GKN Aerospace Services Limited Supplier Quality Assurance Requirements ('SQAR') Filton and Western Approach Sites

Document responsibility:

If you have any queries about this document, then please contact your relevant GKN contact within the GKN Aerospace Services Limited (Filton and/or Western Approach) ("**GKN**") organization who will be able to put you in contact with the appropriate person(s).

Foreword

This document defines the minimum Supplier Quality Assurance Requirements (SQAR) for suppliers providing products and services to GKN's Filton and/or Western Approach sites.

Suppliers are responsible for ensuring that all delivered products and services conform to specified requirements, applicable regulations, and industry standards.

Compliance with this document is mandatory when referenced within GKN's purchase orders or contractual agreements. Suppliers shall ensure these requirements are flowed down to all sub-tier suppliers.

Scope

This SQAR applies to all suppliers providing:

- Production materials
- Components and assemblies
- Special processes
- Calibration and testing services
- Distributors and stockists

It applies to all activities associated with GKN's Filton and/or Western Approach site operations.

GKN AEROSPACE

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1. Record of Revision

Revision	Change	Date
Issue 1	Initial Issue	July, 2026

Suppliers are responsible for reviewing revisions to the SQAR and implementing applicable requirements.

Continued acceptance of GKN Purchase Orders following publication of a revised SQAR shall constitute acceptance of the revised requirements.

GKN reserves the right to revise this SQAR at any time. For significant revisions affecting supplier obligations, certifications, product quality requirements, approval status, or compliance requirements, GKN will communicate the changes to affected suppliers and may require formal acknowledgement of the revised requirements.

2. References

Suppliers shall comply with the latest applicable revisions of the following standards and requirements, unless otherwise specified in the GKN purchase order or contractual documentation.

2.1 Quality Management Standards

- AS9100 – Quality Management Systems for Aviation, Space and Defence;
- ISO 9001 – Quality Management Systems; and
- AS9120 – Quality Management Systems for Distributors (where applicable).

Where products or services are supplied in support of a specific customer programme, suppliers shall also comply with all applicable customer requirements.

2.2 Aerospace Quality Requirements

- AS9102 – First Article Inspection (FAI);
- AS9103 – Variation Management of Key Characteristics; and
- NADCAP – Special Process Accreditation (where applicable).

2.3 Customer-Specific Requirements (CSRs)

Suppliers shall comply with all applicable Customer-Specific Requirements (CSRs), including but not limited to:

- Customer quality requirements;
- Product and programme-specific requirements;
- Engineering drawings, specifications, and standards;
- Approved supplier and special process requirements; and
- Flow-down requirements to sub-tier suppliers.

In the event of conflict between this document and Customer-Specific Requirements, the Customer-Specific Requirements shall take precedence.

2.4 Regulatory Requirements

Suppliers shall comply with all applicable statutory and regulatory requirements, including (as applicable):

- Civil Aviation Authority (CAA);
- European Union Aviation Safety Agency (EASA); and
- Federal Aviation Administration (FAA).

2.5 Product & Process Standards

Where applicable, suppliers shall comply with relevant industry standards, including:

- IPC/WHMA-A-620 – Cable & Wire Harness Assemblies; and
- IPC-A-610 – Electronic Assemblies.

2.6 Additional Standards

- ISO 14001 – Environmental Management Systems; and
- ISO 45001 – Occupational Health & Safety Management Systems

3. Terms and Conditions

3.1 General

Compliance with this SQAR is mandatory where referenced within the GKN purchase order or contractual documentation.

Suppliers shall ensure all applicable requirements defined in this SQAR are complied with and flowed down to sub-tier suppliers.

3.2 Order of Precedence

In the event of conflict between requirements, the following order of precedence shall apply:

1. Applicable statutory and regulatory requirements;
2. Customer-Specific Requirements;
3. Purchase order and/or the relevant contractual agreement;
4. This SQAR.

3.3 Flow-Down of Requirements

Suppliers shall:

- Ensure all relevant requirements are flowed down to sub-tier suppliers; and
- Be responsible for sub-tier supplier performance and conformity.

3.4 Record Retention

Suppliers shall retain records demonstrating product conformity, traceability, manufacture, inspection, testing, release and regulatory compliance for a minimum of ten (10) years unless otherwise specified by:

- the relevant GKN contract;
- Customer-Specific Requirements;

- Regulatory requirements; and
- Applicable specifications.

