



# WPS Supplier Quality Manual

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Revision 8



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# Wilbert Plastic Services Locations

**Lebanon KY Facility  
(LKY)**



**Bellevue OH Facility  
(BOH)**



**Easley SC Facility  
(ESC)**



**Harrisburg NC Facility  
(HNC)**



**Belmont NC Facility  
(BNC)**



**White Bear Lake MN Facility  
(WMN)**



**Belmont NC Corporate Office  
(BHQ)**



Vision  
Statement

Create value and integrated plastics solutions for our customers with integrity, efficiency, and a passion for service.

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## Mission Statement

WILBERT plastic services is committed to providing superior value to our customers, through innovative solutions, operational execution, and utilizing the talents of all of our associates.

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## Quality Policy

WILBERT plastic services is committed to “Operational Superiority and Innovation” by continually improving our processes and Quality Management System to ensure our customers receive Quality product, On time, at a Competitive price.



## WPS Core Values

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### Ethical Behavior

We will conduct business with respect for key moral principles that include honesty, fairness, equality, dignity, diversity and individual rights. Our ethical business practices include assuring that the highest legal and moral standards are observed in all business relationships.

### Our People

We will treat our employees with respect, dignity, and professionalism, creating an environment that promotes teamwork, and gives our people the opportunity to grow and succeed.

### Relationships Built on Trust

Relationships built on trust depend on cooperation, and having a positive attitude towards each other. We will earn the trust of each other, our customer, our vendors, and our community, through our actions, character and integrity.

### Commitment to Quality

We strive to achieve superiority in our operation, and to ensure our customers receive the highest quality product, on time, at a competitive price.

### The Heritage & Reputation

For over 50 years our reputation has been founded and built upon trust and respect for all of our stakeholders.

## WPS Management Guiding Principles

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### Create Customer Value

Every aspect of the organization should be focused on creating value for the customer. This includes driving all aspects of value (quality, cost, delivery, safety and morale).

### Respect for Individuals

Respect is a principle that enables the development of people and creates an environment for empowered associates to improve the processes that they “own”.

### Seek Perfection

The pursuit of perfection reveals that there are always opportunities for improvement. The more a process is observed the more waste will be seen.

### Focus on Process

Good processes will produce the intended output, as long as proper inputs are provided.

### Systemic Thinking

Systems are designed to produce a specific end goal and drive the intended behavior of the organization.

### Lead with Humility

A leader’s willingness to seek input, listen carefully and continuously learn creates an environment where associates feel respected and energized and give freely of their creative abilities.

### Quality at the Source

“No Defect Passed Forward” mind-set of ownership and accountability, through attention to internal and external customers.

## General

English is the language to be used for all forms of communication, including corporate and day- to-day operations. The requirements contained within this manual supplement the requirements found in ISO 9001 or IATF 16949 and apply to all suppliers who supply Wilbert plastic services, (WPS).

## Exceptions

Conformance with these requirements may only be waived in writing through the WPS Supply Chain and/or WPS Quality Assurance Management.

## Required References

At times WPS facilities may reference industrial or International references that are required. These could be specifications, procedures, etc. that may have to be purchased by the supplier from third party document sources.

## Philosophy

Quality, Delivery, Service, Integrity and Value are the cornerstone criteria by which we measure our suppliers and ourselves as we strive to fulfill our customers' expectations.

The WPS supplier development program will actively and continuously seek out competitive suppliers to enhance our ability to manufacture more effectively and provide solutions for our customers. Suppliers who partner with WPS may expect to obtain the fiscal and planning benefits of a long-term relationship.

The WPS Supply Chain is responsible for all aspects of procurement, logistics, and delivery. The choice of suppliers in any of these areas may be the result of investigation and deliberation amongst various departments within WPS but all price negotiation and commitment to purchase authority rests solely with the Supply Chain department.

The management of WPS is committed to attaining the quality goals and objectives stated in this manual. It is the ultimate responsibility of supplier's management to ensure that this vision is understood, implemented, and maintained at all levels of the organization

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# WPS Supplier Management

## Section 1: Supplier Partnership Agreement

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WPS realizes that only by developing strong relationships with our suppliers and by linking customer expectations with Supply Chain Fulfillment, will we be able to achieve the goal of exceeding the expectations of our internal and external customers.

### 1.1 Expectations of Suppliers

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In an effort to establish a basis for these relationships, the following guidelines were established for our supplier.

