MERITOR *PROCEDURE*	**Location:** Global	**Procedure Number:** GP.P 7.4.29
	Issue Date: November 1, 2017	**Revision Date:** July 2, 2021
	Issuing Function: Purchasing & Quality	**Content Owner/Title:** Jonathan Busse, Dir. Purchasing Strategy, Analytics, & Electrification

Policy Title: Meritor Supplier Quality System Requirements

MERITOR

SQSR

Supplier Quality System Requirements

Revision 18
July 2021

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1.0 Introduction

1.1 Scope

The details stipulated within this manual are the minimum mandatory requirements for approved production (including aftermarket) goods and service suppliers to Meritor Inc., its subsidiaries and affiliates, irrespective of their global location. These requirements also apply to Meritor plants supplying components to other Meritor locations.

Meritor is committed to providing on-time, high-quality products at competitive pricing and services that meet our customers' needs. Meritor also requires a similar commitment from its suppliers. Creating mutually beneficial relationships strengthened by success remains a cornerstone in meeting and exceeding changing customer expectations.

1.2 Purpose

The purpose of this document is to communicate Meritor's requirements with respect to the quality management system of companies that supply production goods and/or services to Meritor.

Meritor requires that its suppliers:

a) Implement appropriate systems and controls to ensure 100 percent on-time delivery of conforming, defect-free products to Meritor.

b) Manage facilities, processes, quality systems and personnel to consistently and cost effectively produce products and furnish services that meet the needs of Meritor and its customers.

c) Develop and implement a quality management system in accordance with ISO 9001 or IATF 16949 and relevant Automotive Industry Action Group (AIAG)Core Tools of latest version, such as Advanced Product Quality Planning, Control Plan, etc. to ensure that all Meritor requirements are met.

d) Provide objective evidence that all supplied products and services satisfy AIAG Production Part Approval Process requirements, including acceptable process capabilities for Special/Control Characteristics as determined necessary by Product Engineering, Quality Assurance and the Meritor facility accepting the products and services.

e) Utilize appropriate statistical techniques for ongoing process control and improvement as established in the AIAG Fundamental Statistical Process Control reference manual.

f) Continuously improve by reducing part-to-part variation and eliminating all waste.

g) Conduct its operations to ensure that all materials and products provided to Meritor meet or exceed all applicable environmental laws and regulations of the jurisdictions in which the supplier does business. Suppliers must meet the same requirements that our customers demand of us. Also, suppliers are strongly encouraged to install environmental systems in their facilities that are compliant with ISO 14001.

   Under the final Conflict Minerals Rule passed by the Securities and Exchange Commission (SEC) in August 2012 (Conflict Minerals Rule, Securities and Exchange Commission, Final Rule, Aug. 22, 2012), U.S. public companies, including foundries, that make use of tantalum, tin, gold, or tungsten in their products, must file a new disclosure form with the SEC — and determine whether those minerals are sourced from the war-torn Democratic Republic of the Congo (DRC) and nine surrounding countries (Angola, Burundi, Central African Republic, the Republic of the Congo, Rwanda, South Sudan, Tanzania, Uganda and Zambia). If a

supplier knows or has reason to believe that the conflict minerals used in its products originated in the DRC or a neighboring country, it must exercise due diligence on the source and chain of custody of the conflict minerals and report to Meritor on the status of its findings.

In addition, any supplier with reason to believe that any of the foregoing minerals originating in the DRC or any of the above-listed surrounding countries (unless from a scrap or recycled source) are being incorporated into any Meritor products, but have not been properly reported to Meritor, or properly disclosed by Meritor in its SEC filings, should report these concerns to Meritor at ethics.helpline@meritor.com.

h) Comply with all applicable government statutes, regulations and standards relating to motor vehicle safety or emissions within the territories of use (Including but not limited to US FMVSS safety standards, 49 USC 301, et seq., TREAD Act, EU Directives on Product Safety).

i) Meet the requirements of Meritor with regard to the use, control and supply of disposable and of returnable packaging. Suppliers are responsible for requesting any specific packaging documentation, assessment reports or written approvals directly from business unit(s), or Packaging group as required. Reference Section 2.18 Product Packaging, Identification and Traceability.

j) Be electronic data interchange (EDI) capable, including sending/receiving releases and advanced shipping notices.

1.3 Background

The Meritor Supplier Quality System Requirements (SQSR) are based upon the latest edition of the Automotive Quality Management System Standard. These requirements are an integral and legally binding aspect of the Meritor Purchase Order. Although this does not alter or reduce any other requirements of the contract, it is intended to provide a concise understanding of our quality expectations.

Suppliers to Meritor aftermarket facilities must endeavor to meet requirements marked with an asterisk (*) but will not be prevented from conducting business because of a noncompliance.

This manual supersedes all previous Rockwell Automotive, Arvin Meritor Automotive, Arvin Industries and Meritor supplier quality systems requirements manuals.

The controlled copy of the Meritor Supplier Quality System Requirements manual is posted on the Meritor supplier website at: https://www.meritor.com/suppliers/supplier-requirements.

2.0 Quality Systems Requirements

2.1 General Supplier Quality Systems Requirements *

Meritor requires production-intent suppliers to be at minimum ISO 9001 certified (excluding aftermarket non-genuine Meritor part suppliers). In some circumstances, suppliers may be exempted from this requirement as determined by Meritor Procurement and Quality. Initial and renewal quality system certificates must be submitted to Meritor Procurement.

Meritor recognition of a supplier's certification does not affect the right of Meritor to conduct second-party audits and issue findings at the supplier's facility. Second-party audits are conducted by Meritor Supplier Development or other qualified personnel. The supplier shall provide a corrective action plan to Meritor within an agreed upon timeframe. Additionally, in the event supplier's certification status changes, supplier shall notify Meritor within 30 days. Meritor will assess the situation that resulted in the certificate status change and determine further course of action.

All suppliers are required to meet the intent of the requirements specified in the following AIAG reference manuals: Advanced Product Quality Planning and Control Plan (APQP), Potential Failure Mode and Effects Analysis (FMEA), Measurement Systems Analysis (MSA) and Statistical Process Control (SPC). Additional Meritor-specific requirements are noted in this Supplier Quality System Requirements manual. It is the responsibility of Meritor's suppliers, both present and new, to obtain and maintain the current issue of ISO 9001 or IATF 16949 and AIAG related documents (see 3.2 Supporting Industry Documents for ordering information) and Meritor SQSR manual.

