIAG PPAP 手册的要求。SRG Global 将保留供应商 PPAP 提交过程中对于分供方的 PPAP 要求。

Any modifications after PPAP to part, process or facility must be communicated in writing no less than 90 days prior to the intended start of the part/product change or facility location change, using the SRG Global Supplier Product Process Change form (See Attachment "B") and must be approved by SRG Global Corporate Purchasing and Supplier Quality prior to commencement of activity. The activity must include resubmission of PPAP.

任何 PPAP 之后的变更，如：产品，过程或者工厂变更，必须提前不少于 90 天的书面沟通(零件/产品变更或者工厂地址变更)，需要使用 SRG Global 供应商产品过程变更表（详见附件 B）且在实施前必须得到 SRG Global 公司采购和供应商管理的批准。必须重新提交 PPAP.

Product with Embedded Software

带有嵌入式软件的产品

If you provide product with embedded software you must have a process for software quality assurance. You must demonstrate software capability self-assessment through the development of your FMEA and for all risks and failure modes identified. Your process control plans must demonstrate the proper quality controls to mitigate failures.

如果供应商提供带有嵌入式软件的产品，供应商必须有一个软件质量保证的管理过程；供应商必须通过开发 FMEA 和确定的所有风险和失效模式来证实软件开发能力的自我评估；该过程控制计划必须明确适当的质量控制以减少故障。

Bulk Material

散装材料

Requirements for bulk material PPAPs are as follows:

散装材料的 PPAP 要求如下

1. Bulk Materials include, but are not limited to the following:
散装材料包含，但不局限于：
 - a. Adhesives and sealants – solders, elastomers
 - b. Chemicals – resins, polishes, additives, treatments, colors
 - c. Coating – topcoats, undercoats, primers, phosphates
 - d. Film and film laminates
 - e. Ferrous and non-ferrous metals – bulk steel, aluminum, coils, ingots
 - f. Monomers, pre-polymers and polymers – rubber, plastic, resin
 - a. 粘合剂和密封剂 - 焊料，橡胶
 - b. 化学制品 - 树脂，抛光剂，添加剂，处理剂，颜色
 - c. 涂层 - 面漆，底漆，磷酸盐
 - d. 薄膜和层板
 - e. 黑色和有色金属 - 散装钢板，铝，卷，铸件
 - f. 单体，预聚物和聚合物 - 橡胶，塑料，树脂
2. PPAP submission and approval is required for:
PPAP 提交和批准要求如下：
 - a. Bulk material processing technologies that are new to suppliers and that have not been previously used for this application
 - b. Suppliers that are starting to sell a new product for a new application
 - c. Any change that would normally be expected to have an effect on the part and material formulation
 - a. 散装材料过程技术对于供应商是新的或者是先前未被使用过
 - b. 供应商在新的应用中开始销售新的产品

- c. 任何会影响零件和材料构想的正常预计
3. Requirements: The Bulk Materials Requirements Checklist must be utilized.

要求： 散装材料要求检查表必须被使用

4. In addition to the above PPAP requirements, SRG Global requires its suppliers to provide the following data with every shipment:
- a. Material certifications tested per required specifications
 - b. Color plaques or numeric color values, if applicable
 - c. On-going SPC data, if specified

除以上 PPAP 要求之外，SRG Global 要求供应商每批次提供以下数据：

- a. 每种必备要求的材质证明测试
- b. 颜色的板块或者数字颜色值，如果适用
- c. 进行中的 SPC 数值，如果要求

8.0 Revalidation and Certification

重新验证和资质

Annual Revalidation

年度再验证

SRG Global requires you to revalidate supplied parts and material annually.

SRG Global 要求对供应商实施年度的零件验证和材料验证

Revalidation will consist of the following:

验证将包含以下内容：

- a. Dimensional layout (all characteristics on the current print)
尺寸报告 (目前图纸上的所有特性)
- b. Performance testing
性能测试
- c. Measurement system analysis
测量系统分析
- d. Update of any SRG Global specific requirements
更新任何 SRG Global 的特殊要求

The supplier will retain records of the annual revalidation, which will be made available to SRG Global within 24 hours upon request.

供应商将保留年度验证报告，并且 24 小时内给 SRG Global 确认。

Material Certification

材质证明



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The supplier will provide evidence of material certification (conformance to specification) with each lot/batch or shipment to the receiving SRG Global facility. In some cases, the supplier may be asked to participate in “pre-certification” approval processes prior to actual shipment.

供应商需要提供接收方 SRG Global 工厂的每个批次或者发货的材质证明的证据（符合标准）。某些情况下，供应商可能被要求在正式交货前参与“预认证”的批准过程。

All materials with a Certificate of Analysis (COA) should be emailed to the SRG Global receiving plant prior to the material arrival. The address used is based on the commodity you are supplying. The email addresses may be found at <http://www.srgglobal.com/supplier-portal>.

所有材料的分析证书需要在材料到达前邮件给 SRG Global 的接收工厂。地址基于供应商提供的零件种类。邮箱地址可以在以下网页中找到 <http://www.srgglobal.com/supplier-portal>.

Material certifications that include a date of manufacture, expiration or use by date must have that same date of manufacture, expiration or use by date marked on the label of the material packaging. Material shipped to a SRG Global facility shall have no less than 75 percent of its useable shelf life remaining.