Where continuing airworthiness requirements apply, records shall be retained for the period specified by the applicable customer, regulatory or contractual requirements.

3.5 Notification of Changes

Suppliers shall notify GKN prior to implementing changes, including:

- Manufacturing processes;
- Materials or components;
- Production location;
- Sub-tier suppliers; and
- Key personnel (where relevant).

Approval shall be obtained from GKN before implementation of any changes to the above.

3.6 Nonconformance and Escapes

Suppliers shall:

- Not ship nonconforming product without GKN approval;
- Immediately notify GKN of any product escape; and
- Support investigation and corrective action.

3.7 Ethical and Regulatory Compliance

Suppliers shall comply with the GKN Supplier Code of Conduct which is available in the GKN Aerospace Supplier Portal at https://www.gknaerospace.com/supplier-portal/ .

The GKN Supplier Code of Conduct includes the requirement for GKN's suppliers to:

- Comply with all applicable laws and regulations;
- Maintain ethical business practices; and
- Adhere to anti-bribery and modern slavery legislation.

3.8 Supplier Responsibility

The supplier shall retain full responsibility for:

- Product conformity;
- Quality performance;
- Compliance with all requirements.

Approval or verification by GKN does not relieve the supplier of this responsibility.

3.9 Terminology and Interpretation

The following terms are used within this document to define the level of requirement:

“Shall”

Indicates a mandatory requirement. Compliance is required and no deviation is permitted unless formally approved in writing by GKN.

“Must”

Indicates a mandatory requirement derived from statutory or regulatory obligations. Compliance is required at all times.

“Should”

Indicates a strong recommendation or expected practice. Any deviation shall be justified and documented where applicable.

“May”

Indicates a permissible or optional approach. No justification is required for alternative methods.

4. Context of the Organisation

4.1 General

This document defines the Quality Management System (QMS) requirements applicable to suppliers providing products and services to GKN.

Suppliers shall establish, implement, and maintain a QMS appropriate to the scope, complexity, and criticality of the products and services supplied.

Compliance with this SQAR and applicable contractual requirements shall form part of the supplier’s QMS.

4.2 Minimum Quality Management System Requirements

Suppliers shall operate a QMS that complies with the applicable standard(s) relevant to their scope of supply, as defined in Table 1.

All certifications shall be:

- Issued by an accredited certification body;
- Valid and maintained throughout the duration of supply;

- Provided to GKN upon request.

Scope of Supply	Manufacturer / Subcontractor	Distributor	Calibration / Testing	Repair Organisation	Engineering / Design
Standard parts (COTS)	AS9100	AS9120	N/A	N/A	N/A
Metallic parts	AS9100	AS9120	N/A	AS9110	AS9100 / ISO9001
Composite parts	AS9100	AS9120	N/A	AS9110	AS9100 / ISO9001
Assemblies	AS9100	N/A	N/A	AS9110 / Part 145 (where applicable)	AS9100
Raw material	ISO9001	AS9120	N/A	N/A	N/A
Special Processes	NADCAP (or equivalent approval)	N/A	N/A	N/A	N/A
Calibration Services	N/A	N/A	ISO17025 / ISO10012	N/A	N/A
Testing Services	N/A	N/A	ISO17025 / ISO10012	N/A	N/A
Tooling	ISO9001	N/A	N/A	ISO9001	AS9100
Auxiliary goods	ISO9001	ISO9001	N/A	N/A	N/A

Table 1: QMS Certification Requirements by Scope of Supply

Special Process Requirements

Where special processes are performed, suppliers shall:

- Hold NADCAP accreditation; or
- Hold approval from GKN or relevant customer authority.

This applies to processes including (but not limited to):

- Chemical processing;
- Coatings;
- Heat treatment;
- Non-destructive testing (NDT);
- Welding;
- Surface enhancement;
- Non-conventional machining;

Material testing laboratories shall be accredited by:

- NADCAP; or
- ILAC-recognised accreditation bodies.

Additional Requirements

- Where required by contractual documentation, specific standards (e.g. AQAP) shall apply;
- Suppliers not currently certified to the required level must:
    - Provide a defined improvement plan; and
    - Receive formal written approval for any temporary deviation.

