



20
23

ANNUAL
REPORT



MESSAGE FROM THE PRESIDENT

Dear IAQG Members,

I hope this letter finds you well and thriving as you pursue excellence within the aviation, space, and defense industries. As we embark on a new year, it brings me great pleasure to address you as the President of the International Aerospace Quality Group (IAQG).

Reflecting on the last 25 years, I am honored and humbled by all we have accomplished. The IAQG is recognized globally as a leader in developing aerospace standards. Our ability to harmonize the industry, regularly engage our stakeholders, and bring our international, collective perspectives together to consistently improve is inspiring. This past year, our teams and committees progressed many initiatives, such as launching OASIS V3, releasing AIMM 1.1, signing a memorandum of understanding with the Accreditation Forum (IAF), introducing the IAQG Certification Scheme to new countries such as India, progressing our Standard Development Organization (SDO), and expanding our membership. I encourage you to page through this report and read the variety of ways our volunteers have successfully worked together to forge a better tomorrow.

At the beginning of this year, IAQG leadership identified five strategic pillars for the organization to improve itself. They include:

1. **Securing Confidence in IAQG Products and Services:** Enhancing current offerings to bring more value to our members and stakeholders.
2. **Building the IAQG Ecosystem:** Expanding our product portfolio beyond existing standards, including new training initiatives.
3. **Enhancing Partnerships:** Strengthening collaborations with stakeholders globally,

- aligning with regulatory environments.
4. **Focusing on People:** Accelerating operational efficiency and leveraging the expertise within our diverse membership.
5. **Expanding Influence and Leveraging IAQG Model Assets:** Utilizing data from products like OASIS V3 to gain insights into industry performance and target areas for improvement.

While we made great strides in each area, I believe there is much more to do. I am optimistic about tomorrow as we look for opportunities to enhance our brand, extend our global reach, and deliver the value we bring to you, our members, as well as our suppliers, and the industry.

I believe 2024 is a transitional year for the IAQG. Where do we go next? How do we expand beyond standards, leverage our existing tools and materials, and create more value for our stakeholders? This is where our members can really get involved and contribute to the IAQG success. Now is the time to engage in meetings, where collaborative efforts can drive initiatives forward. I encourage you to join us in shaping the future of aerospace quality.

In closing, I want to express my gratitude for your continued dedication to the IAQG. Together, we can build on our past successes, expand our influence, and usher in a new era of excellence in our industry and beyond.

Wishing you a prosperous and fulfilling year ahead.

Eric Jefferies
Bell Textron

EXECUTIVE COMMITTEE

President

Eric Jefferies, Bell Textron

AAQG Sector Leader

Barrie Hicklin, Honeywell Aerospace

APAQG Sector Leader

Suguru Watanabe, Mitsubishi Heavy Industries, Ltd.

EAQG Sector Leader

Fortunato Giardina, Leonardo S.p.A.

VOTING MEMBER REPRESENTATIVES

Airbus Operations GmbH, Oliver Kraatz

ArianeGroup, André Lacroix

Aviation Industry Corporation of China, Ltd., Haibo Qu

BAE Systems plc, Andy Maher

Bell Textron, Marlene Meadows

Commercial Aircraft Corporation of China, Ltd.,
Jianqiang Xu

GE Aerospace, Barbara Negroe

Hensoldt AG, Robert Haarmann

Honeywell Aerospace, Barrie Hicklin

IHI Corporation, Takashi Ikezaki

Kawasaki Heavy Industries, Ltd., Miki Uehara

Korea Aerospace Industries, LTD., Min-Goo Park

Leonardo S.p.A., Fortunato Giardina

Lockheed Martin, Brian Tenney

Mitsubishi Heavy Industries, Ltd., Suguru Watanabe

Moog, Inc., Sonny Wilkins

Northrop Grumman, Jeff Ewing

Parker Aerospace, Mark Vogel

Raytheon Technologies (RTX), Pete Luksas

Rolls-Royce plc, Jon Wandless

Saab Aeronautics AB, Annika Holm

Safran sas, Eric Dubois

Spirit AeroSystems, Amie Emerson

SUBARU Corporation, Mitsuo Nishimoto

THALES SA, Anne Valadez

The Boeing Company, Marisela Reyes

Turkish Aerospace Industries Inc., Çağlar Yarar



LEADERSHIP REPORT EXECUTIVE COMMITTEE

As we review 2023, the IAQG Executive Committee (EC) celebrates the numerous accomplishments and transformative directives that have occurred. Throughout the year, our membership showcased its commitment to excellence, marking 2023 as a milestone in the organization’s journey.

The organization progressed a standards development procedure, aligning with our SAE relationship, using the 9137 standard as its IA 9137 pilot. Fostering a more inclusive and streamlined approach, the team demonstrated its dedication by successfully implementing lessons learned and integrating translation processes into standard writing procedures.