材质证明需要包含制造数据，有效期或者使用相同的生产日期，有效期或者使用材料包装的标签标注日期。材料发运到 SRG Global 工厂需要不少于剩余 75% 的使用寿命。

9.0 Statistical Process Control

统计过程控制

If requested, the supplier will provide evidence of control and on-going capability as required for submittal at PPAP revalidation. SPC monitoring is required where applicable for prototype, preproduction trial runs, PPAP and continuous improvement monitoring. Minimum capability values are Ppk/Cpk of 1.67 for the pre-production trial runs and Ppk/Cpk 1.33 for PPAP.

如果要求，供应商将提供和提交 PPAP 验证相同的控制及正在进行的能力证据。统计过程控制将被要求应用于原型样件，试生产，生产样件批准和持续改进的检测。最小的能力值为 Ppk/Cpk 1.67，对于试生产 Ppk/Cpk 1.33

Evidence of control and on-going capability may be required for submittal on a regular basis.

过程能力控制证据要求定期提交。

10.0 Nonconforming Product

不合格品

In the event that you supply product that SRG Global believes is nonconforming (all products shipped past an interim date or without full PPAP approval are considered nonconforming), you will be responsible for the nonconforming product and subject to the following actions:

如果供应商提供的产品被 SRG Global 认为是不合格品（所有产品交货通过临时数据或者没有完整的 PPAP 批准将被认为是不合格品），供应商将负责不合格品和服从以下处理：

1. We can return the entire lot of product, or any portion thereof, to you at your sole cost. You will refund us for the cost of the product or replace it with conforming product free of charge at SRG Global's sole option. (This is only applicable if there is adequate stock to maintain production until certified product is available.)

SRG 可以退回整批产品，或者一部分的成本。供应商将退回 SRG 产品费用或者免费替换合格的产品。(此措施仅适用于 SRG 有足够的库存可以维持生产，直到有合格产品使用。)

2. You will sort the product at our facility within the timeframe specified by us to identify conforming product that we can consume to maintain production.

供应商将在 SRG 工厂规定的时间表内挑选识别出合格的产品维持生产。

3. In the event you are unable or unwilling to sort product within twenty-four hours (unless specified otherwise), we will have the option to:

如果供应商不能或者不愿意在 24 小时内挑选产品（除非特殊要求），我们将选择以下措施：

- i. Sort the product for a specified hourly rate. (See regional addendum for sort costs), or
在规定的每小时率挑选产品。（详见挑选费用的区域附件），
或者

- ii. Have the product sorted by an impartial third party approved by us. You will pay all of the third party sorting company fees.

由 SRG 批准的第三方公司挑选产品，供应商将支付素有第三方公司费用。

- iii. Charge an administrative/manpower fee (a one-time fee applied to either of the above charges, see regional addendum for administrative fees).
索取管理/人力费用（任何关于以上费用的申请，详见行政性收费的区域附件）。

In the event that the nonconforming product is found at a SRG Global customer location, you will be responsible for any sorting costs in addition to any charge-backs incurred by SRG Global from its customer. In addition, we reserve the right to debit any warranty charges incurred for defects caused by your nonconforming product. These charges may include, but are not limited to, transportation costs for return materials, evaluation costs incurred by SRG Global personnel, dealer markup, and any punitive costs incurred from SRG Global's customer. You will also be expected to support customer-designated meetings to resolve warranty issues related to your product.

如果不良产品发生在 SRG Global 客户端，供应商将承担客户向 SRG 索赔的所有额外的挑选费用。此外，SRG 将保留由于供应商的不良品导致缺陷的售后费用。这些费用将包括，但是不局限于，退回材料的运输费，和其他 SRG Global 客户索赔的惩罚性赔款。供应商也将要参与客户指定的会议来解决由于产品导致的售后问题。

The remedies listed in this document for nonconforming product are not meant to be exclusive and, in addition to those remedies or actions set forth in this document, SRG Global shall have the right to seek all other remedies, either in law or by contract, available to it to address nonconforming product.

文件中列出的关于不合格品的补救措施并不是特定的，并且除了文件中陈述的补救措施和方案，SRG Global 有权利寻找其他的补救措施，可能是法律或者合同，来解决不合格产品。

10.1 Containment and Corrective Action

临时和改善措施

You will take all necessary actions to contain and correct the nonconformity both in-house and at the SRG Global location. This may include, at a minimum, sorting and/or rework. Supplier is responsible for shipping costs for returned material and the cost of replacement of material. All products shipped past an interim date or without full PPAP approval are considered nonconforming.

供应商将采取所有必要的措施来遏制或者改善在库存品和 SRG Global 处的不合格品。该措施将包含，但不局限于如挑选和（或）返工。供应商将承担退货的运输费和换货的费用。所有超过临时日期或者没有完整 PPAP 批准的将被认为是不合格产品。

10.2 Controlled Shipping

受控发运

The standard guidelines for implementation of controlled shipping take into consideration one or more of the following:

以下一条或者以上可以考虑用这份标准作业来实施受控发运：

- Inadequate containment and/or resolution of nonconformance via corrective actions.
遏制不足和（或）通过改善措施未能解决。
- Untimely responsiveness for a nonconformance via corrective actions.
改善措施未能及时实施。
- Repeat corrective action requests from one or multiple SRG Global plants.
一个或多个 SRG Global 工厂要求重复的改善措施。
- Incapable processes.
能力不足的过程
- SRG Global customer quality rejection due to a supplier component.
由于供应商零件造成客户对于 SRG Global 的质量投诉。

Two levels of controlled shipping exist:

受控发运的两种等级：

- a. Level 1 controlled shipping is defined as an additional 100% inspection process after final inspection in a separate inspection area. Your employees at your location will complete the sort in order to make sure SRG Global does not receive nonconforming parts/material. You must communicate the containment results daily to us.
等级 1 定义为，在独立的检验区域，最终检验完成后增加 100% 的额外检验。供应商的员工要在该区域完成全歼以确保 SRG Global 不会接收到不合格产品/原材料。供应商必须要每天汇报给 SRG 结果。
- b. Level 2 controlled shipping is the same activity but the “person(s) performing the sort” must be employees of an impartial third party. We must approve the sort company that you select. You will pay all of the third party sorting company fees. The Level 2 containment may take place anywhere throughout the supply chain as designated by SRG Global. Level 2 containment is in addition to the Level 1 requirements already put in place. Notification to supplier’s quality registrar will take place with request for re-audit of supplier’s systems. You must communicate the containment results daily to us.
等级 2 相同于等级 1 的措施，但是挑选人员必须是第三方人员。SRG 必须对于供应商选择的挑选公司批准。且供应商支付所有的第三方挑选费用。等级 2 的遏制可以发生在任何 SRG Global 任命的供应链上。且等级 2 是在等级 1

的遏制实施情况下额外的控制。通知供应商的质量主管将同时审核供应商的系统，并且需要将遏制结果每天汇报给 SRG。

We will notify you in writing of the controlled shipping level exit criteria.

SRG 将以书面的形式通知可以退出受控发运。

If you are placed on a customer special status (e.g., GM CSII, Ford Q-1 revocation) for quality / delivery spills with product that is shipped to customers other than SRG Global, you are required to still notify SRG Global Supplier Quality of the customer special status.

如果供应商被列为客户的特殊状态(如：通用 CSL，福特 Q1 撤回)，除 SRG Global 的其他客户由于质量或发货的问题，供应商仍然需要将客户的特殊状态通知到 SRG Global 的供应商质量人员。

See the Addendums at the back of this manual for regional specific requirements.
详见本手册附录的区域性特殊要求。

11.0 Supplier Corrective Action Requests

供应商改善措施要求

You are required to respond to an online SCAR (Supplier Corrective Action Request) System.

供应商需要在 SCAR 系统上在线响应。

This report will be forwarded with supporting documentation to the requestor within 5 working days of the occurrence. Initial response for containment must be within 24 hours.

此报告需要在问题发生 5 个工作日后随同支持文件转发给发起者。遏制措施必须在 24 小时内发出。

If we do not find the report acceptable, you will address all issues identified by the requestor and resubmit by the original deadline provided. Lack of proper response will affect your quality rating and sourcing of new business with us.

如果 SRG 发现报告不可接受，供应商需要处理发起者识别的所有问题并且在原始截至日期前重新提交。不适当的回应将影响到质量评分和新业务的定点。

12.0 Delivery

交付

12.1 Releases

释放

We will communicate quantity and delivery requirements to suppliers using procurement releases or SRM.



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SRG 将用采购单或者 SRM 和供应商沟通数量和交付要求。

In the event of a change in release, you will request and receive a copy of the updated release from the appropriate SRG Global facility. Failure to comply may result in a negative impact to delivery performance.

如果订单有改变，供应商将受到一份由 SRG Global 工厂释放的更新的拷贝件。供应商如果不遵守将直接影响到交付表现。

12.2 Quantities

数量

You will ship purchased components and services to the exact quantity per the release. Bulk material quantities will be within 5% of the requirement indicated per the release.

供应商需要根据订单发送准确数量的采购件和服务。对于散装原材料数量误差在 5% 以内。

You must immediately contact the receiving SRG Global plant in the event that a required quantity cannot be met.

供应商必须立即与 SRG 接收工厂取得联系如果实际数量和要求数量不匹配。

12.3 On-Time Delivery

交付及时率

The expectation for delivery is 100% on-time.

交货期望为 100% 的及时率。

12.4 Advance Shipping Notice

提前发货通知

If required by SRG Global, the supplier will forward (by Fax or EDI) an Advance Shipping Notice (ASN) to the receiving SRG Global facility.

如果 SRG Global 要求，供应商需要通过 Fax 或者 EDI 将提前发货通知转达给 SRG Global 的接收工厂。

12.5 Excess Freight Charges

超额运费

If we incur excess freight charges due to the fault of the supplier, the supplier will be responsible for these excess charges.

You are responsible for the freight when multiple shipments are required due to your inability to meet our production schedule.

如果因为供应商的过失导致 SRG 需要超额运费，供应商需要承担这些费用。当供应商不能满足生产需求时，供应商需要承担多次发运的费用



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12.6 Hazardous Material

危险品

The supplier will annually provide a Material Safety Data Sheet (MSDS) to the SRG Global facility receiving any Hazardous Material or parts/components containing Hazardous Materials. All material classified as hazardous by local, state or central government regulations will be identified, documented, handled, packaged, and shipped as required by applicable laws, rules and regulations. In addition, the supplier must conform to additional restricted material per the list at <http://www.srgglobal.com/supplier-portal>

如果存在危险品原材料或者零件中包含危险品，供应商每年需要提供 **MSDS** 给 **SRG Global** 工厂。所有被地方，州或者中央政府定义为危险品的必须以适合的法律，法规进行识别，记录，处理，包装和发运。此外，供应商必须确认以下网页上列出的限制材料清单 <http://www.srgglobal.com/supplier-portal>

12.7 Packaging and Labeling

包装和标签

All Parts shall be properly packaged, labeled, and marked at your expense in accordance with SRG Global requirements.