Non-Genuine Meritor Aftermarket suppliers should endeavor to meet the requirements outlined above in the AIAG manuals to the extent required by the specific Meritor aftermarket facility.

Comments or questions regarding the Meritor Supplier Quality System Requirements manual may be directed to the appropriate Meritor Plant Quality engineer, Supplier Development engineer or buyer.

2.2 Advanced Product Quality Planning

Suppliers are required to generate an Advanced Product Quality Plan (APQP) in accordance with the AIAG APQP reference manual for review by appropriate Meritor groups including but not limited to: the Meritor Project Management Team, Purchasing, Supplier Development, Plant Supplier Quality, and relevant Engineering group. This plan shall include, but is not limited to:

a) Planned resources for supporting the Phased APQP Process including safe launch
b) Notification of risks that affect product integrity or the project plan
c) Implementation of error-proofing (poka-yoke) to achieve zero defects to Meritor and manage pass- through characteristics.

Meritor phased APQP template is included in tech review document that is shared with suppliers prior to the tech review.

2.3 Technical Review & Pre-Award Meetings

As part of Meritor's Supplier Launch Process (SLP), a potential new supplier or existing supplier selected to supply a new/altered product, may be required to participate in technical review and pre-award meetings. The Technical Review Template is a detailed technical questionnaire designed to ensure that the supplier and Meritor understand and agree to drawings, specifications, processing details and PPAP requirements for a specific product or family of products. Pre-award occurs upon closure of all open actions from the technical review. The Pre-Award Template is designed to ensure all commercial requirements for a specific product or family of products are understood and agreed upon. Upon closure of all open actions from the pre-award, a purchase order may be issued to the supplier as applicable (e.g. tooling, fixtures, gauges, PPAP/Test Samples, etc.).

2.4 Engineering Prototype Sample Submissions

Supplier Quality requirements for prototypes and low-volume production parts can be found on the Meritor site under supplier requirements.

Engineering prototype parts with documentation of specification conformance shall be submitted to Meritor per the quality requirements for prototypes and low-volume production parts manual and as instructed by the Meritor Project Management Team. Each sample or prototype must be clearly labeled as such and accompanied by completed dimensional results, material test results, and if required, performance test results reports as described in the AIAG PPAP manual. Specific instructions, in addition to these stated requirements,

may be agreed upon and documented by Meritor via the pre-award Meeting or other formal communication from site Quality department.

2.5 Special Characteristics

Special Characteristics are any product or process characteristics that may affect safety or compliance with regulations, fit, form, function, performance or subsequent processing of product.

Special Characteristics shall be identified and specifically addressed in the DFMEA, PFMEA, Control Plans, Process Flows, Work Instructions and other associated documents. Meritor designated Special Characteristics are identified on drawings and supporting documentation (e.g. specifications, QCC. list). Suppliers are responsible to fully understand the usage of their product and identify Special Characteristics, consistent with Meritor definitions (see Appendix), and must fully conform to their specific requirements for control in design, manufacture, sale, or service. Suppliers are also responsible for ensuring that relevant Special Characteristics are explained, understood and controlled by their sub-suppliers. Design responsible suppliers ("black-box" designs) are not excluded from demonstrating conformity to the designation, documentation and control of defined special characteristics.

2.6 Process Capability and Control *

Suppliers are required to meet process capability requirements as defined in the AIAG PPAP and SPC reference manuals, unless otherwise specified by Meritor. Suppliers are responsible for ensuring process controls are documented in their control plan. All characteristics are required to be addressed in the control plan. The capability index that must be used for ongoing process capability evaluation is Ppk. Meritor recommends the use of multiple indices such as Cp Cpk Pp Ppk when investigating sources of variation.

SPECIAL CHARACTERISTICS MANAGEMENT FOR DIMENSIONAL AND ASSEMBLY OPERATIONS

For special characteristics, the following requirements apply:

		Safety Critical Characteristics	Major Characteristics
Dimensional Features:	Process under statistical control	**$P_{pk} \geq 1.67$**	**$P_{pk} \geq 1.33$**
	Process not under statistical control	**Accepted Alternative:** • Poka-yoke (mistake proofing) **If poka-yoke is not feasible the following is an alternative:** • 100 percent automated Inspection or 100 percent control inspection • Meritor-approved action plan to achieve capability index	
Material & Process Related Features:	For all safety and major characteristics	• Suppliers must meet at minimum the capability requirements outlined in the Meritor general Material, Organic, and/or Process Specification(s) provided at time of quotation. • Additional requirements may be defined during tech review.	

2.7 Sub-Supplier Control

Each Meritor supplier is responsible for the control and continuous improvement efforts of its suppliers. However, Meritor reserves the right to verify compliance of sub-suppliers. Verification actions including, but not limited to documentation review and site visits to the sub-supplier.

Meritor suppliers shall require their suppliers of production goods and services to conform to the requirements specified herein and must implement and document appropriate controls.

2.8 Supplier Tooling, Gaging and Returnable Containers

All tooling (dies, patterns, molds, special tooling) and gaging shall be permanently marked with a unique serial number and company name so that the ownership of each item can be easily identified. Returnable containers shall be permanently marked with the company name of ownership. For Meritor- or OEM-owned tooling, a Meritor or OEM asset tag may also be required.

The supplier shall establish calibration procedures for all gaging. Calibration schedule and records of calibration should be documented and made available for a review upon request

The supplier shall establish preventive/predictive maintenance procedures on all tooling. Evidence of procedure execution shall be made available upon request. Preventive/predictive maintenance schedules and tool history records shall be documented and available for review.

No tooling used in the production of Meritor parts, shall be sold or consigned to another entity without proper notification and written consent from Meritor. In such cases, or in case of tooling relocation to an alternate supplier location or facility, it is the supplier's responsibility to contact Meritor regarding potential re-PPAP requirements prior to moving the tool.

Supplier is responsible for managing the returnable containers to ensure there are no delivery shortages by monitoring cycle counts and proactively managing shortages. Supplier is also responsible for maintenance and cleaning of supplier-owned containers and must dispose of bad containers or repair damaged containers.