The EC began updating internal IAQG procedures with a process-based perspective, recognizing the need for efficiency. This simplification initiative enhanced internal workflows, ensuring a more effective and streamlined operational framework.

Despite facing unprecedented challenges, including a multi-year platform migration during a global shutdown, the IAQG launched OASIS V3, delivering a product that incorporated

stakeholder feedback and multiple adjustments to the release timeline.

The IAQG’s commitment to building an ecosystem was evident in its continued emphasis on brand protection. Efforts to strengthen the organization’s brand presence within the countries it operates reinforce its global influence. Additionally, the organization solidified an example of its collaborative efforts by aligning with the IAF and fostering a mutually beneficial relationship for future growth. This work shows the focus on partnerships with key stakeholders, laying a foundation for continued success and innovation.

2023 welcomed a genuine surge in membership interest, including individuals from various backgrounds such as early careers, engineering, and finance. This influx contributed to a more diverse and dynamic IAQG community.

The year ended with a seamless leadership transition as Andy Maher (BAE Systems) passed the gavel to Eric Jefferies (Bell Textron). Also, Barrie Hicklin (Honeywell) filled Jefferies’ AAQG Sector lead position, solidifying the 2024 EC dedicated to pursuing excellence, innovation, and collaboration for a dynamic and impactful 2024.

Promotes global understanding of

**harmonized
quality standards**

105

Member companies

Supports **3** global sectors to collectively set the standard in the industry

Manages **AQMS Certifications** Oversight

Nearly **1,279** volunteer participants

84

Countries represented



2023 SECTOR REPORTS



2023 focused on platform implementation, process development, training, and relationships. With sector meetings in Melbourne and Nashville, the Americas also hosted an auditor workshop in St. Louis, where nearly 130 auditors received an in-depth preview of the OASIS platform. The launch, which was a short time later, incorporated feedback from key stakeholders before, during, and after its implementation, producing a valuable data asset for the industry. This work included relationship discussions (one-to-one and collaborative) with entities such as the FAA, DCMA, and NASA to create anonymized API data streams from OASIS as well as foster improvement opportunities with the 9100 revisions.

Standards development work continues as the IA9137 pilot nears its publication date. Additionally, efforts on the 9018 revisions are in progress, with changes based on customer feedback being incorporated. Standardized training for 9145 also began as work improvements continued.

Membership grew with existing member Honeywell Aerospace ascending to Full Membership, and three new companies joined the AAQG member status, including the sector's first Affiliate Member. This brings the total to 23 AAQG member companies.

The year ended with the welcoming of a new Sector Lead, Barrie Hicklin. The position became available when former lead Eric Jefferies accepted the position of IAQG President during the 54th General Assembly in October 2023.

LEAD:
Barrie Hicklin, Honeywell Aerospace

VICE LEAD:
Alan Daniels, The Boeing Company

2023 HIGHLIGHTS

Almost 130 participants at the Auditor Workshop



100% ACOT Audits



Active participation with DCMA on standard GIDEP process



Collaborating with DCMA for employee training on 9100 FARS and DFARS



Introduced Affiliate Membership level



Added 3 new member companies and elevated one existing member to Full Membership





LEAD:

Suguru Watanabe, Mitsubishi Heavy Industries, Ltd.

VICE LEAD:

Miki Uehara, Kawasaki Heavy Industries, Ltd.

2023 HIGHLIGHTS

36 sector member companies

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2 new member companies

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Relaunched the Early Career Program

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Supported application of Single SDO publication

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Authored timely release of local language versions of Standards and SCMH materials

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Participated in APRSAF to promote space agencies about the QMS application

The APAQG hosts a diverse membership with companies operating in various countries or regions across Asia Pacific, among which China, India, Japan, Korea, and Singapore have established national levels of Aerospace Quality Groups, respectively (i.e., the Chinese, Indian, Japanese, Korean or Singapore Aerospace Quality Groups).

In 2023, APAQG held in-person council meetings in Singapore and Seoul, South Korea. During these meetings, members engaged in IAQG activities, such as applying the Single SDO process, AIMM development, maintenance and transition of the Certification Scheme, and SCMH development. At the APAQG council meeting in Singapore, an IAQG/APAQG Supplier Forum event was introduced to area stakeholders. APAQG supports aerospace industry participants in the Asia Pacific region by developing local language versions of IAQG products and supporting the IAQG Certification Scheme. The APAQG also enlightened some of the region's space agencies about applying Quality Management Systems.



In 2023, the EAQG remained active in its membership by adding five additional members, increasing the overall listing to 49.

An important focus for the year was to bolster the launch of OASIS V3 to help its stabilization and foster the quick achievement of its full potential.