所有零件需要以符合 SRG Global 要求合理的包装，标签和标识。

Unless SRG Global specifies otherwise, such requirements shall be in accordance with good industry practices and in such a manner that will not only protect the parts against hazards of shipment, storage, and exposure, but will permit the securing of the lowest transportation rates.

除非 SRG Global 指定，否则这样的要求应按照良好的行业惯例，并且这样的形式不仅能避免零件在运输，存储和陈列时的风险，还能保障最低运输率。

You will obtain packaging and labeling requirements and approvals from the receiving SRG Global facility. These requirements shall be included in the PPAP package and include photos as examples documented prior to PPAP approval. You are responsible for making sure that all shipments of Hazardous Materials or parts/components containing Hazardous Materials comply with all Local, State, Federal and Regional Government Hazardous Material laws, rules and regulations.

供应商需要从 SRG Global 工厂获得包装和标签的要求和批准。这些要求需要包含在 PPAP 文件包中，并且在 PPAP 批准之前需要包含示意照片作为文件。供应商有责任确保所有的发货中包含的危险品符合地方，州及区域政府的危险品的法律法规。

Each packing slip, bill of lading, shipping notice and invoice shall bear SRG Global's applicable part number, Release number, Purchase Order number, date of shipment,



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quantity shipped, address of SRG, forwarding information and any other information requested by SRG.

每个装箱单、提单、装运通知单和发票应当包含 SRG Global 适用的零件号,版本号,采购订单号、发货日期、数量发货,地址,转发信息和 SRG 要求的任何其他信息。

Any deviation from SRG shipping and billing instructions shall be at your risk.

供应商应承担任何偏出 SRG 规定的运输和提货要求的风险。

12.8 Import Requirements

进口要求

See the Addendums at the back of this manual for regional specific requirements.

详见本手册附录的区域性特定需求。

12.9 Contingency Planning

应急计划

You will conduct a risk assessment of your operations that support SRG Global production facilities, quality requirements, and delivery schedules. Each assessment should consider, at a minimum, the impact arising from:

供应商需要对SRG Global的生产工厂，质量要求和交付计划进行操作风险性的评估。所有评估需要最低限度的影响：

- | | |
|----------------------------|--|
| -Natural disasters | - Information loss – including data breach |
| - 自然灾害 | - 信息缺失—包括数据泄露破坏 |
| -Utility disruptions | -Fire |
| -公用事业中断 | -火灾 |
| -Geo-political hazards | -Intellectual property claims |
| - 地理政治危险 | - 知识产权 |
| -Supply chain disruptions | -Personnel concerns |
| - 供应链中断 | - 人员问题 |
| -Facility or system issues | -Equipment problems |
| - 设施或系统问题 | - 设备问题 |

You will prepare contingency plans to ensure continued operations at SRG Global. In case of a risk to SRG Global you must communicate your action plan within 24

hours to us. You will provide the contingency plans to SRG Global when requested.

必要情况下，供应商需要准备应急计划来确保 SRG Global 的持续运营。如果有风险，你必须在 24 小时内将你的应急计划传达给 SRG Global；

13.0 Material Identification and Traceability

原材料的识别和追溯

You must be able to identify a specific lot or batch through all states of production, packaging and delivery. This must include any out-sourced operation. Injection molded product must have cavity identification.

供应商必须能够在不同状态的生产，包装和发运中识别具体的批次信息。并且必须包含外包操作。注塑成型产品必须包含模穴信息。

You must also record the raw material/component lot/batch number assigned by the sub-supplier that is used to produce each specific lot/batch of final product.

供应商同时需要记录用于最终成品上的，由分供方提供的原材料/零部件批次号。

The specific lot/batch number will be recorded on all documentation pertaining to the delivered product. This documentation will include, at a minimum:
具体的批次号需要记录在与交付零件相关的所有文件中。文件至少包含：

- | | |
|--------------------------|-----------------------------|
| -Raw material lot number | -Job set-up sheet |
| - 原材料批次号 | - 工作装配表 |
| -Production log | -Inspection/testing methods |
| - 生产记录 | - 检验/测试方法 |
| -Control charts | -Traveler tags |
| - 控制图 | - 周转标签 |

14.0 Purchased Products and Services (Sub-suppliers)

采购件和服务（分供方）

All applicable statutory and regulatory requirements including special product and process characteristics must be cascaded down your supply chain to the point of manufacture.

所有适用的法定和监管要求，包括特殊的产品和工艺特性，必须在你的供应链上传递延伸到制造点。

The use of customer designated subcontractors does not relieve the supplier of the responsibility of ensuring the quality of subcontracted parts, materials and services. This may include:

使用客户指定的分供方并不能减少供应商对确保分供零件和服务的责任。这将包括

:

- Product Containment Levels 1 and 2
- Designation of Registration Requirements
- Increased inspection methods

- 零件围堵等级 1 和 2
- 注册要求的指定
- 增强检验方法

15.0 Tooling and Gauges

模具和检具

You shall maintain all tooling and gauges provided by SRG Global and our customers, in good condition so that the manufacture of the parts are not interrupted. Tooling and Equipment maintenance records must be maintained and be available upon request from SRG Global. You shall maintain and calibrate all gauges provided by SRG Global and our customers.