2.9 Manufacturing Process Review

A systematic review of a supplier's manufacturing process may be conducted at the supplier's facility prior to or after AIAG PPAP submission. This process may be a Meritor or Meritor customer specified process (e.g., PSO, QSE, run-at-rate and OEE) and may also include activities to implement phased APQP as well as conducting capacity studies.

2.10 Early Production and Pilot Part Requirements *

Suppliers are required to meet Meritor's Early Production/Pilot Part requirements. These requirements will be documented by Meritor via the Technical Review Meeting, Pre-Award Meeting or other formal communication.

Suppliers are expected to clearly identify "early production" or "pilot parts" to ensure that the Meritor receiving site does not mix such parts with "regular" production parts. Suppliers are also expected to work closely with Meritor plant Scheduling and Material Control personnel to minimize unnecessary obsolescence.

(For shipping methods and labelling requirements please reference Sections 4.0 and 4.1 in the Supplier Requirements for Prototypes and Low Volume Production Parts work instructions.)

Labelling must be done per Meritor receiving site requirements and shall be differentiated from regular production shipping labels, unless the parts are already PPAP approved. In particular, the Supplier

Identification, Part Number, Engineering Level, and Quantity must be clearly displayed on the part-packaging label to ensure easy, visible segregation of containers/parts.

In addition, a brightly colored sheet of paper, at least 8 inches by 11 inches in size (A5 or greater), must be attached to at least 4 sides of the container or material. In the special instructions/ notes section, state one of the following:

- Pre-Production Materials
- Pre-Production Parts
- Pilot Materials
- Pilot Parts

Suppliers not adhering to the above requirements may be placed on Containment, which is discussed in Section 2.26.

2.11 Production Part Approval Process

All production part sample submissions shall be in accordance with the AIAG PPAP manual requirements as stipulated by the Meritor Project Management Team or receiving site Quality department. Level 3 PPAP, supplied electronically via the supplier PPAP portal, is the default submission level unless otherwise agreed upon with the relevant receiving site Quality department. Supplier must verify and retain all sub-supplier PPAP approvals and have available upon Meritor request.

Full PPAPs shall be submitted to Lead Meritor receiving site Quality department and any associated PPAP sample parts shall be clearly labeled as such. Complementary PPAPs shall be submitted to the Additional (non Lead) Meritor sites.

Full or interim approved PPAP is required prior to shipping parts to Meritor for production. Any production shipments received by Meritor prior to obtaining this approval will be rejected. Any exceptions must be documented and approved on a Meritor variance.

2.12 Changes to Approved Product and Processes

Suppliers and sub-suppliers are not to make any unauthorized changes to a product (e.g., material, component, subassembly, etc.) or the process used to produce a product that has been previously PPAP approved by Meritor. This includes changes to Process Control Plans.

Meritor notification and submission requirements are clearly outlined in Appendix H of the AIAG PPAP manual. The appropriate Meritor Procurement and lead receiving site Quality representative shall be notified of intentions to change a product or process prior to making any changes. The supplier must submit a Supplier Request for Product or Process Change (see 3.1 Meritor Supporting Documents for a link to the form) and receive written authorization to proceed with the change from the Meritor's lead and additional receiving sites Quality department prior to change implementation.

Any such change made without prior written approval by Meritor would not only constitute a breach of Meritor's purchase order terms and conditions, but would also be a serious breach of standard automotive practice. Suppliers who do not adhere to this requirement will be held responsible for all damages, losses and liabilities attributable to any unapproved change made by it or one of its suppliers (e.g., customer rejections, customer line stoppage penalty fees, field failure costs, warranty expenses). In addition the supplier may be placed on New Business Hold until the systemic issue is addressed.

2.13 Annual Verification and Validation

Suppliers must have on file for Meritor review, annual verification of conformance for all parts that are Safety Related Characteristic (SRC) components.

Should annual test validation be required, the supplier will be informed of this requirement at Technical Review or in writing by Meritor. If annual test validation is required, documentation shall be on file at the supplier and available to Meritor upon request.

If a nonconformance is found during the annual verification or test validation, the supplier must notify Meritor using plants Quality Department immediately so that appropriate action can be determined and implemented.

Whenever Meritor is required to submit PPAP to its customer, suppliers with PPAP documentation over one year old may be required to re-PPAP as directed by the Meritor receiving site Quality Department. PPAP level will be communicated by Meritor site Quality at that time. Meritor Lead and Additional receiving sites Quality Department. The request for PPAP resubmission and respective level will be communicated by Meritor site Quality via the Supplier PPAP Portal.

2.14 European ELV Directive and IMDS Requirements

The European End-of-Life-Vehicles (ELV) Directive 2000/53EC that was entered into force on Oct. 21, 2000 imposes specific rules for materials used in cars. All suppliers of Meritor are responsible to ensure that the ELV Directive is fulfilled and must inform Meritor about the contents of every part delivered to Meritor through the IMDS.

To ensure regulatory compliance to the ELV Directive and any applicable substance regulations over time, it is necessary to document the material and substance composition of the entire vehicle. The International Material Data System (IMDS) allows OEMs and suppliers to collect and manage the information regarding the material and substance composition of all the components of a vehicle so that compliance to the ELV Directive is documented. Meritor suppliers are required to report the contents of the products they supply to Meritor in the IMDS under IMDS ID No. 2199**.**

IMDS is a requirement of PPAP for all Meritor suppliers. To ensure PPAP approval, IMDS submissions must be submitted at a minimum of 28 days prior to the PPAP due date. This allows adequate time for all submissions to be thoroughly reviewed, resubmitted if necessary and accepted.

Refer to the following links for more information:

- **IMDS:** http://www.mdsystem.com (Meritor IMDS ID: 2199)
- **Global Automotive Declarable Substance List (GADSL):** http://www.gadsl.org

Liability rests with the supplier in the event that components being supplied to Meritor do not conform to the relevant statutory requirements. Any and all costs incurred in such instances will be borne to their full extent by the supplier, not by Meritor.

Information regarding Meritor's environmental policies and/or International Material Data System (IMDS) requirements may be obtained upon request by contacting Corporate Environmental Management (see 3.1 Meritor Supporting Documentation link for additional information). Also contact IMDS analyst at imds@meritor.com for any queries.

