

# TARKETT NORTH AMERICA SUPPLIER QUALITY MANUAL

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# Tarkett Supplier Quality Manual

## 1. INTRODUCTION

### A. Who is Tarkett?

1. A global leader in innovative and sustainable solutions for flooring and sports surface solutions. The most global player in the sector with 34 industrial sites and almost 12,500 employees serving clients in more than 100 countries. With 2016 net sales of € 2,739 million. 1.3 million M<sup>2</sup> of flooring sold every day for Healthcare, Education, Housing, Retail & Hospitality, Offices and Sports.
2. Tarkett is listed on Euronext Paris. Tarkett has one of the broadest products portfolio in the flooring industry, offering integrated and coordinated solutions to professional and residential end-users.
3. Committed to sustainable development and circular economy, with an active and acknowledged eco-innovation strategy.

### B. Our Suppliers

1. Tarkett recognizes the important role Suppliers and Service Providers have as our partners in business for providing value to our customers. As an extension of our operations, we rely on our Suppliers and Service Providers to provide products and services which meet the requirements of contracts, supply and service agreements, specifications, and the quality management system requirements described in this manual.

### C. Purpose:

1. The purpose of this manual is to define and communicate to Suppliers, the Tarkett requirements regarding quality managements systems, design requirements and manufacturing process controls.

### D. Scope:

1. This manual applies to all Suppliers providing materials, products, and services, which are incorporated into products sold by, or as products sold directly by Tarkett in North America.
2. This includes: external suppliers, intra-company Suppliers, and when applicable, to sub-tier suppliers and/or subcontractors of our Suppliers.
3. The requirements within this manual do not supersede conflicting requirements in any Tarkett contract, specification or other agreement between the applicable Tarkett entity and Supplier.

### E. Questions:

1. May be directed to the Tarkett Director of Supplier Quality in North America.

### F. Requirements:

1. In this manual the terms “shall” and “must” indicate a mandatory requirements.
2. In this manual the term “should” indicates a requirement with some flexibility allowed in the method of compliance.
3. “In this manual the term “May” indicates guidance.

### G. Definitions:

1. **Contract:** A legally binding agreement between two parties. This may take the form of a long term supplier agreement, a purchase order or other form. It also includes documents specifically referenced in the contract such as specifications, this manual, ISO 9001, Control Plans, drawings, etc.
2. **Control Plan:** A controlled document describing the systems and processes required for controlling a product.

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3. **Controlled document:** A document which can be identified with respect to revision level or status, and has been approved by relevant authority.
4. **Laboratory Scope:** A controlled document which specifies the specific tests, evaluations, and calibrations and the associated equipment, methods and standards that a laboratory is qualified to perform.
5. **Nonconforming Product:** Product which fails to meet contractual requirements. Product which is suspect of being nonconforming will be considered as nonconforming until there is evidence that it conforms to requirements.
6. **Pass through finished Product:** Product manufactured by a Supplier that is sold by Tarkett under a Tarkett label and/or Tarkett Packaging without additional value added activity by Tarkett prior to sale by Tarkett.
7. **PQP:** Product Qualification Process
8. **Product:** This may be a physical product or service.
9. **QMS:** Quality Management System
10. **Special Characteristics:** A product characteristic or manufacturing process parameter which can affect safety, or compliance with regulations, fit, function, or subsequent processing of a product.
11. **Sub-tier Suppliers:** Suppliers to Tarkett Suppliers.
12. **Tarkett:** Tarkett North America through its operating entities.
13. **Tarkett Buyer:** The designated point of contact to the Supplier from the Tarkett Procurement contact. The Procurement contact could be a category manager, procurement director, procurement specialist, etc.

## 2. SUPPLIER CODE OF CONDUCT

### A. Conformance with legal and regulatory requirements.

1. All Suppliers shall meet all applicable legal requirements of the site of manufacturing. This shall include wage, labor, safety, and environmental related requirements.
2. Suppliers are expected to notify Tarkett through its designated Tarkett Procurement contact, if there should be a breach of legal or regulatory requirements in the manufacturing of Products for Tarkett.

## 3. SUPPLIER QUALITY SYSTEM

### A. Quality Management System Requirements:

1. Suppliers shall maintain a Quality Management System (QMS) suitable to the Products provided to Tarkett. The QMS should meet the requirements of ISO 9001 or ISO 17025. The QMS should be certified by an accredited third-party certification body to the latest version of one or more of the following as applicable:
  - a. ISO 9001 – Quality Management System Requirements. Or equivalent.
  - b. ISO 17025 for all laboratory services.