供应商需要维护所有 SRG Global 及其客户提供的工装检具，确保状况良好不中断产品生产。模具和设备的保养记录必须以 SRG Global 的要求进行维护。供应商需要维护和点检所有 SRG Global 及其客户提供的检具。

You shall properly house, care for, repair or, if necessary, replace all Vendor Tooling and shall bear the risk of loss or damage thereto (including normal wear and tear) at your expense for the life of the program. The Vendor Tooling is lent by SRG Global to the supplier.

供应商需要适当的保存，维护，维修，如果需要，在项目寿命内，供应商要替换所有模具并且需要承担遗失或者损坏的风险（包括正常磨损）。供应商的模具归属于 SRG Global。

You shall only use the Vendor Tooling for manufacturing parts for SRG Global. You shall, immediately upon SRG Global's request, deliver the Vendor Tooling to SRG or its nominee in accordance with SRG Global's instructions. You shall not modify, lease, transfer or dispose of any Vendor Tooling unless Supplier obtains SRG Global's prior written consent. Suppliers are not allowed to relocate tools or subcontract SRG Global's business after award without a prior written approval from our Purchasing department.

供应商只能使用供应商模具用于 SRG Global 的生产零件。在 SRG Global 的要求下，供应商将立即按照 SRG Global 的指示将供应商模具交付给 SRG 或其指定的人。供应商不可以修改，出租，转移或者转让任何模具，除非供应商得到 SRG Global 提



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前的书面批准。如果没有得到 SRG 采购部门的提前书面批准，供应商不得转移或者分包 SRG Global 的业务。

You shall use best efforts to produce the Vendor Tooling at the lowest possible cost consistent with SRG Global's production part quality requirements. SRG Global reserves the right to audit Vendor Tooling costs.

供应商需要尽最大的努力用最低的成本生产出符合 SRG Global 的质量要求产品。SRG Global 将保留审核供应商模具费用的权利。

Detailed tooling and equipment drawings, including processing parameters and list of perishable tooling, must be provided for all SRG Global funded investments.

具体的模具和设备图纸，包括过程参数和易损件清单，必须提供给所有的 SRG Global 投资方。

In order to receive tooling payment from SRG, the following documentation must be provided on or before submitting your invoice:

为了收到 SRG 的模具费用，在提交发票之前以下文件必须提供：

1. SRG Global purchase order

SRG Global 的采购订单

2. Detail tooling drawings / pictures

详细的模具图纸/照片

3. Approved sample submission paperwork, complete with our full approval signature.

纸质的样件批准，包括完整的签字批准。

The following statement must appear on your invoice: "The tools included in this invoice have been stamped or stenciled with a tool number and our part number & are clearly labeled; "Property of SRG Global."

以下声明必须出现在发票中：“发票中的模具已经铭刻或者印刷了包含模具号和零件号并且清楚标出‘SRG Global 财产’”

Production tooling must permanently be identified and readily visible with ownership information as indicated on the purchase order. All PPAP's must include digital photos as evidence of the above requirements.

生产模具必须永久的被识别并且如采购订单中有显而易见的归属信息。所有 PPAP 中必须包含照片作为以上要求的证据。

All Tools considered “Production Tools” are required to meet the quoted run rate at 100% efficiency. The right, title and interest to all supplies, materials, tools, jigs, dies, gauges, fixtures, molds, patterns, equipment, designs, drawings, gages, specifications, spare parts, trial parts, ancillary products, or items owned by SRG Global (or by its customer) and other items furnished by SRG Global (or by its customer) (“Bailed Tools”) to supplier for use in manufacturing the goods, or for which supplier is reimbursed by SRG Global (or its customer), shall be and remain the property of SRG Global (or its customer). In the event that SRG Global issues a Tooling Purchase Order, all right, title, and interest in and to any part of the Tooling, including any and all supplies, materials, tools, jigs, dies, gauges, fixtures, molds, patterns, equipment, designs, drawings, specifications, spare parts, trial parts and ancillary products, shall pass to SRG Global as soon as it is acquired or fabricated in accordance with a Tooling Purchase Order or other written documentation issued by SRG Global (“SRG Global-owned Tooling”, together with Bailed Tools are collectively referred to herein as “Tools”). During the term of a Purchase Order, all Tools in the possession of supplier shall be deemed to be bailed property and shall not be deemed to be a fixture or a part of supplier’s real property. Supplier shall bear the risk of loss of and damage to SRG Global’s property, including but not limited to any Tools.

所有被视为“量产模具”的要求符合满负荷运行报价。责任，标题和相关供应商，材料，工装，夹具，模具，检具，工装，模型，设备，设计，图纸，量具，规格，备件，试生产件，辅件，或者归属于 SRG Global 及其客户或者其他委托模具需要备注 SRG Global 或其客户的财产。一旦 SRG 发放模具采购订单，所有以上的资料必须尽快符合 SRG 订单要求上的要求或者书面文件(SRG 拥有的模具，和委托模具将作为”模具“共同提交于此)。采购合同中，供应商处的所有模具被视为委托财产将不被作为供应商的工具或者供应商财产的一部分。供应商需要承担 SRG Global 财产的丢失或者损坏的风险。

16.0 Service Parts

服务件

Unless otherwise agreed in writing between the Parties, Supplier agrees to continue to supply service parts, as required by SRG Global (“Service Parts”), for each model of vehicle, for fifteen (15) years from the date of last production of such vehicle model for which the Parts were supplied. The Service Parts shall be supplied at full production assembly level and/or at sub-component level, as required by SRG Global. The Service Parts shall meet all Specifications provided by SRG. The Price for the Service Parts will be the same as under Purchase Orders for corresponding production Parts.