2.15 Conflict Mineral

Section 1502 of the Wall Street Reform Act requires that SEC-regulated companies like Meritor report annually on the presence and origin of Conflict Minerals in the products they sell globally. The term Conflict Minerals or "3tg" is used to describe tin, tantalum, tungsten and gold. Should any of these minerals be present in the production parts sold to Meritor, the supplier is required to disclose that fact and report specific information about the smelter and location of the mine from which that mineral originated. The preferred method of reporting on the presence or absence of 3tg is through the use of the Conflict Mineral Reporting Template (CMRT). Additional information about this initiative as well as the latest version of the CMRT can be found on the Responsible Minerals Initiative (RMI) website in the link below.

Direct all inquiries about this initiative to: Materialcompliance@Meritor.com
Responsible Minerals Initiative link: http://www.responsiblemineralsinitiative.org/

2.16 Proposition 65 Compliance Requirements

Proposition 65 is administered by California Environmental Protection Agency ("EPA") through the Office of Environmental Health Hazard Assessment (OEHHA). OEHHA publishes the chemical list, which is updated at least annually. These regulations have a warning requirement if products contain any of the listed chemicals. Suppliers must meet compliance to the Proposition 65 requirements.

Refer to https://oehha.ca.gov/ for comprehensive information of the regulations and chemical list.

2.17 Verification Reviews of Purchased Product and Throughput

The supplier shall allow Meritor, an approved third party representative or Meritor's customers the right to verify, at the supplier's premises, that the product and subcontracted product(s) conform to specified requirements including specified capacity requirements. Prior to conducting such verification reviews, the responsible Meritor contact shall specify both the arrangements and method of performing the reviews.

2.18 Product Packaging and Identification

Suppliers must comply with the rules and specifications provided by the Meritor packaging group. CVA suppliers shall refer to TP02100 Packaging and Shipping Guide. CVS suppliers shall refer to The Packaging Playbook. Unique requirements will be identified and documented by Meritor, assessed by the Packaging Group and acknowledged at the Technical Review Meeting or other formal communication.

To identify any typical containing unit, pallet, skid, bulk, set, box, basket, tub or rack, labeling must be done per Meritor receiving site requirements following AIAG's B-10 Trading Partner Labels Implementation Guideline. At a minimum, the supplier identification, part number, engineering level, quantity, batch/lot number and serial number must be clearly legible in both human readable and bar coded form. Code 39 is preferred as the standard bar code symbology. All bar codes must be scanned by the supplier to verify readability and be tested by the receiving site to acknowledge appropriate function.

Where applicable, suppliers shall ensure their products are transported and secured in a manner that prevents damage or deterioration to the product. Suppliers shall maintain documentation detailing proper packaging, cleanliness level and storage and shipping instructions of its products. These instructions must conform to the Meritor receiving site requirements. Parts shall arrive to the Meritor plant facilities free of debris (i.e. dirt, metal chips, shavings, or other particulate) that could be detrimental to the fit, form, or function within Meritor's product.

For further information, refer to the applicable specifications at:
http://www.meritor.com/suppliers/ECommerce/default.aspx

Aftermarket suppliers shall refer to TP02100 Aftermarket Packaging and Shipping Guide at: https://www.meritor.com/suppliers/requirements/default.aspx

non-Aftermarket suppliers shall refer to The Packaging Playbook at: https://www.meritor.com/suppliers/requirements/default.aspx

2.19 Traceability and Documentation

Identification shall permit traceability back to the specific supplier raw material lot numbers, as well as the manufacturing, inspection and test records. The supplier shall also be able to trace where products made under similar conditions were shipped (same raw material lot, same heat treat lot, same manufacturing line/batch, etc.). Suppliers are required to utilize and ship material on a first in first out basis. Sequence of batches must be identified on the packaging label by either a date code or batch/lot number. Mixing of Heat Lots/heat treatment batches is not allowed. Heat Lots/heat treatment batches must not be mixed within a single Package or Container. Safety related identification criteria shall conform to all government regulatory and Meritor requirements. No exceptions to this requirement shall be permitted unless acknowledged in writing by Meritor.

2.20 Delivery Performance and EDI Requirements

The supplier shall provide 100 percent conformance to the delivery requirements as specified by the Meritor receiving site. Costs incurred by Meritor as a result of a delivery nonconformance caused by a supplier shall be the responsibility of the supplier. Upon request, suppliers shall submit corrective action plans for delivery non-conformances.

Suppliers must be enrolled on either EDI or iSupplier and reviewing schedules routinely. The date shown is the Meritor dock date and the expectation is that material will be at Meritor on the dock date.

For EDI support/enrollment, suppliers shall work with their buyer/materials planner contact and the EDI Support team: EDISupport@meritor.com

For iSupplier support/enrollment, suppliers shall work with their buyer/materials planner and the iSupplier team: isupplierECNPO@Meritor.com

Suppliers shall refer to the iSupplier Portal Instruction Manual at: https://www.meritor.com/suppliers/supply-chain-systems#iSupplier

2.21 Contingency Plans

Suppliers are required to prepare contingency plans (e.g. for utility interruptions, labor shortages, key equipment failure and field returns) to reasonably protect Meritor's supply of product in the event of an emergency, excluding natural disasters and acts of God.

2.22 Continuous Improvement Initiatives

Suppliers shall continuously improve quality, delivery, cost and other aspects of their performance. To aid in fulfillment of this requirement, each supplier's organization shall establish, monitor, prioritize and act upon key performance objectives and targets. The objectives and targets should be established based upon (at a minimum) business plans, management systems, product quality, process capability and customer satisfaction goals. Actions taken to regain previously sustained levels of performance are corrective actions, not continuous improvement.

Meritor reserves the right to visit any supplier site to assess its continuous improvement programs and lean manufacturing practices, and make recommendations for improvement. In addition, Meritor may deploy personnel to focus on specific improvement issues triggered by increased PPM/rejects/occurrences, delivery issues, repeat occurrences and other quality concerns. Activities within these initiatives may include conducting on site assessments, additional auditing of processes and documentation. The conclusion of these activities may require the supplier to submit PPAP.

2.23 Supplier Problem Solving and Avoidance

Suppliers shall have trained (preferably certified) personnel with the ability to quickly and permanently resolve product and process issues using data- driven, problem- resolution tools and techniques. Problem resolution must be conducted using a defined, structured methodology like 8-Disciplines of problem solving, Six Sigma DMAIC (Define, Measure, Analyze, Improve, Control) or any other process that includes verification of the root cause and validation of corrective action effectiveness. Data and results should be reported out in Meritor's QRCM workbook.