Ensuring the expected effectiveness of the Single SDO initiative implied a challenging finalization of the translation process in the different European languages.

EAQG Early Careers Team welcomed new members from companies sponsoring this important initiative and started working on common IAQG-shared projects with their AAQG and APAQG colleagues.

The PSCI European Network was launched to promote SCMH use to EAQG members, SCMH users, and the industry to collect their needs and get feedback.

EAQG COT ran operations with a stable network, remarkable participation, and teamwork. Oversight activities were performed successfully, demonstrating the conformance of ECOT entities to the 9104 series and highlighting best practices.

LEAD:
Fortunato Giardina, Leonardo

VICE LEAD:
Robert Haarmann, Hensoldt AG

2023 HIGHLIGHTS

49 sector member companies

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8 RMS and 3 CGs

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8 ABs and over 30 CBs

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40% of 9100 series certifications
worldwide

2023 RELATIONSHIP AND EXTERNAL REQUIREMENTS REPORTS

IAQG DEFENCE GROUP

LEAD:

Siegfried Brauner, Airbus Helicopters

SPONSOR:

Fortunato Giardina, Leonardo

The Defense Team engages Defense Industry and Agency stakeholders to capture their Quality Requirements needs and expectations and contributes to the IAQG initiatives to influence them accordingly. Membership is comprised of representatives of the appropriate experience and authority level to meet the purpose of this Charter effectively. Its focus ensures harmonization with other Defense Organizations and Agencies.

2023 HIGHLIGHTS

AS9018 revision started under AAQG Sector

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Team completed the initial "Concept Draft" of AS9030 project

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Supplied input to the Writing Team for 9100 improvements

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US-DCMA Instruction Manual revised to align with 9146 – FOD Prevention Requirements standard

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Successfully collaborated with NATO WG2 - Maintenance, Software, Certification

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Initiated discussion and completed analysis of existing Standards/Regulations

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Continuous exchange on the adoption of the JISQ 9100 for their QMS requirements (DSPZ 9008) and use of ICOP scheme

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Surveyed defense industry in order to visualize land and sea coverage in the case of being 9100 certified



The IAQG Space Forum engages stakeholders of the space industry and institutional customers to capture their needs and leverage opportunities to address them within IAQG. Members contribute to the IAQG initiatives and share concerns and lessons learned in efforts to strengthen the Space Industry. Good practices are presented as an opportunity to learn, understand, and apply as needed by each sector.

Space & Defense Forum efforts were invested in the Americas sector to support AS9018 with key stakeholders like the DCMA and NASA, in addition to commercial space companies such as new AAQG member company Blue Origin. These efforts contributed to revising the AIA standards NAS 412 (FOD) and NAS 413 (remote surveillance). In the Asia-Pacific sector, the Space Forum engaged with the Japan Aerospace Exploration Agency (JAXA) to integrate the JMR-013 standard (based on 9100) into their space industry. Additionally, they invested efforts to reach out to space agencies in the Asia-Pacific sector, such as the Indonesian Space Agency (INASA). Space Forum members from the European sector worked with the European Cooperation for Space Standardization (ECSS) to establish a new branch of standards in the ECSS System related to product industrialization by adopting and adapting standards of the IAQG 9100 series.

IAQG SPACE FORUM

LEAD:

André LaCroix, ArianeGroup

SPONSOR:

Fortunato Giardina, Leonardo

AMERICAS SECTOR:

Jeff Ewing, Northrop Grumman Corporation

ASIAN-PACIFIC SECTOR:

Akito Tateoka, NEC Corporation

EUROPEAN SECTOR:

André Lacroix, ArianeGroup

2023 HIGHLIGHTS

AS9018 implementation with interest and support from defense and space stakeholders

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Released NAS 412 (FOD) and NAS 413 (remote surveillance) revisions

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Collaborated with the JAXA on JMR-013 regarding maintenance of the standard based on IAQG 9100 and ISO-TC20-SC14 Space system standards

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Initiated Asia-Pacific sector discussions on simplification and clarification of 9100 for small spacecraft companies

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Created new ECSS I-Branch of standards for addressing product industrialization

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Collaborated with ECSS to address product industrialization, manufacturing, and maintenance

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Added 9100 clause references and links to AIMM and SCMH

MAINTENANCE REPAIR & OPERATIONS (MRO) WORKING GROUP

LEAD:

Michael Young, Airbus Operations

SPONSOR:

Fortunato Giardina, Leonardo

The MRO Working Group supports the ongoing development, acceptance, and implementation of the 9110 QMS — Requirements for Aviation Maintenance Organizations. As companies aim to minimize risk, they increasingly regionalize maintenance activities to align with specific regional regulations. The 9110 Standard is well-positioned to be promoted as a standardized and efficient QMS application. The 9110 and MRO teams held meetings to review the comments received during the 9110 Five-Year Review, which three will be considered for the next 9110 revision slated for IAQG formal ballot in 2024.