- Embrace the concept of never ending continual improvement and zero non-conformances in all aspects of the business.
- WPS suppliers agree to take full responsibility for problems if and when they occur as a result of defective material being supplied to WPS.
- Ship product 100% on time and defect free.
- Work with and fully support WPS in our customer relationships.
- Fully comply with the requirements set forth herein and other appropriate specifications.
- React with a sense of urgency when these expectations are not met. Take immediate steps to resolve deficiencies to prevent their recurrence within time allocated by the WPS.
- Proactively communicate with WPS, especially regarding all changes including but not limited to schedules and services.
- Any sub-supplier/contractor, material substitutions, process, and/or product changes must be approved in writing by WPS prior to change.
- Abide by all local environmental laws and regulations
- Act in open and ethical manner, and treat WPS with trust through all communications.
- Adhere to all Local State, and Federal laws as well as all applicable employment laws.
- Support cost reduction requests.
- Provide a safe work environment.
- Maintain confidentiality of all communication and information exchanges, including but not limited to prints, specifications, samples, applications, etc.

### 1.2 Supplier Selection

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WPS evaluates and selects new (potential) suppliers based on their ability to meet the requirements of WPS by:

- providing cost effective solutions

- superior defect free products
- expert knowledge of product and manufacturing processes
- provide responsive and proactive support
- be an industry environmental steward within their community

WPS Supply Chain will maintain an Approved Supplier List. No production materials, services, etc. that have a high impact to product quality, (as determined by WPS) will be purchased from a supplier unless they are on the Approved Supplier List.

WPS determines the methods for assessment and how additions are made to the Approved Supplier List. An assessment can be performed by one or more of the following:

- Submission of an ISO 9001 and/or IATF 16949 certification, (suppliers for automotive product must be at a minimum third party registered to ISO 9001 and have a plan to progress to third party registration to IATF 16949 unless waived by the customer)
- Completion of a WPS quality survey
- An onsite audit of a suppliers' QMS by a WPS representative
- Third party audit results, (i.e. from Ford, General Motors, Daimler Chrysler, BMW, Mercedes)
- Customer directed supplier, (a supplier that is designated by the customer)
- Previously grandfathered based on past history (prior to 12/31/09)
- WPS pre-award survey

To become an approved supplier the supplier must first exhibit proof of a functioning Quality Management System, (QMS) that gives the assurance of a commitment to quality and to continuing improvement. The supplier's Quality Manual (policies and procedures) shall be available for WPS to review upon request.

## 1.2 Price, Terms and Conditions

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### Price:

Any increases to the prices will be effective 30 days after the effective date of the increase and the date written notice is provided to WPS.

The supplier agrees to provide WPS full price lists at least 30 days prior to the effective date of a price increase pursuant to this agreement. The price increase will not be implemented until such time.

### Terms:

Payment is per agreement with WPS.

## 1.4 Contingency Plan

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WPS requires suppliers to establish contingency plans to prevent failure of the supplier to deliver product within the terms of the contract / purchase order / release in the event of an emergency such as utility interruptions, labor shortages, key equipment failure, and field returns. WPS reserves the right to review the supplier's contingency plan.

If WPS and/or its customer's production are interrupted by the failure of the supplier to deliver scheduled product within agreed to terms, all costs and/or penalties that are incurred by WPS and/or our customers will be the sole responsibility of the supplier.

## 1.5 Safety, Environmental, and Hazardous Substances

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WPS suppliers should ensure that all production and manufacturing processes are carried out in conditions that have proper and adequate considerations for the health and safety of those involved. WPS will not do business with any supplier that provides an unhealthy or hazardous work environment, or which utilizes mental or physical disciplinary practices.

Suppliers are to ensure that all materials and products being supplied to WPS satisfy current government and safety constraints on restricted, toxic, environmental, and hazardous materials. All items must be RoHS compliant Per "DIRECTIVE 2011/65/EU of European Parliament and of the Council on Restrictions and Use of Certain Hazardous substances in Electrical and Electronic Equipment (Recast) "This includes all materials in that they may be part of an assembly or component covered by this directive. Any special requirements will be defined in the WPS purchase order or contract documentation.

Material Safety Data Sheets, (MSDS) must accompany all initial shipments of any materials, which contain toxic and/or hazardous materials and are to be routinely updated. All containers of hazardous products must be clearly labeled. Hazardous chemicals are defined as any element, chemical compound or mixture of elements and/or compounds that may pose a health or physical hazard.

## 1.6 Confidentiality

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Suppliers shall not disclose to others or use for its own purposes any trade secrets, confidential information, knowledge, designs, data, skills, or any other information derived by doing business with WPS. All communications, documents, and specifications from WPS are considered confidential.