4.3 Supplier Approval and Approved Supplier List (ASL)

4.3.1 Supplier Approval

Suppliers shall be subject to an approval process prior to being added to GKN's Approved Supplier List (ASL).

Approval may include:

- QMS certification review;
- Capability assessment;
- Audit (on-site or remote); and
- Review of past performance.

4.3.2 Evidence of Compliance

Suppliers shall provide:

- Certification evidence;
- Supporting documentation upon request; and
- Ongoing updates of certification status.

Suppliers shall notify GKN within 10 days of:

- Certification renewal;
- Certification expiry; and/or
- Changes to certification status.

Evidence shall include, but not be limited to:

- Valid third-party certification certificates;
- Accreditation certificates;
- Audit reports (where requested); and
- Approval documentation.

4.3.3 Right of Access

The Supplier shall provide reasonable access to facilities, equipment, personnel, records, tooling, materials and products associated with the fulfilment of GKN purchase orders. This right of access shall extend to applicable customers, regulatory authorities, and authorised representatives.

4.3.4 Changes Affecting Approval

Suppliers shall notify GKN of any changes that may affect approval status, including:

- QMS certification changes;
- Organisational changes;
- Process or capability changes.

(Refer also to Section 8.15 – Request for Change)

4.3.5 Supplier Removal

A supplier may be removed from the Approved Supplier List in cases including but not limited to:

- Sustained poor quality or delivery performance;
- Loss of required certification;
- Failure to comply with SQAR requirements;
- Business inactivity;
- Cessation of trading.

4.4 Regulatory and System Transparency

Suppliers shall:

- Maintain up-to-date certification records;
- Provide access to certification and audit data upon request;
- Grant access to recognised industry databases (e.g. IAQG OASIS) where applicable.

5. Leadership

5.1 General

Suppliers shall demonstrate leadership and commitment to quality by ensuring that:

- Adequate resources are provided to meet all requirements defined in this SQAR;
- Quality objectives are established and maintained;
- Responsibilities and authorities are clearly defined and communicated.

5.2 Organisational Roles, Responsibilities and Authorities

Suppliers shall define and maintain an organisational structure that ensures effective control of quality throughout all operations, including sub-tier suppliers.

Suppliers shall:

a. Resource and Oversight

Ensure sufficient resources are in place to:

- Maintain compliance with this SQAR;
- Control and monitor sub-tier suppliers; and
- Support consistent product conformity.

b. Defined Accountability

Define personnel accountable for:

- Product quality;
- Manufacturing and inspection activities;
- Supplier and sub-tier control; and
- Engineering and design activities (where applicable).

Such personnel shall have the authority to:

- Stop production or delivery;
- Quarantine nonconforming product; and
- Initiate corrective actions.

c. Authority to Act

Suppliers shall ensure that personnel responsible for quality are:

- Independent from production pressures (where practical); and
- Empowered to act in the interest of product conformity and safety.

d. Communication and Handover

Suppliers shall establish effective communication processes, including:

- Shift handover arrangements;
- Transfer of critical information between personnel; and
- Escalation of quality issues.

e. Sub-tier Responsibility

Suppliers retain full responsibility for:

- Quality of products and services provided by sub-tier suppliers;
- Flow-down of all applicable requirements; and
- Monitoring and control of sub-tier performance.

f. Regulatory Roles (Where Applicable)

Where regulatory or Customer-Specific Requirements apply, suppliers shall define relevant roles such as:

- Accountable Manager;
- Quality Manager; and/or
- Other nominated responsible persons.

These roles shall comply with applicable regulatory or contractual requirements.

6. Planning

6.1 Risk Management and Business Continuity

6.1.1 General Requirements

Suppliers shall establish, implement, and maintain a risk management process appropriate to the scope and criticality of the products and services supplied.

The process shall:

- Identify, assess, and prioritise risks;
- Define mitigation and contingency actions;
- Include periodic review of risk effectiveness;
- Support continuity of essential operations.

Risk management shall consider both internal operations and the supply chain.

6.1.2 Business Continuity Planning

Suppliers shall establish and maintain a Business Continuity Plan (BCP) to ensure continuity of supply.

The BCP shall address, as a minimum:

- Risks to manufacturing facilities, equipment, and processes;
- Dependence on key personnel or unique skills;

- Single points of failure (including sub-tier suppliers);
- Alternative production capabilities or recovery strategies;
- IT systems failure and data backup arrangements;
- Emergency response procedures; and
- Defined recovery actions and timescales.