Data-driven techniques should also be used during the process design, verification and validation phases of the APQP process to prevent problems with new or changing products and processes. These data driven tools and techniques include but are not limited to: Failure Mode and Effects Analysis (FMEA), Measurement System Analysis (MSA), Statistical Process Control (SPC), Design of Experiments (DOE) and Taguchi Methods.*

Product design responsible suppliers must use reliability methods during the product design, verification and validation phases of APQP to ensure the robustness and durability of their product design for the intended application or as specified by Meritor.

2.24 Supplier Improvement Process (SIP)

Meritor utilizes a 4-Step Supplier Improvement Process (SIP) to resolve production supplier performance issues. SIP establishes a communication path between Meritor Site Quality, Procurement, and its Supplier(s) to drive continuous improvement. These four steps are explained below.

<u>Step 1 – Remedial Communication</u>

A nonconformance report (NCR) is issued when a Meritor receiving site receives material or service that fails to conform to applicable quality and delivery specifications. If it is determined that the nonconformance is the supplier's responsibility, a Defective Material Notification (DMN) and Supplier Corrective Action Request (SCAR) will be issued to the supplier in the Meritor Reliance System. Within 24 hours of receipt, the supplier is required to submit a formal QRCM Problem Solving Report to the Meritor receiving plant quality department via Reliance. See 3.1 Meritor Supporting Documents for a link to the QRCM (8D) report, which is also available in Reliance. At a minimum, the QRCM shall identify the problem and the immediate containment actions that have been implemented to ensure nonconforming product is not shipped to any Meritor facility. Containment must comply with Section 2.25 of this manual. For nonconformances related to Motor Vehicle or Environmental Safety or which cause a major disruption (e.g., stop shipment, line shutdown, yard holds), an action plan is required immediately after notification. Within 14 days, the QRCM shall identify the potential occurrence and escape root cause and effective permanent corrective action(s) (PCA).

A completed QRCM Problem Solving Report (8D and workbook) shall be submitted no later than thirty (30) calendar days after receipt of the nonconformance report, and shall include evidence of validation of the PCAs, unless otherwise specified by Meritor.

Costs and charges incurred by Meritor associated with shipping, handling, processing, reworking, inspecting, engineering verification and replacing supplier responsible defective material including the costs of value-added operations prior to its discovery are the responsibility of the supplier.

Step 2 – Working Meeting

A working meeting is a Meritor Plant Quality led activity conducted at the receiving Meritor site. The purpose is to address supplier performance issues not resolved in a timely fashion at Step 1, multiple quality and/or delivery disruptions, and/or the result of a supplier pass through (SPT) occurrence, which is characterized by a severity 3 (Customer Disruption) or 4 (Safety/Recall). Working meetings focus on the supplier's action plan to prevent escape and eliminate the root cause of the issue in an agreed timeframe. The supplier is expected to maintain containment and submit periodic updates at Meritor's discretion until the SCARs are validated and closed by Meritor.

Supplier Performance is monitored internally via documented quality and delivery data associated with individual suppliers over a three-month rolling period. This data aids Meritor Plant Quality in identifying the most disruptive production suppliers to determine their escalation to Step 2. The supplier will be notified of their escalation to Step 2 via a formal letter by Meritor Plant Quality.

Once the issue is resolved, the supplier must continue to provide conforming production material on-time for 90 days or a mutually agreed timeframe, to exit Step 2 in good standing.

Step 3 – Chronic Supplier Improvement (CSI)

Escalation to Step 3 (CSI) is a result of continued poor performance by a Supplier after a Step 2 Working Meeting has occurred and the defined corrective action plan has been deemed ineffective by Meritor. This may also be a result of lack of supplier support necessary to address their performance issues. Meritor Supplier Development leads Step 3 (CSI) with support as needed from all functional areas of Meritor including Quality, Materials Planning, Purchasing and Engineering. The supplier is notified of their escalation to Step 3 (CSI) via a formal letter, which explains the reason for escalation, informs supplier that they have been placed on new business hold, and that 3rd party containment is to be implemented at the supplier's cost.

An initial Step 3 (CSI) meeting occurs either at the supplier or affected Meritor site. It is recommended that the Regional Supplier Development Manager and Purchasing Director or other Purchasing Manager participate in this meeting. A detailed action plan is put into place with Supplier Development monitoring on-site at the supplier on a regular frequency. Recurring progress meetings facilitated by Meritor Supplier Development are also scheduled.

Step 3 (CSI) is the supplier's final opportunity to improve their quality and/or delivery performance with full Meritor support. Exit criteria and timing will be determined at Meritor's discretion depending on the severity of the issue(s) and resulting impact to the receiving plant(s).

Step 4 – Supplier Resourcing

If Step 3 (CSI) is proven ineffective, Purchasing will be notified by Supplier Development that resourcing activities should begin taking place. At this time, an exit strategy will be developed and executed by Meritor.

2.25 Product or Process Variance

It is Meritor's policy not to accept product that does not meet the requirements of the applicable drawings and specifications. Requests for variance on nonconforming product shall be submitted to the Meritor receiving plant for review and approval and to obtain Meritor customer approval, as required, prior to shipment. Variance request shall be approved only for a specific time period or quantity of parts. Permanent variances are not permitted.

A variance request shall be accompanied by a QRCM Problem-Solving Report (see 3.1 Meritor Supporting Documents for a link to the QRCM (8D) report). This report shall include the identification of a clean point and the manner in which product will be identified, including how traceability will be maintained.

A variance request must be submitted if any PPAP-approved process or process flow must be temporarily changed due to equipment or resource unavailability. This variance request must detail the portion of the process flow and associated processes and equipment to be deviated. The cause for the requested deviation must be included as well as a timing plan to recover back to the approved processes. The variance request must be submitted and approved prior to production from a deviated process with subsequent product shipments clearly labeled with the approved variance.

2.26 Containment Requirements

Containment for New Production Parts

a) Containment of new production parts starts with Pre-Production builds and continues through the first 90 days of production after PPAP approval or as agreed to with the receiving Meritor location.
b) New Production Containment requirements will be documented by the supplier in their Pre-Production Control Plan and must be reviewed by the Meritor receiving site quality engineer for concurrence prior to any Pre-Production builds. Concurrence from Meritor does not relieve the supplier of any responsibility or accountability to deliver 100% conforming product to Meritor.
c) Suppliers may exit new production containment if they have achieved zero defects at the point of containment for 90 days after PPAP approval unless otherwise specified by Meritor. If defects are found at containment during this time the counter is reset and 90 clean days must be achieved from that point.
d) Meritor may require suppliers to perform off-line new production containment.
e) Suppliers are required to collect and retain inspection data with each lot shipped to the receiving Meritor plant. This should include variable measurement data, where applicable.
f) Suppliers shall develop action plans to address missed failure modes or capability improvement needs.