With the recent completion of a full year as the IAQG-1 Standards Management Committee (SMC), numerous developments have occurred in the world of aerospace quality standards and our ongoing efforts. Formally known as the Requirements Team, the SMC has grown to be the largest operating group within the IAQG, incorporating voting and liaison members from all three sectors. This enables better communication as well as multiple improvements in efficiency.

- The pilot project, 9137 standard “Application of AQAP 2110 within a 9100 QMS” standard, successfully completed its Coordination Draft (CD), IAQG-1 SMC ballot, and IAQG Standards Council Ballot. Refinement of the translation process is ongoing.
- 9162 standard “Aerospace Operator Self-Verification Programs” completed its CD and is preparing for the IAQG -1 SMC ballot.
- 9145 standard “Advanced Product Quality Planning and Production Part Approval Process” completed the IAQG -1 SMC ballot. Next steps include dispositioning comments and deciding whether to do a second IAQG -1 SMC ballot or proceed to the IAQG Standards Council ballot.
- 9100 Standard “Quality Management System (QMS)” completed its CD and is ready for dispositioning comments.

2023 also saw ISO 9001, the baseline generic QMS requirements within the 9100, start its revision, and the 9100 Team has chosen to align it with their schedule and work in parallel. To keep the membership and the industry informed of all efforts throughout 2024, the Committee will continue prioritizing communication with presentations, podcasts, webinars, articles, and the like.

IAQG-1 STANDARDS MANAGEMENT COMMITTEE

CHAIR:

Alan Daniels, The Boeing Company

VICE CHAIR:

Buddy Cressionnie, ASD Expertise

VICE CHAIR:

Antonio Saldaña Sage, Airbus Operations GmbH

2023 HIGHLIGHTS

9137 standard completed its IAQG Standards Council Ballot and translation refinement is ongoing

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The 9162 standard completed its CD and prepares for the IAQG -1 SMC ballot

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The 9145 standard completed the IAQG -1 SMC ballot

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9100 Standard completed its CD

AEROSPACE IMPROVEMENT MATURITY MODEL (AIMM)



LEAD:

Roberto Ciaschi, IAQG

SPONSOR:

Alan Daniels, The Boeing Company

2023 HIGHLIGHTS

Surpassed 3,000 registered users

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Published AIMM V1.1

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Embedded hyperlinks from AIMM to SCMH topics

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Streamlined criteria and improved readability with popups for examples and notes

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Launched AIMM 1.1 translations into Chinese, French, German, Italian and Japanese

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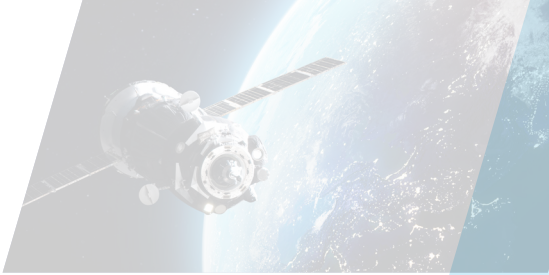
Prototyped functions within AIMM to perform concurrent assessments by multisite organization teams

Since the launch of AIMM in 2021, feedback and suggestions from the user community have been thoroughly collected and processed. The result, AIMM V1.1, was published in September 2023, with some of the following improvements: integration with the IAQG SCMH, additional references to more ISO and IAQG standards, and many more examples and guidance materials, especially from ISO TS 9002.

With AIMM V1.1, the online application also became more user-friendly. Hyperlinks from AIMM criteria were embedded for direct access to referenced SCMH topics where and when needed. The readability of large cells of criteria while performing an assessment was improved by offloading accessory information into pop-ups that appear on demand.

Progress continues to enable AIMM to support its most demanding user scenario in complex, multisite organizations while keeping the current simplicity for single users. For 2024, this will remain a priority, as well as translating the application into more languages.





The IAQG develops and deploys guidance materials and tools to address continual improvement of product conformity and on-time delivery performance throughout the entire value stream. PSCI manages the Supply Chain Management Handbook (SCMH), where the guidance materials supporting the IAQG Standards exist. PSCI, through maintenance of the SCMH, continues to assist organizations with an understanding of various industry topics found in the SCMH.

In 2023, PSCI Networking Meetings were initiated to allow for the two-way sharing of information about the SCMH and the industry's needs. The PSCI team has begun to share the value of the SCMH with the AS&D industry by attending events to help users understand what is available and where to find it. As a result, we saw an increase in the number of SCMH users.