### B. Quality Manual:

1. Upon request the Supplier shall furnish Tarkett with a copy of the Suppliers Quality Management System Manual, which is to be current and approved by the Suppliers management at the time of request. This may include related or reference documents.
2. The Supplier shall notify the Tarkett Buyer of any significant changes to the Suppliers quality management system including personnel to include: ownership, top management, or loss of registration to ISO 9001.

## 4. SUPPLIER APPROVAL PROCESS

### A. Supplier Approval Status:

1. Tarkett requires all Suppliers to be approved prior to the issuance of contracts.
2. Suppliers must be approved by Tarkett regardless of approvals by customers or other entities.
3. Once approved a Supplier approval status may be put on “Hold” or “Revoked”
  - a. Hold Status:
    - i. Suppliers who have been placed on “Hold” may continue to provide product to Tarkett, but cannot be awarded any new business.
    - ii. Normally Suppliers on Hold status can obtain “Approved” Status by completing and obtaining approval on outstanding corrective actions.
  - b. Revoked Status:
    - i. Suppliers placed in “revoked” status cannot be used.
    - ii. Suppliers must go through the evaluation process again in order to be re-approved to regain “Approved” status.

### B. Supplier Evaluation

- i. **The Supplier Approval Process may include the following:**
  1. **Historic Performance:** For Suppliers with a history of supplying Product to Tarkett or other Tarkett divisions, prior performance will be included in the evaluation.
  2. **Supplier Initial Assessment:** Tarkett may request the Supplier to provide a copy of its quality management certificate and/or complete a self-assessment of its business and quality management system and capabilities.
  3. **Document Audit:** In those cases where a Suppliers QMS has not been certified by an accredited certification body, Tarkett may request a copy of the Suppliers Manual and supporting procedures, and internal audit reports to determine if the Suppliers management system meets requirements.
  4. **On-Site Assessment:** This may include an audit to the criteria of SO 9001. However; generally, when a Supplier is certified to a related standard by an accredited certification body, Tarkett will not conduct an on-site assessment of the Supplier’s quality management system against the same criteria. Tarkett, may elect to conduct on-site assessments of a Supplier’s product or process capabilities, ability to meet contractual requirements including those in Product specifications, control plans and the requirements in this manual. As a result, findings may be issued. These assessments may also include:
    - i. Quality Management System (QMS) – if necessary, as a result of (or in conjunction with) product or process capability assessments, to determine whether the Supplier’s quality management system meets one or more of the applicable standards, and is functioning effectively.
    - ii. Business and Manufacturing Operations – to determine whether the Supplier has the resources and capacity needed to fulfil production needs and continuity of supply.
    - iii. Supplier Control – to evaluate the ability of the Supplier to control cascaded requirements and ensure that products supplied by its Suppliers to ensure that Products delivered to Tarkett conform to applicable requirements.
    - iv. Continual Improvement Initiative. - To determine if the Supplier’s processes are capable of pursuing continual improvement.
    - v. Technical Resources: to determine if the Supplier has technical resources which could adequately support the ongoing relationship.
    - vi. Continuous Improvement: The Supplier has a process of continuous improvement.

## 5. SUPPLIER PERFORMANCE MONITORING:

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## **A. Supplier Scorecards:**

1. Tarkett completes and communicates Supplier performance of its key suppliers through the Supplier scorecard.
2. Supplier Scorecards will be communicated to the Supplier through the Tarkett Buyer.
3. Ratings: The Tarkett Scorecard covers the following areas.
  - a. Customer Service
  - b. Pricing
  - c. Quality
  - d. Deliveries
  - e. Innovation and R&D
  - f. Environmental, Social and Cradle to Cradle
4. Expectations for improvement:
  - a. Suppliers are expected to address areas where performance does not meet expectations of Tarkett. Actions plans for addressing unacceptable scores should be developed and followed. Supplier performance will be tracked over time.
  - b. At the discretion of the Tarkett Buyer a meeting with Supplier's management will be set up to review the Supplier documented action plans.

## **B. Audits by Tarkett:**

1. As a part of the ongoing evaluation and monitoring of Supplier's performance Tarkett may conduct audits of the Supplier.
2. Audits are an opportunity to facilitate communication of the requirements and priorities of Tarkett with onsite face to face contact.
3. Periodic on-site audits are very similar to the audits described in the Supplier approval process section of this manual.
4. Typical audits will concentrate on confirming Supplier's ability to meet Tarkett requirements described in the product specifications and quality control plans, and to follow up on any corrective actions performed by the Supplier.
5. Significant issues identified during the audit may result in a request for formal corrective action which should be addressed in accordance with the section of this manual describing the requirements for Corrective Actions.