# WPS Supplier Management

## Section 2: Supplier Quality Agreement

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### 2.1 Non-Conformances

Discrepant Material Reports (DMR's), and Receiving Discrepancy Reports (RDR's) will be issued upon discovery of defective product identified as a result of, but not limited to line rejections, incorrect labeling, incorrect packaging, testing failures, failed inspection results, customer concerns, warranty and / or customer returns, receipt of obsolete material, missing documentation (such as packing lists and required material certifications) or other failure modes.

The non-conformance process is managed through the following procedure:

- Supplier will be notified of the concern through electronic mail, phone call or other similar process.
- All relevant containment actions must be initiated immediately and remain in place until corrective action has been reviewed and approved by the WPS procuring plant(s).
- Unless otherwise specified, initial response to the non-conformance must be completed within 24 hours of notification.
- Upon notification, the supplier shall initiate a Corrective Action Report (CAR) and any other supporting documentation as directed by the WPS procuring plant(s).
- The initial CAR, detailing root cause and corrective action plan must be submitted to the WPS procuring plant within 5 working days.
- An RMA for nonconforming material must be provided within 48 hours of the initial request. If a response is not provided by the supplier within 48 hours, the nonconforming material will be scrapped by the WPS procuring plant at the supplier's cost.
- Validation and closure will be determined by the WPS procuring plant with the intent of closing each CAR within 30 days. However, due to some circumstances this may be extended to permit implementation of true preventive actions to prevent recurrence.

### 2.2 DMRs and RDRs

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DMR's and RDR's will be issued with associated administrative charges:

Initial Occurrence	\$100.00
Repeat Occurrence	\$250.00
Second Repeat Occurrence	\$500.00
Subsequent Repeat Occurrences	\$1,000.00

These charges are designed to ensure that CAR's are completed properly and effectively with focus on prevention of recurrence.

## 2.3 Supplier Chargeback Guidelines

Suppliers will be responsible for all validated costs for non-conformance issues, based on (but not limited to) the following criteria:

- Plant sort of supplier product on production line until certified stock arrives
- Production line shutdown
- Finished product sort and/or scrap of material
- Any material transfer of nonconforming supplier product
- Quality Department time for problem investigation
- Testing, if required
- Any sort / rework charges incurred by the Plant
- Related external and internal transportation expenses
- Any costs incurred by WPS for disruption of our customers
- Costs associated with the disposition / return of unapproved or unauthorized material sent by the supplier
- Costs related to unauthorized deviations
- Costs incurred by WPS associated with customer recalls or product failures, caused by supplier non-conformance.
- Travel costs to and from customer locations in order to assist in resolution of the reported concern as well as any supplier on-site evaluations or assessments deemed necessary to validate corrective and preventive action measures implemented.

These costs are charged to suppliers specifically to offset costs incurred by WPS and will vary according to the plant and specific issue involved. Standard hourly rates for sort, rework, and material handling in the plant will be charged at a rate of **\$30.00** per hour per person.

The supplier will be given the opportunity to provide personnel to sort and or rework nonconforming material at the appropriate WPS procuring plant depending on space availability and the need for material.

The supplier may also use third party assistance but will require the approval the WPS procuring plant Quality Manager. Time will be charged for any safety or regulatory training required before such personnel can enter production areas.

It is the supplier's responsibility to confirmed all PPE requirements with the PWS procuring plant before sending personnel into the plant.

Any idle machine time will be based on the quoted hourly rate of the machine(s) impacted. This will vary based on machine and how each WPS procuring plant operates.

## 2.4 Corrective Actions

If a non-conformance is detected at WPS, product will be quarantined and dispositioned. After the review and disposition of the product, a formal Supplier Corrective Action Report, (SCAR) may be issued through the WPS Quality Assurance department.

The following actions must be implemented in response to a SCAR

- Implement immediate containment on all affected product and communicate containment details to Wilbert within 24 hours of receiving the notification of a non-conformance.
- Certify shipments as conforming product. Shipments must be clearly identified as certified through the use of labels or placards.
- All shipments must be certified from the time of notification to the time that corrective action is determined to be effective.
- If product is to be reworked to make it conforming, a written rework plan must be approved by Wilbert. Samples may be necessary at the discretion of the Wilbert quality contact.
- SCARs must address both why the product was made and why the product was shipped and should follow the 8D methodology. The supplier's form may be used for the response at the discretion of the Wilbert quality contact.
- Mistake proofing must be considered on all SCARs and applied whenever feasible. Where mistake proofing is not feasible, effective preventive actions must be implemented to prevent recurrence.
- Upon receipt of the SCAR the supplier is responsible for formally responding to all elements of the SCAR within a 30 day period unless otherwise negotiated through the WPS issuing Quality Assurance department
- Proof of implementation and effectiveness of the corrective and preventive actions must be supplied before the SCAR can be closed.