PRODUCT & SUPPLY CHAIN IMPROVEMENT (PSCI)

LEAD:
Marc Doolittle, Raytheon Technologies (RTX)

VICE LEAD: Gaëlle LeBouar, AraineGroup

SPONSOR: Fortunato Giardina, Leonardo

2023 HIGHLIGHTS

20 guidance documents, under 10 separate topics, added or revised

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18,180+ users in the SCMH Database

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Increased use of the Contact-SCMH website feature, allowing SCMH Users to obtain clarification on guidance and some Standards

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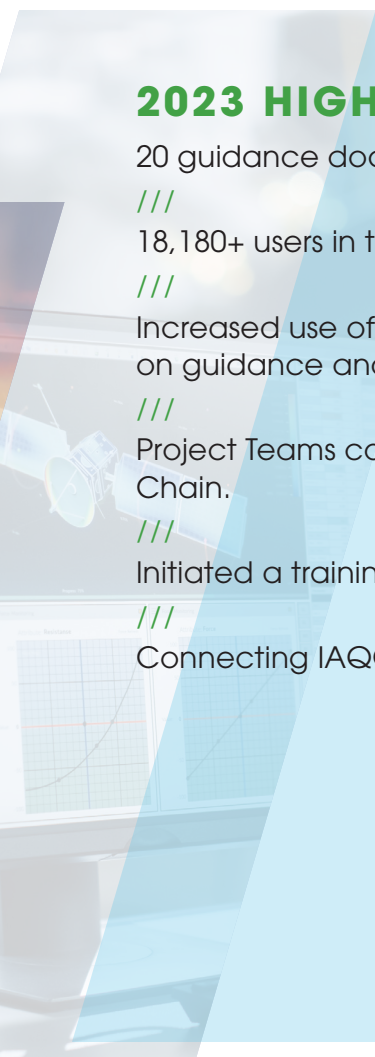
Project Teams continue to include members outside of quality to improve the Product Supply Chain.

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Initiated a training strategy for the IAQG, starting with the APQP

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Connecting IAQG Tools and Standards; 9100, AIMM, and SCMH to improve the IAQG Eco System



CERTIFICATION OVERSIGHT TEAM (COT)

IAQG LEAD:

Pete Cracknell, BAE Systems

AAQG COT LEAD:

Tim Lee, The Boeing Company

EAQG COT LEAD:

Barbara Davalos, Airbus Operations GmbH

APAQG COT LEAD:

Hiroshi Shuto, Mitsubishi Heavy Industries, Ltd.

2023 HIGHLIGHTS

Revised 9104 Series & 9101 as IA documents to run through the SDO process

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Revised Supplemental Rule 004 & Associated Communications

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Drafted Revised Transition Plan and Created Integrated Projects Plan

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Developed and deployed four Resolutions

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Supported the Continued OASIS V3 Development

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Gained IAF Recognition

2023 represented a full year of work and accomplishments for the International Certification Oversight Team (ICOT). All sectors successfully completed their oversight programs, demonstrating conformance to the 9104 series. Additionally, they continue collaborating regularly on several topics, which included harmonizing the annual oversight performance review to support future strategy and planning development.

October brought leadership changes, as Eric Jefferies accepted the position of President of the IAQG and shifted from ICOT leader to ICOT Sponsor. In response, Pete Cracknell now leads the team, with Barbara Davalos as the Deputy Lead.

The scheme continued to develop globally, with new entities being recognized in the sectors, leading to accreditation bodies in India and Argentina and preliminary scheme discussions in Indonesia. Additionally, the IAF recognized the IAQG Aerospace scheme after several years of work, with a Memorandum of Understanding. A scheme representative now regularly participates in the IAF meetings.

All the COT entities (excluding Certification Bodies) transitioned to the 9104:2022 before the plan was put on hold, allowing for realignment in response to OASIS V3 readiness. As a result, SR004 was updated, and communications were issued to reflect the suspension of the transition. The team also prepared a re-draft of the Supplementary rule reflecting the transition re-alignment for resuming the 9104 transition. The changes include issuing the 9104 series standards and 9101 as IA documents through the SDO process, the global and simultaneous launch of revised training, and incorporating the 9104-3 in the transition planning.

To assist the Digital team, ICOT representatives provided ongoing support to develop full OASIS V3 readiness. This work included the development of communications, Supplemental Rules, and (4) Resolutions to clarify and specify the requirements for scheme entities as they have changed throughout the year.

Several Auditor Workshops were held in the Sectors to support continued development and communication. These training events were well received, and additional events are being planned for 2024.