## **6. GENERAL REQUIREMENTS (FOR ALL SUPPLIERS):**

### **A. Compliance to contractual requirements:**

1. Upon accepting a contract the Supplier is responsible for compliance to all contract requirements. This includes, specifications, purchase orders and other documents included in or referenced by the contract. Unless otherwise specified in the contract, the document revision in effect on the date of issue of the contract applies to the contract. Neither audit, surveillance, inspection or tests by Tarkett, its representatives or its customer(s) relieves the Supplier of the responsibility to furnish acceptable products or services that conform to all contract requirements. Nor does it preclude subsequent rejection by Tarkett.

### **B. Quality Management System Requirements:**

1. If applicable, all requirements of ISO 9001 for manufacturers, distributors, and non-laboratory services.
2. If applicable, all requirements of ISO 17025 for laboratory services.

### **C. Tarkett Designated Sources.**

1. Where specified by Contact, the Supplier shall purchase products, from Tarkett designated sources. However, the Supplier is responsible to ensure that the items provided meet all applicable requirements.

### **D. Control of Sub-Tier Suppliers:**

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1. The Supplier, as the recipient of the Contract is responsible for meeting all contractual requirements, including those provided by Suppliers sub-tier suppliers.
2. When the Supplier uses sub-tier suppliers to perform work on Products scheduled for delivery to Tarkett, the Supplier shall include on contracts to its sub-tier supplier all of the applicable requirements contained in the Tarkett Contract, including all QMS requirements, regulatory requirements, the use of Tarkett designated Suppliers, and the requirements to document and control "special characteristics and to furnish certifications, test and inspection reports, as required.
3. Tarkett reserves the right of entry to sub-tier supplier facilities, subject to proprietary considerations.

### **E. Material Traceability:**

#### **i. Material traceability is a requirement whenever a Product Qualification Process is required (See below.) This is typical for**

1. Pass through finished product.
2. Components used in Tarkett finished product.
3. Raw material used in Tarkett finished product.

#### **ii. When Traceability is a requirement, the Supplier shall:**

1. Maintain identification on products and materials to the batch or lot numbers level to ensure traceability back to the supplying process or sub-tier supplier.
  - a. The identification and traceability system shall include the manufacturing date and include records of all batch or lot number numbers of raw materials and components to allow traceability through the supply chain.
  - b. Traceability should allow records to show the equipment, tooling, personnel, and lot/batch identification of raw materials used.
  - c. Traceability should be cascaded through the manufacturing process and continue to sub-tier suppliers.
  - d. Identification shall include:
    - i. Labels on the containers of the Product which contain traceability identification information.
    - ii. Wherever practicable, such as on pass through finished product, the identification shall also be included on the Product itself.
2. The Supplier shall provide Tarkett with documentation on the traceability system to be able to determine the manufacturing date and other applicable information included.
3. Ensure this requirement is passed through to sub-tier suppliers.

### **F. Shelf-Life Control:**

1. For Products that have a limited or specified shelf life, the Supplier shall furnish data that shows the manufacture date, the expiration date or shelf life, lot or batch number and when applicable any special handling or storage requirements. Unless otherwise specified in the Contract, the remaining shelf life shall be a minimum of 75% of the total shelf life for the Product upon receipt by Tarkett.

### **G. Change Control:**

1. The Supplier is responsible for controlling changes and obtaining Tarkett's written approval of all changes to the approved product design, manufacturing process or which site produces the Product.
2. The Supplier is responsible for the timely review, distribution and implementation of all Tarkett engineering standards /specifications and changes in accordance with the schedule required by Tarkett. Timely review shall be as soon as possible and shall not exceed two working weeks. The Supplier shall maintain a record of the date on which each change is implemented in production. Implementation shall include updated documents and updating of the PQP file.
3. Supplier Change Requests:

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- a. External Suppliers shall not make changes to their processes, locations of facilities, equipment, and material or product design, identification or traceability system without written approval from the Tarkett Buyer. (See PQP section for a further explanation.)
- b. Before submitting a request for change the Supplier shall review the Control plan, and any other potential risks to ensure that all process related issues have been addressed and resolved.

### **H. Control of Measuring Devices:**

1. All measuring and monitoring devices used to determine that Product meets contractual requirements will be calibrated in accordance with the requirements of ISO 9001 or ISO 17025.
2. The maximum length of time between calibrations should not extend beyond 12 months.

### **I. Control of Nonconforming Material**

#### **i. Nonconforming Product:**

1. Any product which fails to meet contractual requirements. .
  - a. This could include: product requirements, packaging, labelling, or other requirements specified in or referenced by Tarkett purchasing documents.
2. Product which is suspected of not meeting contractual requirements shall be treated as nonconforming Product until there is evidence that it does meet contractual requirements.

