



SECTION 26:

Manufacturing & Logistics

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A. SUMMARY

The purpose of this policy is ensure manufacturing and logistics activities across Carrier adhere to certain established protocols and procedures which enable us to timely and efficiently deliver safe, high-quality products and services to our customers.

B. POLICY

Carrier Operations shall effectively manage all aspects of Manufacturing & Logistics to ensure effective performance of the inflows and outflows of Products that meet or exceed our customer's expectations.

Carrier Operations will accomplish this management by developing, implementing and maintaining the Carrier Operating System, consisting of five (5) major elements:

1. Customer Experience
2. Goal Alignment & Deployment
3. Lean & Quality
4. The Carrier Way
5. Carrier Next

As part of implementing the Carrier Operating System, Carrier Operations shall also develop, implement and adopt manufacturing and logistics procedures and standard work based on global best practices which must be followed to ensure compliance with this policy.

C. DEFINITIONS

Products: Raw material, components, sub-assemblies, or other items used directly in the manufacturing process to produce finished items for sales, or items purchased complete for re-sale.

Customer Experience – A systematic approach that provides a closed loop from real-time alert generation, acknowledging feedback rapidly, identifying concerns, communicating and closing the alert, and receiving customer survey feedback within a matter of weeks.

Goal Alignment & Deployment – A method that identifies the long, medium and short term goals and objectives of an organization that supports the business strategy through the alignment of all employees, sites, functions and business units to the Carrier goals and objectives.

Lean & Quality – Defined manufacturing and quality principles that, when used together, improves safety, quality, schedule, and cost

The Carrier Way – A defined set of behaviors that shape our culture

Carrier Next – A transformational journey utilizing change management and the L-gate



process for initiative management.

D. OWNERSHIP AND APPROVAL

The Vice President of Operations is the owner of this Policy. All waivers or modifications of this Policy or procedures issued by Carrier Operations shall require the approval of the owner or his authorized delegate.

E. REFERENCES

All referenced policies and procedures can be retrieved from [ePolicy](#)

Carrier Manufacturing & Logistics Procedures

MFG-26A: Automated Serial Number Read-Write Systems

MFG-26B: Finished Goods Serial Numbering

MFG-26C: In Plant Off-Standard Authorization (IPOSA)

MFG-26D: Supplier Returnable Containers

MFG-26E: Work Transition

MFG-26F: Product Teardown

MFG-26G: Internal Product Benchmark

MFG-26H: Process Failure Modes and Effects Analysis (PFMEA)

MFG-26I: Air Freight Shipments

CPM 1: Governance & Definitions

CPM 3: Product Integrity