In 2023, the launch and stabilization of OASIS V3 was a primary focus and was accompanied by many ongoing initiatives. The various IAQG website properties and online presence component saw regular updates and maintenance, ensuring functionality and accurate online information. Member Management systems were also kept current, reflecting effective management and administrative efficiency. The Supply Chain Management Handbook (SCMH) remained updated and operational, with notable integration efforts to AIMM (Aerospace Improvement Maturity Model), enhancing its utility in supply chain management. The Dictionary continues to serve as an essential reference for standardizing terms. The Microsoft Office 365 collaboration environment showed continuous user growth and activity, indicating effective engagement and utility. AIMM 1.1 was well-received. Along with the integration efforts to link to SCMH, AIMM Version 2 development is underway, highlighting a commitment to innovation and adapting to the evolving needs of the industry.

IAQG DIGITAL TEAM

IAQG DIGITAL FOCAL:
Greg Fontaine, Jaspin Interactive

SPONSOR: Susie Neal, IAQG

2023 HIGHLIGHTS

OASIS V3 launch and post-launch stabilization efforts

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Nearly 27,000 certified sites in OASIS across 84 countries

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AIMM 1.1 launched and Version 2 development is in progress

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AIMM and SCMH interlinking to enhance user experience

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User growth and activity increased in the MS 365 collaborative space



PERFORMANCE TEAM

LEAD:

Eric Dubois, Safran SAS

SPONSOR:

Pete Luksas, Raytheon Technologies (RTX)

2023 HIGHLIGHTS

14 representatives, across 3 sectors

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74% participation in the annual Member Performance Survey

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5 ongoing data value-added project structures

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91% of survey respondents confirmed the 9100 needs

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Direct and fruitful collaboration with all the IAQG teams

The IAQG Performance Team is a support function that aims to deliver qualitative and quantitative information regarding insights and usage of the IAQG products and materials. These activities include yearly surveys and data analysis. Over the last 12 months, the Performance Team has had good representation across the three sectors and many involved IAQG members. The team delivered the annual, qualitative IAQG member survey that garnered informative conclusions and directives. The preparation of exploring the OASIS data was delayed awaiting the new version release. Quantitative data-based analytics were studied and showed the necessity to identify key data metrics for ongoing monitoring and evaluation. Overall, the progress achieved in 2023 by the Performance Team provided a solid foundation to demonstrate the added value of the IAQG.

The Finance Committee of IAQG is responsible for maintaining transparent and accountable financial management, ensuring the organization's long-term sustainability to support its growth and impact.

In Q1 2023, a third-party review of the IAQG finances was completed (an improved time from previous years), allowing the IAQG to be in a position for timely financial reporting as required by its not-for-profit status recognized in both the United States (501 (c) 6) and Belgium (AISBL).

The year's ongoing challenges with digital development, global inflation, meeting costs, and travel expenditures increased expenses. However, our continued strategic investment in modern digital platforms provided a better analysis of our spending and allowed us to take advantage of passive income, options, and investments. Coupled with the vigilant focus on costs, the IAQG minimized unanticipated cost impacts. Sales from certification audits continued as anticipated, but the realized revenue from those audits was delayed due to the OASIS system freeze. In November 2023, invoicing on the new platform was reinstated, resulting in a large influx of 2023 revenue occurring in Q1 2024.

FINANCE COMMITTEE

TREASURER:
Alex Valderrey, IAQG

EAQG REPRESENTATIVE:
Fortunato Giardina, Leonardo

AAQG REPRESENTATIVE:
Lina Prioletta, Bombardier

APAQG REPRESENTATIVE:
Takayoshi Maehata, SJAC

2023 HIGHLIGHTS

\$3.5M – TOTAL amount generated in USD

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\$219K – Interest earned on investments

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\$4.1M – Expenses in FY2023

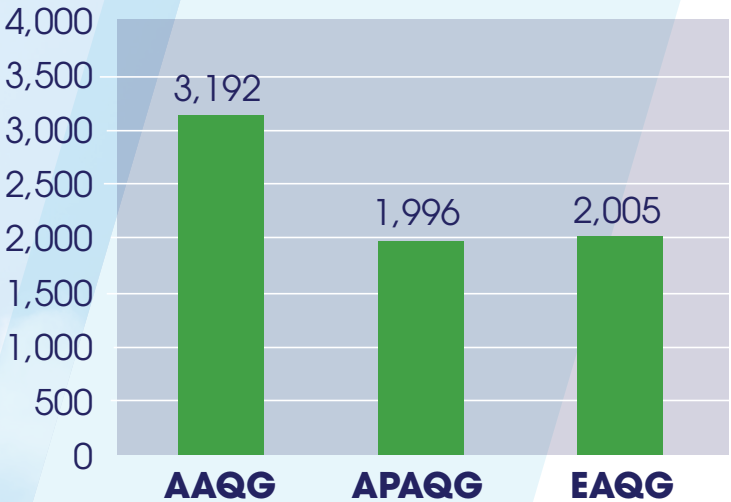
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75% - Percentage of expenses in direct support of IAQG mission and objectives

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\$41,000 received in exhibit and sponsorships

FY23 STANDARDS SALES BY SECTOR



SUPPORT SERVICES

Like all organizations, the IAQG requires effective back-office activities to achieve its mission successfully. The Executive Committee leads various committees such as communications, membership, finance, operations, digital, legal, and contract negotiations to maintain the business side of IAQG and its three sectors. We want to thank our IAQG contractors and key vendors who directly support this committee work.