The Business Continuity Plan shall be:

- Periodically reviewed and tested;
- Communicated to relevant personnel; and
- Made available to GKN upon request.

6.1.3 Risk Assessment

Suppliers shall perform and maintain a documented risk assessment, which shall include:

- Risk identification – sources, causes, and impacts;
- Risk analysis – likelihood and severity;
- Risk evaluation – prioritisation of risks;
- Risk mitigation – actions to reduce risk; and
- Monitoring and review – effectiveness of controls.

Suppliers are encouraged to align with recognised methodologies such as:

- ISO 31000
- AS9134 (Supply Chain Risk Management)

6.1.4 Product Safety Risk

Suppliers shall identify and manage risks that may impact:

- Product safety;
- Airworthiness; and
- Regulatory compliance.

Where safety-related risks are identified, suppliers shall:

- Perform risk analysis and mitigation;
- Notify GKN immediately of safety concerns; and
- Support investigations and risk assessments as required.

6.1.5 Notification of Risk and Disruptions

Suppliers shall immediately notify GKN of any actual or potential issues that may impact:

- Business continuity;

- Product conformity; and
- Delivery performance.

This includes, but is not limited to:

- Major incidents (e.g. fire, IT failure, natural disaster);
- Supply chain disruptions;
- Cybersecurity breaches;
- Changes in ownership or organisational structure;
- Loss or degradation of capability; and
- Any inability to meet SQAR or contractual requirements.

6.2 Health, Safety and Environment

Suppliers shall:

- Comply with all applicable health, safety, and environmental regulations;
- Identify hazards associated with materials, processes, or products;
- Provide relevant safety data (e.g. material safety data sheets where applicable).

Suppliers shall notify GKN of any conditions that may:

- Affect safe product use; and/or
- Present risks to personnel or the environment.

6.3 Advanced Product Quality Planning (APQP)

Where required by contract or risk assessment, suppliers shall apply Advanced Product Quality Planning (APQP) methodologies.

APQP shall be applied to:

- New product introduction;
- Process development and validation;
- Significant changes to design or manufacturing; and
- Resolution of major quality issues.

Suppliers shall align with recognised guidance, such as:

- AS9145 (APQP & PPAP for Aerospace)

Outputs may include:

- Control plans;
- Process flow diagrams;
- Risk analyses (e.g. PFMEA); and
- Production readiness activities.

7. Support

7.1 Infrastructure

Suppliers shall establish and maintain infrastructure necessary to ensure product conformity, including:

- Facilities, equipment, and tooling;
- Process capability and capacity; and
- IT systems supporting production and quality.

Suppliers shall:

- Maintain equipment and tooling to ensure continued capability;
- Assess manufacturing feasibility prior to production; and
- Ensure products meet specified standards, tolerances, and requirements.

Where new or relocated facilities, processes, or major equipment changes are planned, suppliers shall:

- Implement a structured project plan; and
- Notify GKN in advance (minimum 3 months where feasible).

Suppliers shall also ensure appropriate controls are in place to:

- Protect products and materials; and
- Prevent misuse, damage, or unauthorised access.

7.2 Monitoring and Measuring Resources

Suppliers shall control all monitoring and measuring equipment used to verify product conformity.

Suppliers shall:

- Ensure all equipment is calibrated and traceable to recognised standards (e.g. ISO 17025)
- Maintain a calibration system including:
    - Unique identification of equipment;
    - Calibration status visible to users;
    - Calibration records and history; and
- Ensure out-of-tolerance conditions are assessed and addressed.

Suppliers shall:

- Perform Measurement System Analysis (MSA) for critical and key characteristics; and
- Ensure measurement capability is suitable and validated.

Where unit conversion is applied, suppliers shall ensure:

- Controlled and authorised processes are used and

Calibration and measurement records shall be made available to GKN upon request.

7.3 Competence

Suppliers shall ensure personnel performing work affecting quality are:

- Competent on the basis of education, training, and experience; and
- Appropriately trained for their assigned activities.

Suppliers shall:

- Maintain training records; and
- Ensure personnel understand their impact on product quality and safety.