#### **ii. Costs of Poor Quality:**

1. Suppliers are responsible for all costs associated with the failure to provide Product which meets contractual requirements. Tarkett will take efforts to minimize costs incurred. However cost recovery may include items such as:
  - a. Costs related to immediate actions taken by Tarkett to satisfy customer requirements.
  - b. Inspection costs incurred by Tarkett.
  - c. External laboratory reports needed to verify Product conformance.
  - d. Returned freight costs including premium freight if necessary.
  - e. Production downtime.
  - f. Process changes to accommodate the nonconforming Product.
  - g. Field inspections of Product already installed by customers.
  - h. Rework costs to make Product conform to contractual requirements.
  - i. Actions for nonconforming Products supplied to Tarkett, including those that reach a Tarkett customer, the Supplier must cover all costs related to the nonconformity and actions to correct the situation.
  - j. Increased inspections by the Supplier until corrective action is implemented.
2. Notification of the issue and details of any known costs will be provided to the Supplier.
3. Suppliers should respond in writing within two weeks of a receipt of cost recovery request from Tarkett.

#### **iii. Corrective action:**

1. Suppliers who provide nonconforming Product may be requested to submit formal documented corrective action to eliminate the causes of the issue. This shall be done in accordance with the Corrective Action section of this manual.

#### **iv. Supplier Status:**

1. Suppliers who provide nonconforming Product may have their status as an approved supplier placed on hold or be revoked.

#### **v. Supplier Deviation Request:**

1. A Supplier shall not knowingly ship Product that deviates from the contractual specification limits or design intent without prior written authorization from Tarkett.

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If such a condition exists, the Supplier may petition Tarkett in writing to allow the shipment of the Product under a written deviation authorization.

2. If requested by Tarkett the Supplier must send samples of the nonconforming items to Tarkett for evaluation. The cost of shipping, inspection and testing to determine the potential acceptability of such Product will be charged to the Supplier.
3. Approval of a deviation request is specific to the Product for which it has been submitted and approved.

### **vi. Supplier Containment:**

1. For Products and problems reported by Tarkett to the Supplier until the formal corrective action has been taken and approved by Tarkett, the Supplier shall provide satisfactory documented evidence that the subsequent shipments that such Product has been inspected for the identified nonconformity and meets all applicable requirements.

### **J. Packaging, Labelling, Delivery and Record Retention:**

1. Supplier must label Product to clearly identify the Product to include where applicable:
  - a. Unique Product name and number.
  - b. Lot or batch number traceability.
  - c. Quantity included.
  - d. Shelf life or Expiration date
  - e. Any hazards warnings, or special handling requirements must be clearly communicated.
2. Product labels are considered part of the Product and changes in label including any barcode labels that are initially approved. Changes to Product labels must follow the change control requirements described below.
3. Control and Release of Tarkett Furnished Documents and Data.
  - a. Documents and data furnished by Tarkett to the Supplier are furnished solely for the purpose of doing business with Tarkett. Proprietary documents may be furnished to the Supplier in hard copy, electronic or other media. The Supplier is responsible from controlling and maintaining such documents and data to preclude the improper and unintended use, loss, damage, modification or destruction.
  - b. Unless authorized by the Tarkett Buyer in writing, the Supplier may not transmit or furnish any Tarkett produced documents or data to anyone outside the Supplier's business except to a sub-tier supplier used by the Supplier for the provision of product related to the Tarkett product. The Supplier shall return or delete all electronic copies of all proprietary documents and data with the last delivery of Products on the contract. Tarkett may request that the Supplier furnish evidence or certification that proprietary documents and data have been purged. The Supplier shall ensure that this contractual requirement is passed to sub-tier suppliers.

### **K. Corrective Actions:**

#### **i. Zero Defects Mindset.**

1. Suppliers should implement a corrective action process that starts with the mindset that all nonconformities should be eliminated. Tarkett expects its Suppliers to implement corrective action to eliminate the cause of the nonconformity creation as well as eliminate the cause for failing to detect and prevent shipment to Tarkett.

#### **ii. Tarkett may issue a request for Corrective Action to the Supplier when the Supplier fails to meet contractual requirements.**

#### **iii. Corrective Action Format:**

1. When a formal reply is requested, the Supplier may use its own corrective action form, unless the request specifically asks for a certain form to be used, as long as the submitted information addresses as a minimum the following:



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2. A description of the requirement and how the requirement was not met.
3. If nonconforming material was shipped to Tarkett the following also must be addressed.
  - a. Evidence of adequate containment of ALL suspect product which may also have the nonconforming condition.
  - b. A description of the interim methods that will be used by the Supplier to ensure that any Product supplied to Tarkett until the corrective action is complete and approved.
  - c. The cause(s) of the failure of the Supplier to detect and prevent the shipment of nonconforming Product to Tarkett.
  - d. The permanent actions to prevent recurrence of the failure to detect and prevent shipment of nonconforming Product to Tarkett.
4. The cause(s) of the creation of the nonconforming condition.
5. Actions taken to prevent the recurrence of the problem. This will include who, and when the actions are proposed to be completed and the actual date of implementation.
6. Evidence of effective implementation of all actions taken.
  - a. This may include Product test results from Tarkett approved external laboratories when deemed applicable by Tarkett.
7. Supplier Management Approval of the determined causes, proposed actions and completed actions.
8. (If nonconforming material was shipped to Tarkett then following also applies)
  - a. Evidence that controls have been identified and added to the control plan to ensure that the actions taken are permanent and effective. The updated control plan will be sent to the Tarkett Director of Supplier Quality for review and approval along with the corrective action.