Note: Return authorization requests are to be provided within 48 hours of the initial request. If a response is not provided by the supplier within the 48 hour period, the non-conforming material may be scrapped by WPS at the suppliers' cost.

## 2.5 Certifications and Color

Certification of compliance is required for all plastic sheet, resin, hardware/components, paint, and outside process. The specific requirements are indicated in the following matrix. Additional certificates of compliance and/or analysis may be requested on an as needed basis through the WPS Supply Chain or Quality Assurance department. With respect to resin suppliers, a sample batch of material is to be provided prior to offload of bulk shipments to verify quality. Unless otherwise approved by the WPS Quality Assurance and Supply Chain departments, the required certification is to be provided at the time the ASN is sent.

### Requirements for Certificates of Compliance

Requirements	Plastic Sheet	Resin	Hardware/ Components	Paint
PO #	X	X	X	X
Part #	X	X	X	X
Revision level	X	N/A	X	X
Product Description	X	X	X	X
Quantity	X	X	X	X
Lot / Batch #	X	X	X	X
Date of manufacture	X	X	X	X
Moisture content (30 day warranty)	1	N/A	N/A	N/A
Thickness/ Gauge w Tolerance	X	N/A	N/A	N/A
Length x Width	X	N/A	N/A	N/A
Weight	X	N/A	N/A	N/A
Gloss	X	N/A	N/A	X
Squareness	X	N/A	N/A	N/A
Flatness	X	N/A	N/A	N/A
Orientation	X	N/A	N/A	N/A
Extrusion Direction	X	N/A	N/A	N/A
Impact Test	X	N/A	N/A	N/A
Max Regrind - %	X	N/A	N/A	N/A
Melt index	2	X	N/A	N/A
Color ( $\Delta E$ )	2	N/A	N/A	X
Statement of compliance to RoHs	X		X	
Statement of conformance	X	X	X	X

**1** – Where required by WPS for hydroscopic material

**2** - If required per WPS Extruded Sheet/Purchased Goods Specification, Color  $\Delta E$  not required for utility grade material

**X** – Required

#### **Color**

The supplier shall provide a color and gloss match to the WPS supplied master color chip to obtain color approval prior to the first production order. For subsequent shipments, spectrophotometer readings shall be sent with each shipment as required by the WPS facility Quality Assurance department. Unless otherwise specified in writing, the L\*a\*b\* color space shall be used with standard tolerances of  $\Delta L \pm 0.75$ ,  $\Delta a \pm 0.5$ ,  $\Delta b \pm 0.5$ , and  $\Delta E \pm 1.0$ .

Note: Formed product is to have a maximum  $\Delta E$  of 1.5 after forming unless approved in writing through the Quality Assurance Manager of the WPS facility placing the PO.

## 2.6 Deviations

If the supplier has an issue arise that causes their supplied parts to not meet WPS requirements, the supplier must submit a written deviation request to the using facility before parts needing deviation approval are shipped. The deviation request is to be submitted to the Materials Manager and Quality Manager for approval. The deviation must be signed by both managers and will be for a temporary period of time. If the deviation is to be permanent then an ECN should be submitted.

If the deviation is approved the plant Quality Manager will provide the supplier with the signed deviation and time frame the deviation is approved for. If the deviation is not approved then the supplier must initiate immediate corrective action to include rework or containment to ensure WPS is protected from non-approved parts.

**Note:** The supplier may be required to submit a formal corrective action detailing the steps taken to correct and prevent the issue causing the deviation request.

## 2.7 Advanced Quality Planning (APQP) / PPAP

Suppliers are expected to utilize a multidisciplinary team approach when preparing for production of a new product for WPS following the latest version of the AIAG APQP manual. Sample submissions, if required, will be requested through a purchase order.