Suppliers are expected to:

- Implement structured problem-solving methodologies (e.g. 8D, AS13000 or equivalent);
- Provide appropriate training for personnel handling:
    - Nonconformance;
    - Corrective actions;
    - Continuous improvement activities; and

Use of trained and competent auditors is required for internal audits.

Suppliers are encouraged to implement:

- Operator self-verification (e.g. AS9162) to improve quality culture and first-pass yield.

7.4 Records, Traceability and Provision of Information

Suppliers shall ensure full traceability of products:

- Throughout all stages of manufacture;
- Across all levels of the Bill of Materials (BOM);
- Through sub-tier suppliers; and
- Through configuration status and history; and

Records demonstrating conformity and traceability shall demonstrate product conformity and may include:

- Certificates of Conformity;
- Material certifications;
- Test and inspection records;

- Manufacturing documentation (e.g. travellers, job cards).

Records shall be:

- Legible, identifiable, and retrievable;
- Protected from loss, damage, or deterioration;
- Records shall be retained in accordance with the requirements defined in Section 3.5 of this SQAR.

Records shall:

- Be provided to GKN upon request within a defined timeframe;
- Be available in English (translations required where applicable); and

In the event of business discontinuation, suppliers shall ensure records remain accessible and may be transferred to GKN upon request.

7.5 Documented Information and Data Control

Suppliers shall:

- Control all documents and data related to product definition and manufacture; and
- Ensure only current revisions are used.

Suppliers shall:

- Flow down applicable documents and specifications to sub-tier suppliers; and
- Ensure timely retrieval of records (within 24 hours where required).

Additional requirements:

- Electronic records shall be securely stored and maintained by the Supplier and sub-tier suppliers for the full retention period required by the relevant GKN contract; applicable regulations and/or by applicable law;
- Data shall remain accessible and readable for the duration of retention;
- Handwritten changes to design or product definition documents are not permitted.

Data used for inspection and test results shall:

- Be recorded in a format suitable for analysis (e.g. electronic spreadsheets).

7.6 Control of Software and Technical Data

Where software is used in production, inspection, or testing, suppliers shall:

- Validate and control software; and
- Ensure correct configuration and version control.

Where digital data is transferred:

- Processes shall ensure data integrity and correct interpretation.

The destruction of controlled technical data shall:

- Be performed in a controlled manner;
- Ensure data is irrecoverable;
- Comply with regulatory and contractual requirements.

7.7 Export Control and Regulatory Compliance

"Export Controls" means all applicable laws relating to export control (including, as applicable, the UK Export Control Order 2008 and Retained Council Regulation (EC) No 428/2009, the US International Traffic in Arms Regulations, the US Export Administration Regulations and Regulation (EU) 2021/821);

The Supplier shall comply with Export Controls, and applicable sanctions laws and regulations (including, as applicable and without limitation, financial sanctions, trade embargoes or other restrictive measures imposed by the United Nations, the United States, the European Union or its Member States, or the United Kingdom) in relation to the performance of any GKN purchase order and/or contract.

Suppliers shall comply with all applicable Export Controls, including (where applicable):

- UK Export Controls;
- US Export Controls; and
- Other applicable national Export Controls.

Suppliers shall:

- Ensure appropriate licences are obtained under Export Controls that may be required to provide any products and/or services to any person under or in connection with the GKN purchase order and/or contract;
- Include any relevant export control information with shipping documentation; and
- Control access to restricted technical data and products.

7.8 Information Security and Cybersecurity

Suppliers shall implement appropriate controls to protect product, technical, and business information from loss, corruption, unauthorised access, disclosure, or misuse.

Suppliers shall notify GKN without undue delay of cybersecurity incidents that may affect product conformity, availability of supply, technical data, intellectual property, or contractual obligations.

8. Operation

8.1 Operational Planning and Control

Suppliers shall plan and control production to ensure product conformity and delivery performance.

Suppliers shall:

- Assess manufacturing feasibility prior to acceptance;
- Ensure adequate capacity (equipment, personnel, supply chain);
- Monitor process performance and effectiveness; and
- Apply structured planning methods (e.g. APQP where required).

8.2 Counterfeit and Suspect Material

Suppliers shall establish and maintain processes to prevent the use of counterfeit or suspect material.

Suppliers shall:

- Comply with standards such as AS5553 and AS6174;
- Procure materials from approved or authorised sources;
- Maintain full supply chain traceability; and
- Prevent use of unapproved or suspect parts.