#### **iv. Timing and Updates:**

- a. When a formal request for corrective action is received. The Supplier should provide the following within the specified timing.
  - i. When nonconforming Product has been provided to Tarkett,
    1. Evidence of adequate containment of ALL suspect Product which may also have the nonconforming condition.
      - a. Initial Response Should occur within 24 hours of formal request with daily updates until all suspect material has been identified and controls implemented to prevent accidental shipment to Tarkett or its customers.
    2. A description of the interim methods that will be used by the Supplier to ensure that any Product supplied to Tarkett until the corrective action is conforming until the corrective action is complete and approved.
      - a. This shall be provided prior to shipping any additional product to Tarkett or its customers.
  - b. Unless specified otherwise in the formal request for corrective action, the Supplier should provide a copy of the updated corrective action form to indicate the current status of the corrective action. This shall be emailed to the Tarkett Director of Supplier Quality or designated representative.
  - c. The Tarkett Director of Supplier Quality or designated representative shall provide to the Supplier written approval upon satisfactory completion of the corrective action.

#### **L. Dock-to-Stock Program:**

##### **i. Dock to Stock Overview:**

- a. Tarkett expects to receive Products from Suppliers that meet all contractual requirements, allowing Product to be moved directly from dock-to-stock without the need for additional costs associated with receiving inspection. All Suppliers are granted Dock-To-Stock privileges unless suspended. Suspended Suppliers will

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recoup Tarkett for the additional costs associated by Tarkett to ensure that the Supplier's Product is conforming. This will continue even when the Supplier is providing conforming material, until their privileges are restored.

### **ii. Dock-To-Stock Requirements:**

- a. Suppliers will provide Product to Tarkett which meets contractual requirements.
- b. Evidence of Conformance:
  - i. Tarkett may require that the Supplier send inspection, test, or other data, such as a certificate of compliance, indicating that the Product meets contractual requirements.
  - ii. This information will usually be included in the control plan, but on occasion special requests may be made.
  - iii. Failure to send the requested evidence may result in suspension of the Suppliers eligibility for the Dock-To-Stock program.
  - iv. Evidence sent must show that the Product conforms to contractual requirements. If the product does not conform then the Supplier should not send the evidence but resolve the issue through corrective action and deviation as appropriate.
    1. If the evidence does not demonstrate that the product conforms, but this is not initially identified, Tarkett reserves the right to reject the material and charge associated costs back to the Supplier.
- c. Pre-Shipment Authorization to ship:
  - i. For some products, Tarkett will require that the Supplier send samples of the Product for evaluation prior to authorization of the shipment.
  - ii. Supplier should not ship the Product until authorization is given. This minimizes the opportunities for large quantities of nonconforming Product from being shipped back and forth between Tarkett and the Supplier.
  - iii. Suppliers should make every effort to ensure that the representative samples sent for pre-authorization adequately represent the rest of the lot being sampled.
  - iv. Tarkett reserves the right to reject nonconforming material even if pre-authorization was given, if after receipt of the Product, it is determined that the Product does not conform to contractual requirements.
- d. Product is placed into stock and is used.
  - i. If during the use of the Product it is discovered that the Suppliers Product does not conform to requirements, then Tarkett will notify the Supplier to rectify the situation.

### **iii. Dock-To-Stock Suspension:**

1. The Suppliers Dock-To-Stock privilege may be suspended if:
  - a. Product is detected as being nonconforming.
  - b. Failure to provide requested evidence of conformity as described in the approved Control plan.
  - c. Tarkett is made aware that the Supplier has a major non-conformance of the quality management system that may cast doubt on the ability of the Supplier to provide conforming product.
  - d. The Supplier loses its quality management system registration to ISO 9001 or equivalent.
  - e. When results or audit evidence show the Supplier is not following their approved Control Plan.
2. The Supplier will be notified in writing of the suspension and when the suspension is lifted by the Tarkett Director of Supplier Quality, or designated representative.