The purpose of initial samples is to confirm that all drawing and specification requirements are met, and that the processes are capable of producing the product to specification. The initial samples must be approved in writing prior to volume shipments of production products. Suppliers may be required to furnish a minimum of 3 representative samples from production with inspection test reports in advance of first production shipments under the following conditions:

- Initial submission
- Item form, fit, or function
- Engineering changes
- Composition of product
- Manufacturing processes
- Replacement or refurbished tooling
- Change in material or components
- Change in sub-contractor or material source
- Contract processing or testing
- Test methods
- Finished product labeling
- Site of Manufacturer
- Change in equipment or new equipment

**Note:** Material Safety Data Sheets, (MSDS) are to be supplied where applicable or as requested.

For Automotive, Heavy Truck and select products as defined by WPS, the supplier will be required to utilize the process and forms referenced in the most current AIAG (Automotive Industry Action Group) manuals to demonstrate product and process conformance to product specifications. In such situations the supplier will be

notified in writing and required to provide a level 3 PPAP, (Production Part Approval Process) submission for approval prior to shipment of production product.

The PPAP documentation is to include a dimensional study to demonstrate that a process capability for identified critical / key characteristics is capable of achieving a Cpk of 1.67 or better. The supplier is expected to perform a capacity study and where required a Run @ Rate based on production requirements plus 10% increase in volume to ensure that their production output will meet the order requirements of WPS. WPS is to be notified of any potential problems / constraints.

Any samples being submitted are to be clearly identified with the following information:

- Name of the sample recipient
- Purchase Order No.
- Part Number
- Manufacturing Date or Lot #
- Quantity

# WPS Supplier Management

## Section 3: Supplier Delivery Agreement

### 3.1 Delivery Requirements

It is extremely important that the Supplier adhere to the required delivery to allow WPS to provide finished product to our customers by the scheduled due date. The delivery requirements are defined as:

- 100% on time delivery defined as 0 Days Late and 0 Days Early
- Product may be shipped up to 2 days early (and still qualify as being on time) with written approval through the Supply Chain department at the WPS facility issuing the purchase order.
- Without written approval the shipment may be rejected at the WPS dock and returned to the supplier. The supplier will be responsible for the return freight.
- Late shipments may be refused and returned to the supplier if the product is no longer required. The supplier will be responsible for the return freight.
- Shipping documentation must include, but not limited to; WPS Item number, Purchase Order, Item Description, Quantity Shipped, and number of containers.
- Invoices must reference the packing slip or delivery document number.
- All invoices are to be sent to the Wilbert Plastic Services corporate mailing address for processing.
- Advance Shipping Notification, (ASN) is to be sent to WPS once the product is shipped from the Suppliers' facility. Via EDI (when available) or E-mail. **(All Ford sub-suppliers are to be EDI capable).**
- The WPS Supply Chain department is to be notified as far in advance as possible if there is the potential of a late delivery or if an actual situation arises.
- Any changes to the delivery requirements will be relayed to the supplier by the Supply Chain department of the WPS facility issuing the purchase order.
- **WPS adheres to the requirements of MMOG/LE for all Ford business including the requirements for:**
  - Lot traceability throughout the value chain (lot traceability shall include subcontracted components of an assembly/module that are associated with compliance to any inverted delta requirement).
  - Electronic communication with Ford and sub-tier suppliers.

Note: Failure to provide advance notification of a late delivery in a timely manner may result in the supplier being responsible for reimbursement to WPS for incurred costs resulting from machine downtime, expedited shipments, overtime, etc. (See sections 2.2 - 2.3)

### 3.2 Identification, Packaging, and Traceability

Each individual skid (or package on a mixed pallet) is to be clearly identified. Labels should be used that clearly identify the product and include, at a minimum, the following information in a legible condition:

Supplier Name	WPS Part Number	Purchase Order No.
Part Name or Description	Manufacturing location	Unique Serial Number
Manufacturing Date or Lot #	Quantity	

The packaging must be of adequate strength for the weight of the product and protect it from damage during transit and storage while maintaining the integrity of the product, including but not limited to:

Moisture                      Contamination                      Warp                      Crushing

Suppliers shall establish and maintain a system to provide full traceability and identification for their final product, as well as through all stations of their production and delivery. All materials must be capable of being traced to the original material from which the product was produced.

Note: Any expendable container measuring 48" x 40" that cannot be stacked more than 1 unit high due to weight restrictions, Do Not Stack cones or labels will be required.

See *Wilbert Plastic Services Packaging Guidelines* for details.

### 3.3 Purchase Orders, Blanket POs, and Release Schedules

Purchase orders will be created and supplied to all suppliers awarded business by Wilbert Plastic Services. The type of PO is based on estimated volume per year.

Small quantities and Thermoform sheet suppliers will receive Discrete POs.