Containment for Nonconforming Parts

Suppliers shall implement Level I Containment immediately upon notification by Meritor of a nonconformance. Level I Containment shall include at a minimum:

a) Submission of a documented action plan for the containment of all parts within the supply chain. This includes, but is not limited to, parts at the supplier, in transit and at the Meritor receiving plant. The plan will include a containment data sheet, PPM per batch, PPM per defect and an action plan to resolve the issues detected during the containment activity.
b) Regular communication of the containment results to Meritor.
c) Communication of the manner in which product will be identified as quality assured/inspected by container or individual product.
d) On-site support to Meritor and, in conjunction with Meritor personnel, to Meritor's customers as required.
e) Utilization of a third party inspection service when circumstances prevent the supplier from providing expedient and efficient containment.

Suppliers, whose containment actions have been ineffective, may be placed on Meritor Level II Containment. Level II includes all of Level I, with the added inspection by a Meritor approved 3rd party. The approved 3rd party will be contracted and paid for by the supplier. Based on the severity of the issue, Meritor may elect to have the supplier go directly to Level II Containment.

Supplier shall remain in containment (either Level I or Level II) until permanent corrective action has been implemented and its effectiveness validated. Suppliers may exit from Level I or Level II containment when the following criteria have been met:

a) 30 days of production have shown zero defects at the point of containment unless otherwise specified by Meritor. If a defect is found at containment during this time the counter is reset and 30 clean days must be achieved from that point.
b) A full QRCM Problem Solving Report (8D), with supporting evidence, for the concern that caused the containment to be initiated has been submitted to the Meritor Receiving site and closure has been agreed upon.

Suppliers are required to accept all costs and charges incurred by Meritor associated with the containment activity such as shipping, handling, processing, reworking, inspecting, and replacing defective material including the costs of value-added operations prior to the discovery of the nonconformance, as well as third party inspection costs.

2.27 Warranty and Cost Recovery

Requirements for warranty and cost recovery are identified on Meritor Purchase Orders. Meritor may identify other specific warranty requirements at the Pre-Award Meeting. In some cases, a separate warranty-sharing agreement may be required by Procurement and/or the business unit.

2.28 Product Safety and Compliance Requirements

Advance Notification of Potential Safety Nonconformities: The Supplier must notify Meritor as soon as reasonably practicable, after discovering any nonconformity relating to the performance of the product, that may cause or contribute to a risk of death, injury or property damage, because of the product's design, construction, or performance. This communication must be in the form of a written notice. Meritor and the Supplier will cooperate fully using Meritor's Product Safety and Compliance (PSAC) process to identify the cause of the nonconformity and develop a plan for the prompt resolution of the nonconformity.

Regulatory Compliance: The Supplier must comply with applicable government statues, regulations and standards relating to motor vehicle safety (e.g. 49 USC 301, et seq., TREAD Act, EU Directives on Product Safety) within the territories of use.

Regulatory Notice: The Supplier must provide Meritor copies of any data, materials or information provided to a government entity relating to the products supplied (See note 1 below) to Meritor, including any test, manufacturing, field performance or warranty data. The Supplier must provide the information within 10 business days from the date of submission to the government entity.

NOTE 1: The Supplier must promptly notify Meritor, if it has provided information to a government, concerning recall of products that are Identical or Substantially Similar (See Note 2 below), regardless of whether such recall was voluntary or government mandated.

NOTE 2: Identical Or Substantially Similar Motor Vehicle Equipment as defined by NHTSA regulation means an item of motor vehicle equipment sold or in use outside the United States [and its Territories] is identical or substantially similar to equipment sold or offered for sale in the United States [and its Territories] if such equipment and the equipment sold or offered for sale in the United States [and its Territories] have one or more components or systems that are the same, and the component or system performs the same function in vehicles or equipment sold or offered for sale in the United States [and its Territories], regardless of whether the part numbers are identical.

2.29 Charges for Supplier Responsible Nonconformances

All charges in table below are billed at $100/hr USD (or equivalent local currency).

3hr Charge plus any incremental hard cost -	*PPAP or ISIR Rejection*
1hr Charge -	*DMN - Defective Material Notice - nonconforming product or service*
1hr Charge -	*Variance Request-waived if Variance is requested and approved prior to supplier shipment*
1hr Charge -	*1st Overdue Corrective Action Notice (30 days)*
3hr Charge -	*2nd Overdue Corrective Action Notice (Additional 15days after 1st Overdue)*
1hr Charge -	*Failure to submit Quarterly Capability Data within 48 hours of Meritor Request*
Billed at Actual Hours used -	*Sort, containment and administration for supplier quality or delivery spills*
3.5hr Charge -	*Removal From Skip Lot Inspection due to Quality Spill and Additional Inspection Required*

In addition, an appropriate charge may be imposed by Meritor including but not limited to the following reasons:

a) Delivery performance failures in addition to any costs incurred by Meritor associated with the failure
b) Warranty obligations
c) Product Safety and Compliance (PSAC) obligations relating to extraordinary field action

A supplier, who causes a Meritor line shutdown, may be required to reimburse Meritor for the full cost of production downtime, as well as any OEM imposed charges.

If a supplier believes that it has been unfairly charged for administrative fees, it shall contact its Procurement representative to initiate a dispute resolution process. Note: Dispute resolution regarding actual nonconformances should be handled through the Plant Quality representative.

2.30 Record Retention

Suppliers are required to maintain production part approval process (PPAP) packages, annual layout and validation records, tooling records, traceability records, engineering records, purchase orders and amendments for the length of time that the part (or part family) is active for production and service requirements plus one calendar year or a minimum of 10 years whichever is longer, unless otherwise specified by Meritor. Corrective Action records are to be retained for 5 years. Quality performance records such as control charts, inspection and test results are to be retained for 10 years.

The above time periods are considered “minimum”. All retention times shall meet or exceed the above requirements and any governmental requirements.