除非当事人间有书面的协议，否则供应商同意持续提供服务件，作为 SRG Global（服务件）的要求，需要持续供应从最后生产日期起 15 年的对应汽车型号的服务件。该服务样件必须来自于符合 SRG Global 要求的完整的生产专配等级，或者分供方零件等级。服务件需要符合所有 SRG 提供的要求。服务样件的价格需要和采购订单中生产机件的价格一致。

17.0 Corporate Social Responsibility

企业社会责任

As a supplier to SRG Global you must operate consistent with Guardian Industries Corporation's Code of Conduct https://www.guardian.com/en/compliance_ethics.html and comply with all applicable Local, State, Federal Laws, and those laws applicable to the country/territory the supplier operates in. This intent includes but is not limited to;

作为 SRG Global 的供应商必须符合 Guardian 集团公司的行为准则

https://www.guardian.com/en/compliance_ethics.html 并且符合地方，州，行业法律和适用的国家和领土的法律操作。该目的包含但不局限于：

- a. Labor laws – the use of child labor or forced compulsory work is prohibited for any supplier producing product for SRG Global.
劳动法- 禁止使用童工和强制义务工作为 SRG Global 提供零件
- b. Fair wage and work practice – suppliers' wage scales, overtime practices, work schedules and approach to collective bargaining will comply with all applicable laws.
平等的工资和工作 – 供应商的工资等级，加班工作，工作安排和集体谈判的方法必须符合相关法律。
- c. Discrimination – Suppliers will not engage in any form of discrimination for any reason (race, gender, color, religion, military affiliation etc.). The supplier should foster an environment that allows easy flow of communication from the work force to Management without fear of reprisal or persecution.
歧视 – 供应商不得存在任何歧视理由（如种族、性别、肤色、宗教、军事关系等）。供应商应该营造一种不担心被报复或者迫害的，针对工作强度到管理简单沟通的氛围。
- d. Environmental Compliance – The supplier will comply with all applicable environmental laws and regulations.
环境合规 – 供应商需要符合相关环境的法律法规。
- e. Work Place Safety – Compliance with all applicable work place safety regulation including but not limited to, proper protective equipment, training and equipment safeguards.
工作场所安全 -遵守所有适用的工作场所安全规定,包括但不限于,适当的防护装备,训练和装备的保障措施。
- f. Conflict Minerals, Fair Trade, and Social Responsibility – Suppliers will comply with all reasonable requests or requirements related to SRG Global or its customers ongoing compliance with the SEC Conflict Mineral Rules and other efforts to end illicit trade, human trafficking, or any other abuses or acts against humanity.
冲突，公平交易和社会责任 – 供应商需要符合所有相关 SRG



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Global 及其客户的合理要求，或者客户的冲突条例和其他努力结束非法贸易,人口贩卖,或其他任何滥用或反人类行为。

If you are found to be in violation of any applicable law, SRG Global will take swift and immediate action to remove current business from you. You will also lose the ability to compete and secure future business awards.

如果供应商被发现违反任何法律法规，SRG Global 将迅速采取措施并且立即将现有的业务转移。供应商也将失去竞争和获得未来业务的能力。

The intent of SRG Global is to partner with only those suppliers that not only demonstrate the desired combination of quality, commercial competitiveness and innovation, but more importantly those suppliers that do so while maintaining strict adherence to all applicable laws, fostering a positive, safe, and ethical work environment.

SRG Global 的目的在于仅仅和那些展现高质量，商业竞争力和创新的供应商成为伙伴，但更重要的是这些供应商需要同时保持严格遵守所有适用的法律，培养一种积极的、安全的,道德的工作环境

17.1 Product Safety Representative (PSR) Requirements

产品安全代表要求

You must select a Product Safety Representative. The duties and responsibilities of the PSR are as follows:

供应商必须选择一个产品安全代表。职责如下：

- Have knowledge of the product manufactured: its mode of operation, a detailed understanding of the onsite production process, and its intended purpose for customers.

具有产品制造的相关知识: 操作模式, 细致地理解在线过程, 和客户要求。

- Assist to define, develop and set priorities for the elimination and/or prevention of defects related to product safety during the product development phase (fault prevention).
- 协助定义, 开发和设立在产品开发阶段的产品设计安全的失效等级顺序。
- Assure that Process FMEA's are developed for safety related issues.
- 确保过程FMEA在以安全相关方面为出发点开发
- Assure the launch of new products are part of "lessons learned" in order to prevent safety-related faults from occurring during the production, assembly and testing processes.
- 确保量产的新零件是“经验分享”的一部分, 为了防止安全相关性失效在生产, 装配和测试过程中发生。
- Formulating "lessons learned" check lists for the qualified inspection of designs and processes with regard to product safety.
- 制定“经验分享”清单, 用于产品安全方面的设计和过程验证
- Independently implementing and/or arranging regular production and product checks of current production in order to validate the product's safety for the use (including foreseeable misuse).
- 为了验证产品的安全性独立实施和安排针对目前生产状态定期的生产和产品检查。
- Introduction and subsequent monitoring of (immediate) measures in case of relevant deviations.
- 为了防止相关的偏差, 介绍和立即开展随后的检测测量。
- Verifying the rapid implementation and sustainable effectiveness of planned corrective measures in the event of a complaint.
- 验证万一发生投诉情况下, 计划的改善措施的快速响应和可持续改进。
- Ability to suspend components for the current production, e.g. in case of safety related complaints.