- Will include PO, Part, Description, Ordered quantity, Unit Price, and Extended PO Price.

Higher volume suppliers will receive Blanket POs with Release Schedules.

- Blanket POs will include PO, Part(s), Description(s), EAU (Estimated Annual Usage), and Unit price
  - EAU is an estimate volume and is not a commitment to purchase.
- Release schedules will provide Firm, Planning, and Forecast dates/quantities.

Release schedules detail:

**Material Authorization:** Authorization is the amount of financial commitment for released material Wilbert Plastic Services provides the supplier. In other words, it is how much material Wilbert Plastic Services will buy from the supplier if the part ends suddenly or builds out.

**Lead Time:** Production lead-time is the amount of time it takes to Fabricate and Deliver the product once in production. Target lead time will reflect end customer lead time.

- For **Extended Material and Lead-Time Authorization**, complete the appropriate form and submit for approval to the WPS Corporate Buyer.
- Wilbert Plastic Services' goal is to minimize the amount of obsolete material for the supplier as well as WPS. It is the supplier's responsibility to work on continuous improvement activities to reduce the Material Authorization and Lead time for product.

**Firm:** based on agreed lead time. WPS will be liable for manufactured level parts.

**Planning:** Used by the supplier to plan and procure raw materials. WPS will be liable for material cost only.

**Forecast:** May be used by the supplier for planning purposes. WPS will not be liable for any part of the forecast quantities. Use as information only.

# WPS Supplier Management

## Section 4: Supplier Development

For select suppliers, WPS will maintain a supplier rating system based on quality, delivery performance, and service. The Supplier Performance Scorecard will be provided at a minimum of once per quarter. WPS will be afforded the right to assist the supplier in development of their systems and/or processes when:

- The performance level of the supplier falls below an expected level
- The supplier requests assistance in the development of systems
- Supplier requirements are not being met

Whenever WPS deems it necessary to develop a supplier, an action plan is initiated by the appropriate WPS location and is communicated to the supplier. The supplier is responsible for providing the necessary resources for successful completion of the action plan.

### 4.1 Supplier Rating Matrix

#### All Suppliers

<b>Rating</b>	<b>Quality PPM</b>	<b>Delivery PPM</b>	<b>Quote New Business</b>	<b>Penalty</b>
Preferred	0 – 100	< 1,000	Preferred	None
Acceptable	101 – 750	1,001 – 2,500	Yes	None
Marginal	751 – 2,000	2,501 – 5,000	Yes	None
Probation	> 2,000	> 5,000	No	Probation Status

Note: A deviation may be granted by WPS to a supplier with a probation status allowing them to maintain a marginal ranking in recognition of their improvement efforts, if they:

- Show quarter over quarter improvement
- Provide a formal agreed upon improvement plan

### 4.2 Probationary Status

If a supplier receives a quarterly rating of “Probation” the following actions may be initiated:

- The supplier shall be required to develop a short term corrective action plan to improve their scorecard rating
- The supplier may be ineligible to quote new business across any of the WPS facilities
- The customer may be notified of the suppliers’ rating as they have a vested interest in the quality and on time delivery of raw materials and/or components being supplied
- An alternative supplier may be sourced

## 4.3 Supplier Performance Review Meeting

Suppliers who do not meet the WPS performance expectations may be required to attend an onsite Supplier Performance Review meeting to identify the systemic/management issues that need to be addressed in order to provide effective closure to issues such as:

- Quality PPM Performance
- Delivery Performance
- Poor Responsiveness
- Corrective Action analysis/response
- Recurring Issues
- Rejected / Late PPAP Submissions

## 4.4 Continuous Improvement

Suppliers are expected to reduce costs annually. WPS will work proactively with its supply base to support cost reduction implementation, but expects the suppliers to take the initiative in establishing projects that will generate cost savings. Suppliers will be expected to participate in formal cost reduction reviews as required by WPS upper management. Areas for cost reductions may include, but not limited to:

- Manufacturing costs
- Quality costs
- Delivery costs
- Purchasing costs
- Overhead costs

Note: Supplier cost reduction goals will be established through the WPS Supply Chain on an annual basis.

All cost reduction activities put forth by the supplier are to be in writing and submitted through the Supply Chain department for internal review and approval. This will also ensure that the supplier receives credit for their cost reduction activities.

## Approval



Bill Loftin  
Corporate Quality Manager



Sarah Bear  
Corporate Purchasing Manager

Review Period-3 years  
Last review: 3/4/18