2.31 Supplier Diversity Requirements (Certified Supplier Only)

All certified minority business enterprises, women business enterprises, service- disabled veteran-owned small business enterprise and veteran-owned small business enterprises are required to submit their initial and renewal certifications to Meritor Procurement within 30 days of receiving them from National Minority Supplier Development Council, Women's Business Enterprise National Council, Small Business Administration or one of their affiliate certifying bodies.

2.32 Tier II Minority Purchase Reporting (United States Suppliers Only)

United States suppliers are required to report their U.S. minority purchases on Meritor’s Supplier Diversity Exchange Website. Purchases reported must be from a certified minority business enterprise. Refer to the following link for reporting and further instruction:

http://www.meritor.com/suppliers/diversityexchange/default.aspx

U.S. suppliers that do not report their U.S. minority purchases may be considered in breach of their contract and may be placed on New Business Hold. Non-reporting U.S. suppliers will also not be eligible for Meritor's Supplier Achievement Awards.

3.0 Supporting Documents

3.1 Meritor Supporting Documents

For these and other Meritor supporting documents, please refer to the appropriate item at the following link: http://www.meritor.com/suppliers/Requirements/default.aspx

- Acronyms and Definitions
- APQP Critical Supplier Status Report
- Supplier Variance Request Form
- QRCM Problem Solving Report (8D)
- Supplier Request for Product or Process Change
- Supplier Quality Requirements for prototype and low volume production parts

3.2 Supporting Industry Documents

The following publications are available from the Automotive Industry Action Group (AIAG). These documents contain information that is mandatory for suppliers to Meritor:

- Quality System Requirements ISO/TS 16949
- Quality Management Systems ISO 9001
- Automotive Quality Management Systems IATF 16949
- Quality System Assessment (QSA)
- Advanced Product Quality Planning and Control Plan (APQP)
- Potential Failure Modes and Effects Analysis (FMEA)
- Measurement Systems Analysis (MSA)
- Fundamental Statistical Process Control (SPC)
- Tooling & Equipment Assessment (QSA-TE)
- The TC-5 TREAD ACT Reporting Kit
- Production Part Approval Process (PPAP)

These documents can be purchased from:

Canada/United States
Automotive Industry Action Group
26200 Lahser Road, Suite 200
Southfield, MI 48034
United States of America
Phone: (248) 358-3570/3003
Fax: (248) 358-3253
Web: www.aiag.org

Europe
Carwin Continuous Ltd.
Unit 1 Trade Link,
Western Avenue,
West Thurrock, Grays
Essex RM20 3FJ
United Kingdom
Phone: 44 (0) 1708 861 333
Fax: 44 (0) 1708 867 941

Asia
Local source for Japanese translation
For QS 9000 and QSA listed below.

Brazil
IQA-Instituto de Qualidade Automotiva
R. Nicolau Barreto, 643
Vila Cordeiro, Sao Paulo - SP,
04583-001, Brazil
Phone: 55-11-5091-8971
Email: webmaster@iqa.org.br

Australia
FAPM
6th Floor, Perpetual Trustees Building
10 Rudd St.
Canberran City GPO Box 295
Canberra, ACT 2601
Phone: 61-6-247-4177
Fax: 61-6-257-4651

Mexico
Instituto Mexicano de Normalizacion Y Certificacion A.C.
Manuel Maria Contreras N° 133
ler. Piso, Col. Cuauhtemoc. C.P. 06470

Use America's source for English copies
Of the other required documents.
Japanese Industrial Standard
Japanese Standards Association
1-24, Akasaka 4, Minato-ku,
Tokyo 107-8440, Japan
Phone: 81 3 3583 8002
Fax: 81 3 3583 0462

Mexico D.F.
Phone: 52-5-546-4546
Fax: 52-5-566-4750

China
China Automotive Technology &
Research Center (CATARC)
PO Box 59, Tianjin, China 30001
Phone: 86 22 2437 3100 x6305
Fax: 86 22 2437 5351

4.0 Appendix

4.1 Special Characteristics

A Special Characteristic, also referred to as QCC or control characteristic, is either a Safety Related Characteristic (SRC) or a Major Characteristic of any component or assembly which requires particular attention on the part of the manufacturer to ensure conformance to specification. Special Characteristics are designated by the accepted design control authority through:

- The application of special symbols on engineering drawings
- Materials and process specifications
- Appearance on a control characteristics list
- Characteristics deemed major due to the supplier's manufacturing process

All Special Characteristics require demonstrated production capability as described in the AIAG PPAP manual and SQSR sections 2.5 and 2.6.

Definitions of Special Characteristics and their Meritor symbols are as follows:

Symbol	Classification	Definition
	Major Characteristic	A dimensional, material, process performance specification or standard which if violated, may cause a failure or malfunction resulting in: • A major repair • An inability to manufacture or assemble the product properly • A significant customer complaint
	Safety-Related Characteristic	A dimensional, material, process performance specification or standard which if violated, may cause a failure or malfunction resulting in: • An unreasonable risk of personal injury or death, or • A condition of non-compliance with a federal regulation

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S.R.C.	Safety-Related Component	Any part, component, assembly or system containing one or more Safety Related Characteristics. Includes Meritor-owned designs and supplier designs developed exclusively for Meritor