能够暂停当前生产的零件, 如果涉及安全性相关投诉。 *Regional Specific Addendums*



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In addition to the requirements outlined in the previous sections of the SRG Global Supplier Quality Manual, each Region (North America, Europe, Asia etc.) may have additional or specific requirements. The following addendums outline those requirements. These are in addition to the requirements listed above, not in lieu of. When supplying SRG Global Plants in multiple regions, the shipment and expectations are governed by the Supplier Quality Manual and the applicable addendum for that region.

Addendum “A” North America Specific Requirements

2.0 Quality Systems Requirements

Suppliers providing SRG Global with heat treated, plated or coated product / material shall meet the requirements of the AIAG CQI- 9, 11,12,15 Heat Treat, Plating, Coating and Welding System Assessments. Records of these assessments including any corrective actions required for compliance shall be maintained and made available upon request by SRG Global.

10.0 Nonconforming Product

In the event any of the SRG Global North American Plants have to sort product due to the supplier’s inability or unwillingness to do so, a rate of \$120 per person, per hour will apply.

Administrative/Manpower fees shall be a one time charge per incident of \$500.

12.0 Delivery

12.8 Import Requirements

All suppliers must be in compliance with US Customs regulations and the import and export laws and regulations of the United States and those of any other jurisdiction or country as may be applicable. Requirements include completion of annual NAFTA (or other applicable free trade agreement) Certificate of Origin for all parts supplied, C-TPAT (Customs-Trade Partnership Against Terrorism) questionnaire, TSCA (Toxic Substance Control Act) certification and any other applicable laws or regulations.



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The United States government requires that SRG Global and our suppliers utilize packing/packaging/crating/pallets that have been certified as having been constructed from wood that has been treated/fumigated. The packing/packaging/crating/pallets need to bear a seal, showing certification. The US requirement affects all inbound shipments into the United States. For more information visit the following web site <http://www.aphis.usda.gov/ppq/wpm/>.

Addendum “B” Europe Specific Requirements

2.0 Quality Systems Requirements

Only for suppliers of components and materials for VW Group:

- The minimum certification requirement is TS16949
- Supplier must send to SRG an annual self-assessment according to VDA 6.3

Only for suppliers of components and materials for VW Group (Audi, Volkswagen, Seat, Skoda), supplier should read, fulfill and return the “Supplier Letter Product Safety Responsible VW” (see SRG Global website at www.srgglobal.com).

10.0 Nonconforming Product

In the event any of the SRG Global Europe Plants have to sort product due to the supplier’s inability or unwillingness to do so, a rate of 32 euros per person, per hour will apply.

Administrative/Manpower fees shall be a one time charge per incident of 250 euros.

12.0 Delivery

12.6 Hazardous Material

REACH (Registration, Evaluation and Authorization of Chemicals)

Suppliers must comply with European Union Regulation **R**egistration **E**valuation **A**uthorization and **R**estriction of **C**hemicals (REACH) and

any/all amendments. This applies to suppliers that provide substances on their own, in preparations or in articles. For information about how to comply with this requirement and you can also obtain information from the following web site: <http://www.echa.europa.eu>.

12.8 Import Requirements

All suppliers must be in compliance with EU Customs regulations and the import and export laws and regulations of the European Union and those of any other jurisdiction or country as may be applicable. This regulation (Council Regulation (EC) No 260/2009 of 26 February 2009 on the common rules for imports) aims to establish common rules for imports into the European Union (EU) based on the principle of the freedom of import and to define the procedures enabling the EU to implement, where necessary, the surveillance and safeguard measures required to protect its interests.

Addendum “C” Asia Specific Requirements

附录 C 亚洲特殊要求

10.0 Nonconforming Product

不合格品

In the event SRG Global has to sort product due to the supplier's inability or unwillingness to do so, a rate of 50 RMB per person, per hour will apply. Administrative/Manpower fees shall be a one time charge per incident of 500 RMB.

如果由于供应商没有能力或不愿意去挑选产品而使 SRG 亚洲工厂去挑选产品的，按每人每小时¥50 收取费用。
管理和人力费每次收取¥500。



Supplier Quality Manual

“Attachment A”

SRG Global Supplier Product/Process Change Request

Tracking #:

Supplier: _____ Change or Deviation

Part Name: _____ Permanent - Start: _____

Part Number: _____ Temporary - From: _____ To: _____

Program: _____ Submission Date: _____

Pre-production Current Production Service

Running Change Obsolescence Change Common Part: _____

Plants Affected:	<input type="checkbox"/> Boleslawiec	<input type="checkbox"/> Covington	<input type="checkbox"/> Evansville	<input type="checkbox"/> Farmington
	<input type="checkbox"/> IBI	<input type="checkbox"/> Irapuato	<input type="checkbox"/> Liria	<input type="checkbox"/> Morehead
	<input type="checkbox"/> Portageville	<input type="checkbox"/> Ripley	<input type="checkbox"/> Suzhou	<input type="checkbox"/> Taylor
			<input type="checkbox"/> Xiaogan	

Current Process or Condition:

Proposed Change to Process or Condition:

Reason for Change / Effect of Change:

How will the change be verified?

Date PFMEA/DFMEA Reviewed by Supplier: _____	Date PFMEA/DFMEA Reviewed by SRG Global: _____
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Estimated Cost: (local currency)		Part Cost Affected? <input type="checkbox"/> Yes <input type="checkbox"/> No	Old Price: _____	New Price: _____
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All sections above must be completed for this request to be considered.