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3. The Supplier must demonstrate that it has adequately eliminated the cause of the suspension by providing Tarkett Director of Supplier Quality, or designated representative with a corrective action.
4. Upon approval of the corrective action and notification that all conditions have been satisfied, the suspension will be removed.
5. The Supplier will be notified in writing of the removal of the suspension by the Tarkett Director of Supplier Quality, or designated representative.

### **M. Process Control:**

#### **i. General:**

1. The Process control requirements described in this section are applicable to all Suppliers subject to Product Qualification Process (PQP). Other Suppliers are encouraged but not required to meet these requirements.
2. Control Plan:
  - a. Suppliers shall have a documented plan to control the conformance to contractual requirements.
  - b. This plan should include appropriate product and process parameters and their controls to ensure that manufacturing processes are controlled to prevent the manufacture and shipment of nonconforming product.

#### **ii. Special Characteristics:**

1. The Supplier shall demonstrate process capability to special characteristics designated by Tarkett.

#### **iii. Process Capability:**

1. This section applies to Suppliers providing Product with Tarkett designated special characteristics.
2. Tarkett requires that Initial process capability should be measured using Cpk. Initial Cpk > 1.33
3. Tarkett requires that processes be controlled using statistical process control charts (SPC).
4. Ongoing process performance should be measured periodically (At least annually unless otherwise specified in control plans provided by Tarkett. Ongoing process performance should use Ppk and maintain a Ppk > 1.33.
5. Failures of capability or performance:
  - a. When a process fails to meet the Process Capability or performance requirements listed above, or shows that the process is out of statistically out of control, the Supplier shall have evidence of containment and perform appropriate corrective action. This information shall be maintained and provided to Tarkett personnel upon request.
6. References:
  - a. References for training and general guidance may be obtained by referencing the AIAG PPAP Production Part Approval Process and supporting reference manual for Statistical Process Control. Information can be obtained at [www.AIAG.com](http://www.AIAG.com).

#### **iv. Work Instructions:**

1. The Supplier shall prepare documented work instructions for all employees having responsibilities for the operation of the process that impact product quality.
2. These work instructions shall be maintained current, conform to the requirements in the control plan, and be accessible for use at the work station by appropriate personnel.

### **N. Contingency plans:**

#### **i. The Supplier should have a formal written contingency plan which would allow for:**

1. Safeguarding, storage and recovery of documents and data to include: engineering drawings, electronic media, and production tooling in the event of damage or loss.

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2. The continuation of supply of Product in the case of significant utility, labor shortages, or equipment failure.

### **7. PRODUCT QUALIFICATION PROCESS (PQP)**

#### **A. Purpose:**

1. Suppliers to Tarkett may be required to undergo a Product Qualification Process (PQP). This process is to ensure that all requirements have been adequately communicated and understood by the Supplier, and that the manufacturing process has the potential to consistently meet the requirements.

#### **B. Applicability:**

1. For products received from external Suppliers any applicable PQP will be communicated in purchasing documents.
2. For products received from internal Suppliers any applicable PQP will be communicated to the Quality Leader of the supplying plant.

#### **C. Product Qualification Process (PQP):**

1. Submission of Product Qualification Process (PQP):
  - a. The Supplier shall obtain approval from the authorized Tarkett representative for:
    - i. A new product subject to PQP requirements.
    - ii. Correction of a discrepancy of a previously submitted product.
    - iii. Product modified by an engineering change to design records, specifications, or materials.
    - iv. When requested by the Tarkett PQP Approving authority for any situation described below.
      1. The Supplier must notify the Tarkett PQP Approving Authority of any planned changes to the design, process, or site. Upon notification and approval of the proposed changes by the Tarkett PQP Approving Authority and after change implementation, PQP submission is required unless specified otherwise. Examples of changes requiring notification include:
        - a. Use of other construction or material than was used in the previously approved product.
        - b. Production from new or modified tools (except perishable tools) dies, molds, patterns, etc. including additional or replacement tooling.
        - c. Production from upgrade or rearrangement of existing tooling or equipment.
        - d. Production from tooling and equipment transferred to a different plant site or from an additional plant site.
        - e. Change of Supplier for components, raw material or services.
        - f. Product produced after the tooling has been inactive for production for 12 months or more.
        - g. Product and process changes related to components of the production product manufactured internally or manufactured by Suppliers.
2. Submission of Evidence of Product and Process Capability:
  - a. The following table describes the levels of PQP. Unless specified otherwise:
    - i. PQP, Level 1 will be used for raw materials and components.
    - ii. PQP, Level 3 will be used for pass through finished products.