Suppliers shall:

- Immediately notify GKN if counterfeit or suspect material is identified or suspected.

8.3 Contract Review and Requirements Management

Suppliers shall:

- Review purchase order, drawings, specifications, and applicable requirements prior to acceptance;
- Ensure capability to meet all requirements; and
- Resolve discrepancies before production.

Suppliers shall ensure:

- Correct document revisions are used; and
- Required approvals (e.g. special processes) are in place.

8.4 Control of Externally Provided Processes (Sub-tier Control)

Suppliers shall:

- Flow down all applicable requirements to sub-tier suppliers;
- Maintain control and oversight of sub-tier performance; and
- Ensure sub-tier compliance with this SQAR.

Suppliers shall retain full responsibility for all outsourced activities.

8.4.1 Purchasing Controls

Suppliers shall:

- Purchase materials and services from approved sources;
- Ensure material traceability to original manufacturer; and
- Verify certification and conformance of purchased items.

8.4.2 Work Transfer

Suppliers shall notify GKN prior to implementing any work transfer.

A work transfer may include, but is not limited to:

- Transfer of manufacture between facilities;
- Transfer of manufacture between suppliers or sub-tier suppliers;
- Relocation of tooling, equipment, or production activities;
- Transfer of special process providers;
- Transfer of inspection or testing activities; or
- Any other change that may affect product conformity, capacity, delivery performance, product safety, or regulatory compliance.

The Supplier shall provide sufficient information to enable GKN to assess the impact and associated risks of the proposed transfer.

Where requested by GKN, the Supplier shall provide supporting information, including details of:

- The scope of the proposed transfer;
- Affected products or services;
- Transfer timing and implementation plans;
- Validation and verification activities;

- Process, tooling, equipment, or supplier changes;
- Any applicable regulatory or export control considerations.

Where GKN determines that a proposed transfer presents a significant risk, GKN reserves the right to require additional controls prior to approval and implementation, including but not limited to:

- Additional reviews or approval gates;
- First Article Inspection (FAI) activities in accordance with AS9102;
- Additional validation or qualification activities;
- Source inspection, audit, or surveillance activities;
- Production readiness reviews; or
- Other risk mitigation actions deemed necessary by GKN.

8.5 Production and Process Control

8.5.1 General Production Control

Suppliers shall:

- Implement controlled production processes;
- Develop and maintain inspection and test plans; and
- Ensure process capability is achieved and maintained.

Where processes are not capable, suppliers shall:

- Implement corrective actions; and
- Establish containment measures.

8.5.2 Inspection and Testing

Suppliers shall:

- Perform required inspection and testing;
- Maintain inspection records; and
- Use competent personnel.

Sampling inspection shall not be used unless formally approved.

8.5.3 Special Processes

Suppliers shall:

- Use approved or accredited special processes (e.g. NADCAP where required);
- Ensure process validation and qualification; and
- Control changes to approved processes.

8.5.4 Foreign Object Damage (FOD)

Suppliers shall implement a FOD prevention programme, including:

- Cleanliness controls;
- Tool and material management;
- Inspection for foreign objects; and
- Investigation of FOD incidents.

8.5.5 Electronic Assemblies (where applicable)

Suppliers shall:

- Control electrostatic discharge (ESD) risks; and
- Follow applicable standards (e.g. IPC / ANSI J-STD-001).

8.6 First Article Inspection (FAI)

Suppliers shall perform FAI in accordance with AS9102.

FAI shall be conducted by the Supplier:

- At initial production;
- Following design, process, or source changes; and
- After significant production interruption.

Suppliers shall:

- Maintain FAI records; and
- Provide FAI documentation upon request.

8.7 Identification and Traceability

Suppliers shall ensure:

- Product identification throughout all stages;
- Full traceability of materials, processes, and sub-tier sources; and
- Traceability linking product to certification records.

8.8 Control of Changes

Suppliers shall notify and obtain GKN approval prior to changes affecting:

- Design or product definition;
- Materials or processes;
- Manufacturing location; and

- Sub-tier suppliers.

Where such changes occur, suppliers shall:

- Perform FAI as required; and
- Maintain change records.

Suppliers shall provide notification at least 90 days prior to implementation of any significant change unless circumstances prevent such notice. Where GKN determines that a proposed change presents a significant risk, GKN reserves the right to require additional controls prior to approval and implementation.

