Supplier quality scorecard

One scorecard per supplier per period. Related requirement: ISO 9001:2015 clause 8.4, Control of externally provided processes, products and services (clause number and title only; the standard's text is not reproduced, and ISO has replaced the 2015 edition with ISO 9001:2026, so check clause numbers against the edition you use). The measures, weights and bands below are examples to adapt; agree them with the supplier before the period starts.

1 Scope and period

Supplier name		Supplier code	Our site or buying unit
Period from	Period to	Prepared by (name, role)	Date prepared
Products, services or processes covered			

Data sources

☐ Receiving records ☐ Purchase orders and delivery dates ☐ Nonconformance log ☐ Corrective action log ☐ Supplier portal
☐ Audit reports ☐ Other

2 Measures, weighting and score

Groups: D = delivery, Q = quality, R = responsiveness, M = documentation. Weights of 20, 10, 25, 15, 10, 5, 10 and 5 (total 100) are an example split; change them to match what matters for this supplier, and keep the total at 100.

	Measure and how it is calculated	Target	Actual	Score 0-100	Weight %	Weighted
D1	**On-time delivery.** Lines received on or before the agreed date (inside the agreed window) / lines due in the period x 100. Higher is better.	*e.g. 95%*			*20*	
D2	**Quantity accuracy.** Lines received at the ordered quantity (inside the agreed tolerance) / lines received x 100. Higher is better.	*e.g. 98%*			*10*	
Q1	**Lot acceptance.** Lots accepted at receiving without concession / lots received x 100. Higher is better.	*e.g. 100%*			*25*	
Q2	**Defects per million.** Rejected units / units received x 1,000,000. Lower is better.	*e.g. 1,000*			*15*	
R1	**Corrective action replies on time.** Requests answered inside the agreed days / requests issued x 100. Higher is better.	*e.g. 80%*			*10*	
R2	**Days to close a corrective action.** Average calendar days from request to verified closure. Lower is better.	*e.g. 30*			*5*	
M1	**Complete documents on delivery.** Deliveries with every required certificate and record / deliveries x 100. Higher is better.	*e.g. 100%*			*10*	
M2	**Approvals and certificates current.** Required supplier approvals and certificates in date / required x 100. Higher is better.	*e.g. 100%*			*5*	
	Total (weights must add up to 100; the total score is the sum of the weighted column)				**100**	

Converting a result to a score (0 to 100). Higher is better: score = actual / target x 100, capped at 100. Lower is better: score = target / actual x 100, capped at 100 (if actual is 0, score 100). Weighted = score x weight / 100. Total score = sum of the weighted column. Write down any other rule you use (for example a hard fail on one measure) before the period starts.

Conversion rule used, if different from the above

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3 Worked example of the arithmetic

Illustrative example only (invented supplier)	Target	Actual	Score	Weight	Weighted
D1 On-time delivery	95%	76%	80.0	20	16.0
D2 Quantity accuracy	98%	98%	100.0	10	10.0
Q1 Lot acceptance	100%	96%	96.0	25	24.0
Q2 Defects per million	1,000	2,000	50.0	15	7.5
R1 Corrective action replies on time	80%	60%	75.0	10	7.5
R2 Days to close a corrective action	30	20	100.0	5	5.0
M1 Complete documents on delivery	100%	90%	90.0	10	9.0
M2 Approvals and certificates current	100%	100%	100.0	5	5.0

Total of the weighted column: 84.0 out of 100. Delivery (D1) and defects per million (Q2) cost the most points. These figures are invented to show the method; they are not benchmarks.

4 Thresholds and actions

Total score	Status (example)	Action (example; set your own and agree it with the supplier)
90 to 100	Approved	Keep the current controls; share the scorecard; review next period.
75 to below 90	Approved, watch	Ask the supplier for an improvement plan for the lowest-scoring measures; review next period.
60 to below 75	Conditional	Formal corrective action request with dates; more inspection at receiving until two periods meet 75.
Below 60	Restricted	Escalate to purchasing and quality management; hold new orders or qualify another source.

Override rule (example): a critical nonconformance, a safety or legal issue, or an expired required certificate triggers a review regardless of the total score.

5 Result for this period

Total score	Previous period total	Status chosen
		☐ Approved ☐ Approved, watch ☐ Conditional ☐ Restricted

Notable events in the period (late or short deliveries, rejected lots, corrective action requests; with record numbers)

6 Actions agreed

Action	Owner (supplier or us)	Due date	Status

Supplier comments

7 Sign-off

Role	Name	Signature	Date
Prepared by			
Reviewed by (quality)			
Shared with supplier (contact name)			
Supplier acknowledgement			

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