2023 HIGHLIGHTS

Welcomed 11 new member companies

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27% increase in individual participation

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Hosted 2 IAQG meetings, 6 sector meetings, and 1 leadership meeting

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3,700+ downloads of IAQG Quality Horizon episodes

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IAF endorsed the IAQG Certification Scheme in Memorandum of Understanding

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Initiated Web-based IAQG Articles, Rules and Procedures

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Notarized IAQG Articles of Association

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Introduced online payment processing

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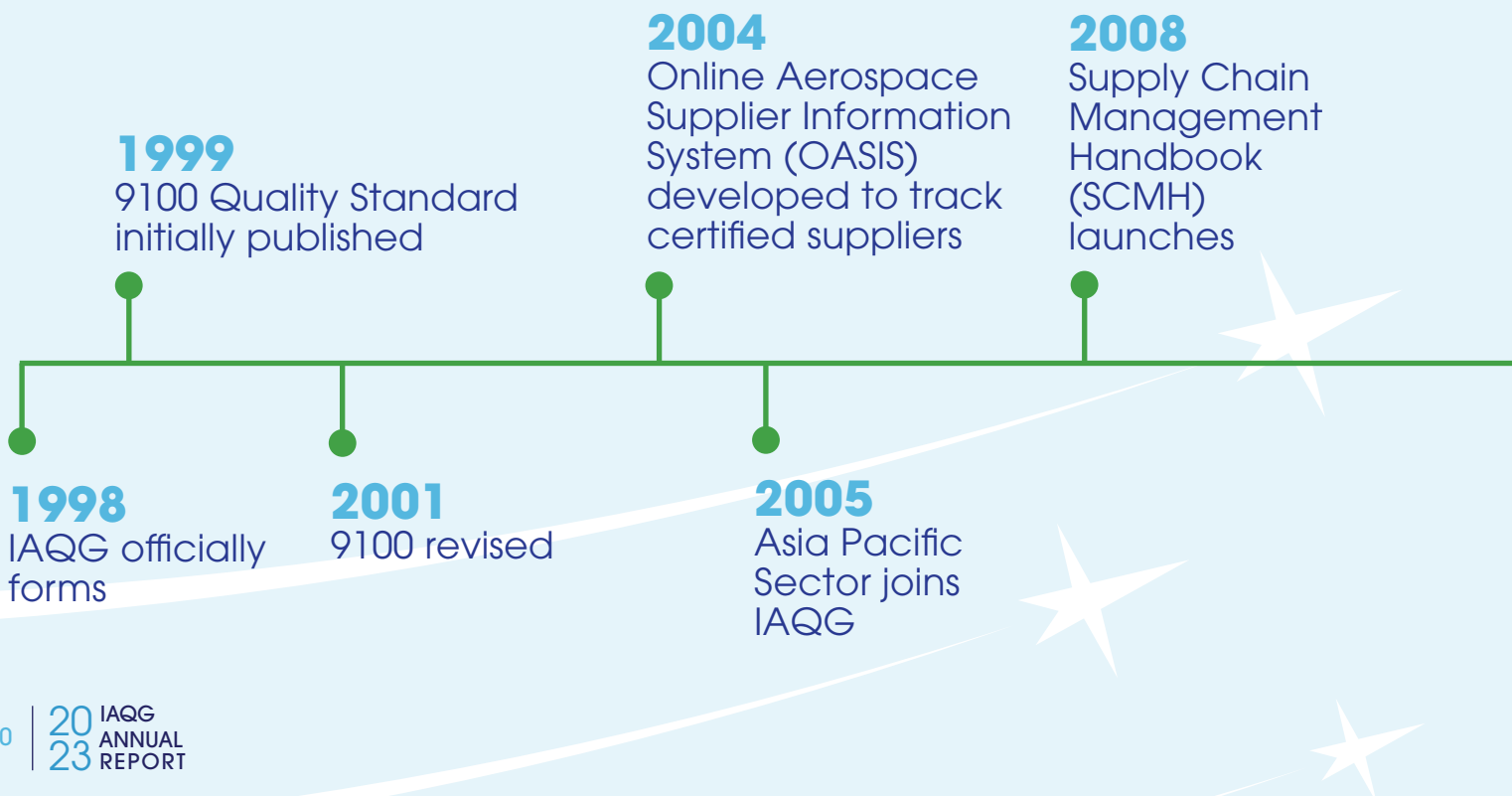
Supported digital presence across 6 sites, 1 collaborative space, and 3 social platforms



IAQG CELEBRATES **25 YEARS**

On December 2, 1998, several industry colleagues converged in Derby, England, at Rolls-Royce plc to discuss how they could help harmonize the industry and elevate safety within the worldwide supply chain. That first meeting became what would soon be known as the International Aerospace Quality Group. For the last 25 years, member companies and dedicated individuals have sought to improve quality globally through collaboration and harmonization.