8.9 Release of Products and Services

Suppliers shall ensure all products are:

- Verified as conforming to the required specification; and
- Accompanied by required documentation.

8.9.1 Certificate of Conformity

Each delivery shall include a Certificate of Conformity containing:

- Supplier identification;
- Part number and revision;
- Quantity and traceability details;
- Statement of conformity; and
- Authorised signature.

Additional requirements may be defined by the relevant GKN contract.

8.10 Nonconformance Control

Suppliers shall:

- Identify and segregate nonconforming product;
- Not ship nonconforming product without GKN approval; and
- Notify product escapes immediately.

Suppliers shall:

- Perform root cause analysis (e.g. 8D);
- Implement corrective and preventive actions.

Typical Response Expectations

Suppliers shall notify GKN within 24 hours of discovery of any product escape that may affect delivered product conformity or product safety, and follow the process and timescales stated in the table below:

Activity	Target
Escape notification	24 hours
Containment	Immediate
Initial response	2 working days
Root cause	10 working days
Full corrective action	30 calendar days

Suppliers unable to meet these timelines shall immediately inform GKN and obtain written agreement to any alternative timescales from GKN.

8.11 Delivery and Packaging

Suppliers shall:

- Ensure products are properly packaged to prevent damage;
- Protect against contamination, corrosion, and environmental impact; and
- Ensure correct identification and labelling.

8.12 GKN-Supplied Material and Tooling

Suppliers shall:

- Protect GKN supplied and/or owned material, tooling, and/or data;
- Maintain records of location and condition of GKN owned material, tooling and/or data; and
- Not modify or dispose of any GKN owned material, tooling and/or data without GKN approval.

9. Performance Evaluation

9.1 Supplier Performance Monitoring

GKN shall monitor supplier performance to ensure continued compliance with quality, delivery, regulatory, and contractual requirements.

Supplier performance may be evaluated by GKN using, but not limited to, the following criteria:

- Product conformity and quality performance;

- On-time delivery performance;
- Responsiveness to requests and communications;
- Corrective action effectiveness;
- Audit results;
- Product escapes and nonconformities;
- Product safety performance;
- Compliance with this SQAR; and
- Customer complaints attributable to supplied products or services.

Performance results may be considered during GKN supplier approval, re-approval, sourcing decisions, and supplier development activities.

9.2 Special Measures

Where supplier performance presents an unacceptable risk to product quality, delivery, product safety, regulatory compliance, or customer satisfaction, GKN may apply special measures.

Special measures may be initiated as a result of:

- Significant or repeated nonconformities;
- Product escapes;
- Failure to meet quality or delivery targets;
- Significant audit findings;
- Loss, suspension, or expiry of certification or accreditation;
- Product safety concerns;
- Customer complaints or concerns;
- Ineffective corrective actions; and/or
- Failure to comply with this SQAR.

Special measures may be applied to specific products, programmes, manufacturing locations, or across the supplier's organisation, including those actions listed below:

Special measures actions may include:

- Increased performance monitoring;
- Enhanced inspection activities;
- Source inspection;
- Additional audits;
- Increased reporting requirements;
- Shipment restrictions or shipment hold;
- Controlled shipping arrangements;
- Supplier improvement plans; and/or
- Suspension or removal from the Approved Supplier List.

GKN shall periodically review the effectiveness of special measures and determine when such actions may be reduced or removed.

9.3 Internal Audit Programme

Suppliers shall establish and maintain a risk-based internal audit programme to verify the effectiveness of the Quality Management System, manufacturing processes, product conformity controls, and special process controls where applicable.

The audit programme shall include, as a minimum:

• Quality Management System audits;
• Manufacturing and operational process audits;
• Product audits;
• Special process audits, where applicable;
• Follow-up verification of corrective actions.

Audit frequency shall be based upon risk, performance, product criticality, customer requirements, and previous audit results.

Internal audits shall be conducted by personnel independent of the activity being audited wherever practicable.

Audit findings shall be documented, investigated, and addressed through appropriate corrective actions with verification of effectiveness.

Records of internal audits shall be retained and made available to GKN upon request.

10. Improvement

10.1 Corrective Action

Where a nonconformity, product escape, adverse trend, audit finding, or other quality concern has been identified, GKN may require the Supplier to undertake formal corrective action.