SRG Global Approval:	Approve	Reject	Comments
Buyer	<input type="checkbox"/>	<input type="checkbox"/>	
Supplier QA	<input type="checkbox"/>	<input type="checkbox"/>	
Program Mgmt	<input type="checkbox"/>	<input type="checkbox"/>	



Supplier Quality Manual

Revision Log

Revision 8 dated - May 13, 2014

7.0 Production Part Approval Process

Added - the underlined text below to the section **Requirements and Expectations**

Any modifications after PPAP to part, process or facility must be communicated in writing no less than 90 days prior to the intended start of the part/product change or facility location change, using the SRG Global Supplier Product Process Change form (See Attachment “B”) and must be approved by SRG Global Corporate Purchasing and Supplier Quality prior to commencement of activity. The activity must include resubmission of PPAP.

12.6 Hazardous Material

Added – In addition the supplier must conform to additional restricted material per the list at <http://www.srgglobal.com/supplier-portal>

15.0 Tooling

Added - and Gauges to the heading

Added - the underlined text below to section 15.0

You shall maintain all tooling and gauges provided by SRG Global and our customers, in good condition so that the manufacture of the parts are not interrupted. Tooling and Equipment maintenance records must be maintained and be available upon request from SRG Global. You shall maintain and calibrate all gauges provided by SRG Global and our customers.

“Attachment B”

Added Taylor to Plants Affected Selection



Supplier Quality Manual

Revision 9 – June 1, 2016

8.0 Revalidation and Certification

Added - Material shipped to a SRG Global facility shall have no less than 75% of its useable shelf life remaining.

12.0 Delivery

Added section 12.10 Contingency Planning

15.0 Tooling

Removed item 3 Bailee form.

Revised paragraph 7 - Production tooling must permanently be identified and readily visible with ownership information as indicated on the purchase order.

Attachment “A” – Added Product Safety Representative

Attachment “C” – revised email addresses

17.0 Corporate Social Responsibility

(Changed heading from Supply Chain Working Conditions)

Added reference to Guardian’s Code of Conduct.

d. Changed “regulatory laws” to “laws and regulations”

e. Changed “Work Force Safety” to “Work Place Safety”

Added section 17.1 Product Safety Representative (PSR) Requirements

Addendum “B” Europe Specific Requirements

2.0 Quality Systems Requirements

Added - Only for suppliers of components and materials for VW Group:

- minimum certification requirement is TS16949
- Supplier must send to SRG an annual self-assessment according VDA 6.3

Only for suppliers of components and materials for VW Group (Audi, Volkswagen, Seat, Skoda), supplier should read, fulfil and return the “Supplier Letter Product Safety Responsible VW” (see SRG Global website at www.srgglobal.com).



Supplier Quality Manual

Revision 10 – June 1, 2018

1.0 Introduction

~~Removed - Failure to return a signed acknowledgement form “Attachment C” will result in you being placed on “New Business Hold” status.~~

2.0 Quality Systems Requirements

Revised text - All suppliers of products and services provided to SRG Global that affect customer requirements must develop, implement, and improve a quality management system (QMS) with the ultimate objective of becoming certified to IATF 16949. The supplier must be, at a minimum, ISO 9001:2015 certified.

~~Removed - You must submit the attached supplier information sheet to SRG Global's purchasing group, including a 24-hour contact list, prior to supplying product. The 24-hour contact list must include the names of personnel authorized to make decisions and take direct action on your behalf for quality or delivery issues. You must update the list when you make personnel changes and provide it to the SRG Global purchasing group.~~

4.0 Gifts, Meals, and Entertainment

(changed heading from Code of Conduct – revised text as follows)

SRG Global prides itself on building strong relationships with suppliers and other business associates. At times, and where allowed by law, it may be appropriate to exchange modest gifts, meals, or entertainment. Such items must be lawful, ethical, modest in value, and for a legitimate business purpose. In addition, all gifts, meals, and entertainment are subject to a thorough internal review and approval process.

SRG Global employees are strictly prohibited from giving or receiving gifts of cash or cash equivalents (e.g. gift cards or gift certificates). Offering, giving, soliciting or receiving any form of bribe or kickback is also strictly prohibited. Any offering, giving, soliciting or receiving of improper gifts, meals, or entertainment must be reported to Guardian Compliance and Ethics (compliance@guardian.com).

7.0 Production Part Approval Process

Added -

Product with Embedded Software

If you provide product with embedded software you must have a process for software quality assurance. You must demonstrate software capability self-assessment through the development of your FMEA and for all risks and failure



Supplier Quality Manual

modes identified. Your process control plans must demonstrate the proper quality controls to mitigate failures.

12.8 Import Requirements

Added – (or other applicable free trade agreement)

Changed - pallets to packing/packaging/crating/pallets

Removed -

~~12.9 Obsolescence~~

~~Any claim seeking a payment from SRG Global as a result of termination, program or part cancellation must be submitted to SRG Global within 10 business days from the effective date of cancellation. Claims submitted after the 10 business days will not be accepted. The claim must be in line with SRG Global's firm releases and must include sufficient supporting data to permit SRG and its customer to verify and substantiate the claim. SRG will pay the obsolescence claims upon receiving obsolescence payment from the end customer.~~

12.9 Contingency Planning

Added -Information loss – including data breach

14.0 *Purchased Products and Services (Sub-suppliers)*

Added - All applicable statutory and regulatory requirements including special product and process characteristics must be cascaded down your supply chain to the point of manufacture.