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Tarkett North America Production Part Approval Process Package Requirements.				
NO	Description Record / Requirement	Level		
		1	2	3
1	Warrant	Submit	Submit	Submit
2	Tarkett Supplier Product Specification / Control Plan / Design Record (if applicable)	Retain	Retain	Submit
3	Engineering Change Documents (if applicable)	Retain	Retain	Submit
4	Process Flow Diagram	Not Required	Retain	Submit
5	Supplier Control Plan	Not Required	Retain	Submit
6	First Article Inspection	Submit	Submit	Submit
7	Dimensional Results (if applicable to the product)	Retain	Submit	Submit
8	Material, Performance Test Results (if applicable to the product)	Retain	Submit	Submit
9	Appearance Approval Report (if applicable to the product)	Retain	Submit	Submit
10	Sample Product	Submit	Submit	Submit
11	Master Samples	NA	Retain	Submit
12	Initial Process Capability Study for Tarkett Designated Special Characteristics.	NA	Retain	Submit
13	Evidence of Acceptable Measurement System Capability	NA	Retain	Submit
14	Applicable Design Validation Plan and Report(s) (if applicable to the product)	NA	Submit	Submit
15	Qualified Laboratory Documentation	NA	Retain	Submit
16	Records of Compliance with Tarkett Specifications	NA	Retain	Submit

Retained items are to be submitted only upon request from Tarkett North America Representative.

- b.
- 3. PQP Submission Status:
  - a. Upon approval of the submission, the Supplier shall assure that the future production continues to meet all contractual requirements.
  - b. “Approved” Status: This indicates that the product meets all contractual requirements. The Supplier is therefore authorized to ship production quantities of the Product subject to releases from the Tarkett Supply Chain activity.
  - c. “Interim Approval” Status:
    - i. This indicates shipment of the Product for production requirements on a limited time or piece quantity basis. Interim approval will only be granted when the organization has:
      - 1. Clearly defined the non-compliances preventing approval and,
      - 2. Prepared an action plan agreed to the Tarkett PQP Approving Authority. PQP resubmission is required to obtain a status of “Approved”
      - 3. Implemented containment actions to ensure that only acceptable material is being shipped to Tarkett or its customers.
      - 4. Product covered by an interim approval that fails to meet the agreed-upon action plan, either by the expiration date or the shipment of authorized quantity may be rejected. No additional shipments are authorized unless an extension of the interim approval is granted.
    - d. “Rejected” Status:
      - i. This means that the PQP does not meet the contractual requirements. In such cases the submission and/or process shall be corrected to meet requirements. The submission shall be approved before production quantities may be shipped.
  - ii. **PQP Approving Authority:**
    - 1. For Raw Materials and components:
      - a. The Quality Leader of the receiving plant shall be considered the PQP approving authority.
    - 2. For Pass through Finished Product:
      - a. The Quality leader assigned to the project shall be considered the PQP approving authority.
    - 3. Before making final approval the above designated approvers, must obtain the approval of the following functions:
      - a. Procurement- Director of Purchasing or designee.
      - b. Marketing- Product Manager or designee,
      - c. Quality – Director of Quality or designee,

## D. PQP Approval and Records.

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### **i. Upon approval the PQP Approving authority will:**

1. Maintain a copy.
2. Provide a copy to the Director of Supplier Quality.
3. Provide an updated copy of the warrant to the Supplier indicating approval status.

### **E. PQP Submission Packet Content and Requirements**

#### **i. General:**

1. Significant Production Run:
  - a. Records of Product and processes must come from a significant production run of at least 1 hour in duration.
  - b. Product must be made from production tooling, equipment, materials and personnel which will be used during normal production.
2. A file should be kept with all required items both those requiring submittal and those to be retained by the Supplier. This file should be available upon request by Tarkett personnel when at the Supplier site.
3. A copy of the PQP approval status should be retained in the file.
4. The files should be considered quality records and retained for as a minimum for the life of the contract plus three years.
5. When an item is obsoleted or superseded, it should be retained in the file and identified as such.
6. Inspections and tests may be performed internally or by an accredited laboratory. When an accredited laboratory is used, the inspections, tests or calibrations must be on the laboratories scope of accreditation. Deviations from this requirement must be received in written form.

Note: The PQP is very similar to the automotive Production Part Approval Process. References for training and general guidance may be obtained by referencing the AIAG PPAP Production Part Approval Process and supporting reference manuals for Advanced Product Quality Planning, APQP (for Control plans), Measurement System Analysis, and Statistical Process Control. Information can be obtained at [www.AIAG.com](http://www.AIAG.com). **Warrant:** This is the cover and status tracker for the PQP submittal. It describes the, scope, reason for submittal and a status of the requirements being met. This will be used to communicate and record approval.