The Supplier shall:

- Implement immediate containment actions where appropriate;
- Assess the extent and impact of the issue;
- Investigate and identify root cause;
- Define and implement corrective actions;
- Verify effectiveness of corrective actions; and
- Prevent recurrence of the issue.

Structured problem-solving methodologies should be used, such as:

- 8D;
- AS13000 Problem Solving Requirements;
- 5 Why Analysis;
- Fishbone (Ishikawa) Analysis;

- Equivalent recognised methodologies.

Unless otherwise specified by GKN, the Supplier shall:

- Establish containment actions immediately;
- Provide an initial response within two working days;
- Provide root cause analysis and corrective action plans within agreed timescales.

Corrective actions shall remain open until objective evidence of effectiveness has been demonstrated.

Supplier is required to review recurring internal and external nonconformities and launch improvement actions.

10.2 Continuous Improvement

Suppliers shall promote continual improvement throughout their organisation and supply chain.

Improvement activities shall focus on:

- Product quality;
- Delivery performance;
- Product safety;
- Customer satisfaction;
- Process capability;
- Waste reduction;
- Risk reduction;
- Operational efficiency.

Suppliers are encouraged to utilise recognised continuous improvement methodologies including Lean, Six Sigma, Statistical Process Control (SPC), process capability analysis, and lessons learned.

Where adverse trends are identified, suppliers shall implement improvement activities to address the underlying causes before product conformity or delivery performance is impacted.

10.3 Zero Defect Philosophy

Suppliers shall support a Zero-Defect philosophy through the prevention of defects rather than the detection of defects after occurrence.

This shall be achieved through:

- Robust planning and risk management;
- Effective process controls;
- Employee competence and awareness;
- Error-proofing techniques where practicable;

- Monitoring of process performance;
- Continual improvement activities;
- Effective corrective and preventive actions.

The objective of the Zero-Defect philosophy is to continually improve process capability and product conformity while reducing the occurrence of escapes, rework, scrap, and customer disruptions.

10.4 Performance Trending and Preventive Action

Suppliers shall periodically review and analyse:

• Internal nonconformities;
• External nonconformities;
• Customer complaints;
• Product escapes;
• Audit findings;
• Corrective action data;
• Delivery performance.

Recurring issues and adverse trends shall be investigated and addressed through preventive actions, corrective actions, or improvement projects as appropriate.

11. Product Safety and Safety Culture

11.1 Product Safety

Suppliers shall establish processes to ensure product safety is considered throughout the lifecycle of the product or service provided.

Suppliers shall:

- Identify and manage product safety risks;
- Ensure product safety requirements are understood and applied;
- Maintain product conformity to applicable requirements;
- Consider safety impacts when implementing product, process, or organisational changes;
- Escalate product safety concerns without delay.

Where a safety-related condition is identified that may affect delivered products, the Supplier shall immediately notify GKN and provide all relevant information necessary to support risk assessment and containment activities.

11.2 Safety Culture and Human Factors

Suppliers shall promote a culture that supports product safety, quality, integrity, and ethical behaviour.

Supplier's personnel and sub-tier suppliers shall be encouraged to:

- Report quality and safety concerns;
- Escalate risks and nonconformities;
- Challenge unsafe practices;
- Support continual improvement activities

Suppliers shall consider human factors that may influence product quality or safety, including:

- Fatigue;
- Distraction;
- Workload;
- Communication failures;
- Complacency;
- Environmental conditions.

Appropriate controls shall be implemented by suppliers to reduce the likelihood of human-factor-related errors.

11.3 Safety Management Systems

Where required by regulatory, contractual, or Customer-Specific Requirements, suppliers shall establish and maintain a Safety Management System (SMS) appropriate to the scope, complexity, and risk associated with the products and services supplied.

GKN reserves the right to review, assess, or audit such systems where applicable.

11.4 Ethical Behaviour and Product Integrity

Suppliers shall promote ethical behaviour and a culture of integrity throughout their organisation.

Suppliers' personnel shall be encouraged to report actual or suspected quality, safety, compliance, or ethical concerns without fear of retaliation.

Suppliers shall ensure that product conformity records, inspection results, certifications, and approvals are accurate, complete, and truthful.

Falsification of records or intentional misrepresentation of product conformity shall be reported immediately to GKN.