5.0 Revision Record and Approvals

Rev. #	Date	Revision Change
Previous Issues	Various	See Rev 4 of the SQSR Manual
4	July 1, 2001	Changed from Meritor to Meritor and Product Development Team to Meritor Project Management Team throughout document. Page 2 updated to new quality policy and clarified; Page 3 – Table of Content; changed section titles 2.3 Pre-Award Meeting; section 2.4 Special Characteristics; 3.2 Nonconformance Report; 3.5 Nonconforming Product Deviations…; Appendix C Supplier Request...; eliminated appendix D, changed Appendix D to E, Appendix F to E Page 4 – Purpose clarified; Page 6 – section 2.1 revised; section 2.2 revised and added; section 2.4 clarified and added; section 2.5, 2.6, 2.7 clarified; section 2.10 revised; section 3.2 updated; section 3.3 clarified; section 3.4 clarified and updated; section 3.5 clarified and modified; section 3.6 clarified; section 3.8 clarified and updated; section 3.9 & 3.10 updated. Appendix A - changed Meritor website address; Appendix C modified; Appendix D & E updated.
5	October 18, 2004	Updated, clarified and reordered entire document and added ISO/TS-16949 references (updates noted in blue text). Added the following sections: 2.9 Early Production and Pilot Part Requirements, 2.15 European ELV Directive and IMDS Requirements, 2.19 Contingency Plans, 2.20 Continuous Improvement; 2.21 Supplier Problem Solving & Avoidance, 2.22 Supplier Performance Ratings, 2.27 Product Safety and Compliance Requirements, 2.29 Record Retention, 2.30 Key Supplier Scorecards, 2.31 Minority Supplier Requirements, and 2.32 Tier II Minority Purchase Reporting. Also released a QRCM Problem Solving Report and APQP Critical Supplier Status Report as a Supporting Document. Updated Supplier Pre-Award Meeting Checklist, Updated Acronym and Definitions and made both a Supporting Document. Added a Supplier 4-Step Diagram. Revised approval sheet to reflect organizational changes.
5a	April 10, 2006	Maintenance update, removed references to QS-9000 in 2.1, removed ARM Quality Policy, removed obsolete signatures.
6	August 06, 2013	Changed Arvin Meritor Inc. to Meritor throughout entire document.
6a	August 06, 2013	Updated document by removing LVS titles, responsible persons names and updated to current individuals and positions.
7	December 15, 2014	Updated, clarified and reviewed entire document. 1.2 c) added “small supplier” note, 1.2 g) added “Conflict Minerals”, 1.3 updated link meritor.com/suppliers…, 2.1 General Supplier Quality Systems Requirements,2.6 Process Capability and Control – Added requirements table updated, 2.13 Annual Verification and Validation, 2.15 European ELV Directive and IMDS Requirements, 2.17 Product Packaging, Identification and Traceability – updated links. 2.18 Delivery Performance and EDI Requirements – updated link. 2.22 Supplier Performance Ratings-updated link, 2.24 Chronic Supplier Improvement (CSI) Program – section added, Numbering changes to sections 2.25 thru 2.33 due to addition of section 2.4.

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8	August 10, 2017	Updated, clarified and reviewed entire document. 1.2 Add IATF 16949, 2.1 General Supplier Quality System Requirements, removed New Suppliers approved exemption paths, 2.3 Added Technical Review details & remove reference to Meritor drafting standards, 2.5 Special Characteristics, removed In accordance with the requirements of ISO/TS 16949, 2.15 added Meritor IMDS ID: 2199, 2.17 The Packaging Playbook – updated link, 2.18 Delivery and EDI requirements – removed link, 2.31 Supplier Scorecards section removed, changed Supplier Diversity Requirements section number from 2.32 to 2.31, changed 2.33 Tier II Minority Purchase Reporting section number from 2.33 to 2.32, 3.1 Removed Supplier Pre-Award Meeting Checklist, 3.2 Supporting Industry Documents added ISO 9001 and IATF 16949. Replaced deviation with variance throughout document. Updated Document Approvers to Linda Taliaferro, VP Quality and Jon Rose, VP Procurement.
9	November 1, 2017	Significant Update, in accordance with IATF 16949 sanctioned interpretation, removed the option for non ISO 9001 suppliers to be compliant to ISO 9001 through second party audits. Formatted to Policy template and submitted to Policy & Procedure Library as new controlled document.
10	February 22, 2018	Significant Change: Page 11: Removed link to Packaging and Shipping Guide and The Packaging Playbook. Replaced with link to supplier requirements page where the files are located; Page 13: Changed timing requirement for submission of completed QRCM Problem Solving Report (8D and workbook) from 20 to 30 days to comply with Meritor's current process/expectation.
11	March 1, 2018	Administrative Change: Updated Revision number and date on bottom right corner of cover page, which was an oversight on the previous revision dated February 22, 2018
12	March 23, 2018	Administrative Change: Updated VP approval dates on page 20 from 11/1/2017 to 2/22/2018 because of the significant change (Revision 10) that was approved on that date.
13	February 21, 2019	Annual Review: No Change.
14	January 22, 2020	Annual Review: No Change.
15	March 6, 2020	Significant Change: Complete review and update of SQSR – please note section numbers may be different from previous versions. Removed sections 2.14 Certificates of Conformance and 2.22 Supplier Performance Ratings as these are no longer used at Meritor. New Section 2.24 Supplier Improvement Process (SIP) replaced Sections 2.23 Supplier 4-Step Incoming Quality Process and 2.24 Chronic Supplier Improvement (CSI) Program. Section 2.3 Technical Review & Pre-Award Meetings updated to reflect new Supplier Launch Process (SLP). Complete rewrite of section 2.6 Process Capability and Control. Section 2.8 Supplier Tooling, Gaging and Returnable Containers updated with requirement to establish calibration procedures for all gaging. Added links for suppliers in section 2.20 Delivery Performance and EDI Requirements. Section 2.25 Product or Process Variance changed to require a cause and recovery time plan submission when in need of variance. In section 2.29 Charges for Supplier Responsible Nonconformances added table of charges, previously in Pre-Award Template. Other editorial changes for formatting or clarification to sections 1.2 Purpose, 2.2 Advanced Product Quality Planning, 2.9 Manufacturing Process Review, 2.14 European ELV Directive and IMDS Requirements, 2.22 Continuous Improvement, and 2.26 Containment Requirements.
16	January 19, 2021	Intermediate Policy Change: Updated Content Owner from Joe Barnett to Jonathan Busse. Updated VP of Procurement approval from Jon Rose to Mark Brennan. Added sentence in 2.1 stating, "In some circumstances, suppliers may be exempted from this requirement as determined by Meritor Procurement and Quality." Updated revision record for annual reviews where no change was made. Updated page numbers on the Table of Contents.
17	February 1, 2021	Administrative Policy Change: Added clarification in 2.18 stating, "Parts shall arrive to the Meritor plant facilities free of debris (i.e. dirt, metal chips, shavings, or other particulate) that could be detrimental to the fit, form, or function within Meritor's product." Updated page numbers on the Table of Contents.
18	July 2, 2021	Administrative Policy Change: Update Content Owner's title. Updated Conflict Minerals direct inquiry email address in 2.15.

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Document Approvals:

Linda Taliaferro
Vice President, Global Quality

July 2, 2021
Date Approved

Mark Brennan
Vice President, Procurement

July 2, 2021
Date Approved