- ii. **Design Record / Product Specification / Control Plan:** This is the specification for the product. This document may include or make reference to other documents. This needs to be maintained in the PQP file for reference. This document needs to clearly indicate the revision level.
- iii. **Engineering Change Documents:** The organization shall have any authorized engineering change documents for those changes not yet incorporated into the design record, but incorporated into the product, packaging, or tooling.
- iv. **Process Flow Diagram:** The Supplier shall have a process flow diagram that clearly describes the production process steps and sequence, and inputs.
- v. **Control Plan:** A control plan is a controlled document which describes the plan for meeting all of the product requirements. It details the product requirements, associated inspections, process controls, and reaction plans.
  1. **Tarkett Supplied Control Plan:** Tarkett may communicate its requirements and specifications to the Supplier using the control plan format. This will include key product characteristics, inspections and records that Tarkett expects the Supplier to maintain and/or submit.
  2. **Supplier Developed Control Plan:** This is typically more detailed and would include interim product inspections at earlier stages of production. In addition key process characteristics should be addressed as well to ensure that adequate process control has been planned and can be verified.

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### 3. Control Plan Contents:

- a. As a minimum the control plan should include or make specific reference to a controlled document detailing:
  - i. General Data:
    1. General data describing the scope of the control plan.
      - a. Which products are included and/or excluded.
      - b. Which manufacturing processes are included/excluded?
        - i. Manufacturing equipment.
        - ii. Manufacturing location.
      - c. Relevant Specification and revision level for the product.
    2. Approval authority
    3. Revision Level
  - ii. Product Data:
    1. Description of the Product-related characteristics for control.
    2. Specification and tolerance.
    3. Product related special characteristics identification.
  - iii. Process Control:
    1. Equipment, machine, jigs fixtures or tools needed.
    2. Description of the process parameters for control.
    3. Specification and tolerance.
    4. Process Control related Special characteristic identification.
  - iv. Measurement:
    1. Equipment
    2. Technique or method
    3. Sample Size and frequency.
    4. Control method.
      - a. The preferred method is to have error proofing with records of validation, followed by records of verification.
  - v. Reaction Plan.
    1. This should be specific and include details product disposition and process adjustment.

#### vi. Measurement Systems analysis.

1. The organization shall have applicable Measurement System analysis studies, eq., gage R&R, bias, linearity, stability for all new or modified measurement and test equipment. Acceptance criteria must be clearly defined and indicate if the measurement system is acceptable.

#### vii. Dimensional Results:

1. The Supplier shall provide evidence that the dimensional verifications required by the design record and the control plan have been completed and the results indicate compliance with the specified requirements. The organization shall have dimensional results for each unique manufacturing process, cells or production line and all cavities, molds, patterns or dies. The record shall show actual the actual measurement results and the specification. (Pass fail results alone are not sufficient evidence.)


#### viii. Records of Material / Performance Results:

1. The organization shall have records of material and/or performance test results for tests specified on the design record or control plan.
2. Results: shall include:
  - a. The design record change level of the product tested.
  - b. Any authorized engineering change documents that have not yet been incorporated into the design record,

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- c. The number date and change level of the specification to which the product was tested.
  - d. The date on which the test took place.
  - e. The quantity tested
  - f. The actual results.
  - g. The material Suppliers name, if applicable.
  - h. Who performed the test and
  - i. Who reviewed and approved the test.
- ix. Initial Process Capability Studies:**
- 1. General:
    - a. The level of initial process performance or capability shall be determined to be acceptable prior to submission for all Tarkett designated Special Characteristics. The Supplier shall obtain Tarkett concurrence on the index for estimating initial process capability prior to submission. Processes must be stable for indices to be applied.
  - 2. Quality Indices:
    - a. Cpk shall be used for initial process capability studies unless directed otherwise, or permission is obtained in writing.
  - 3. Acceptance Criteria for Initial Study:
    - a. Acceptable: Index >1.33
    - b. Unacceptable: Index < 1.33 Contact the authorized Tarkett representative for a discussion related to a path forward.
      - i. Corrective action on the process should be implemented.
      - ii. Additional measures may be identified to ensure that only product which meets contractual requirements is shipped.
- x. Qualified Laboratory Documentation:**
- 1. When tests or inspections are performed externally the Supplier must include in the PQP package a copy of the laboratories scope of accreditation and ensure that the tests or inspections are listed on it.
- xi. Records of compliance with Tarkett Specifications:**
- 1. These records may be in any form to be determined by the Supplier and in compliance with both Tarkett supplied Control Plan and Supplier Control Plan.
  - 2. These records are to be maintained by the Supplier and provided upon reasonable request by Tarkett personnel.
  - 3. Records should indicate who performed the evaluation and whether the results are acceptable.

**8. APPROVED BY:**

  
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Jodi Coburn, VP Quality

**9. AMENDMENT RECORD**

Date	Revision Level	Nature of the Revision
3/23/2017	0	Initial Release