During the October 2023 IAQG Meeting Week in San Francisco, USA, leadership, key individuals, and meeting attendees came together to reminisce, honor our pioneers, and celebrate all that has occurred over the past two decades. To help set the stage, we interviewed a selection of IAQG member participants (past and present) to share their memories of the early days. Additionally, we collected pictures from our system and created a pictorial collage of IAQG meetings throughout the years. Please enjoy this glimpse of the past, and thank you to all who have contributed over this last quarter century.



VIDEO INTERVIEWS WITH IAQG MEMBERS

What is your earliest IAQG interaction?
What did you know of IAQG before that
initial reaction?



NAME: Andre Lacroix
COMPANY: ArianeGroup
SECTOR: EAQG
FIRST INTERACTION
WITH IAQG: 2001

What was a significant moment in your
IAQG tenure that made you think
"Wow, we've really created something here?"



25 YEARS PICTORIAL COLLAGE



The **iaqg**[®]
**25-YEAR
TIMELINE**

2021
Aerospace
Improvement
Maturity
Model
(AIMM)
Unveiled

2023
IAF endorses the
IAQG Certification
Scheme in
Memorandum of
Understanding

2013
IAQG
incorporates

2022
IAQG and SAE International
sign Single Standard
Distribution Offering

2023 MEMBERSHIP

FULL MEMBER COMPANIES

Airbus Operations GmbH
ArianeGroup*
Aviation Industry Corporation of China, Ltd.
BAE Systems plc
Bell Textron
Commercial Aircraft Corporation
of China, Ltd.
GE Aerospace
Hensoldt AG
Honeywell Aerospace*
IHI Corporation
Kawasaki Heavy Industries, Ltd.
Korea Aerospace Industries, LTD.
Leonardo S.p.A.
Lockheed Martin
Mitsubishi Heavy Industries, Ltd.
Moog, Inc.
Northrop Grumman
Parker Aerospace
Raytheon Technologies (RTX)
Rolls-Royce plc
Saab Aeronautics AB
Safran sas
Spirit AeroSystems
SUBARU Corporation
THALES SA
The Boeing Company
Turkish Aerospace Industries Inc.*

ASSOCIATE MEMBER COMPANIES

AERO ENGINE CORPORATION OF CHINA
Aerospace Industrial Development Corp.
Aselsan AŞ
Ball Aerospace
Blue Origin*
Bombardier
Cincinnati Thermal Spray*
Crane Aerospace
Dassault-Aviation
Embraer
FACC Operations GmbH
GKN Aerospace
Gulfstream
Hanwha Aerospace
Hindustan Aeronautics Limited
Indonesian Aerospace (IAe)
Industria de Turbo Propulsores S.A.U.
Israel Aerospace Industries
Korean Air Aerospace Business Division
KRATOS Unmanned Systems Division
Liebherr-Singapore Pte Ltd
LIG Nex1
MBDA
Mitsubishi Electric Corporation
MTU Aero Engines AG
NEC Corporation
NORDAM
Ontic*
PCC Aerostructures
PFW Aerospace GmbH
Rafael Advanced Defence Systems
Roketsan*
SAMI
TATA ADVANCED SYSTEMS LIMITED
Triumph Group

AFFILIATE MEMBER COMPANIES

AAI - Austrian Aeronautics Industries Group

AIAD - Federazione Aziende Italiane per l'Aerospazio, la Difesa e la Sicurezza

Airbus Defence & Space

Airbus Helicopters

ASD-CERT

ASD-STAN*

Association of Aerospace Industries (Singapore)

ATLA S.r.l.

BDLI Bundesverband der Deutschen Luft- und Raumfahrtindustrie e.V.

BHARAT FORGE

Boeing Tianjin Composites Co., Ltd

Collins Aerospace Actuation Systems Division*

Dynamatic Technologies Limited

Elbit Systems LTD

Expleo Solutions Limited

Fokker Aerostructures B.V.

GE Avio srl (Avio Aero)

GIFAS - Groupement des Industries Françaises Aéronautiques et Spatiales

Hanwha Systems

Korea Aerospace Industries Association

KUN AEROSPACE PVT. LTD.*

Liebherr Aerospace Saline, Inc.*

Lufthansa Technik AG

Mahindra Aerostructures Pvt Ltd.*

Moog Controls Corporation

MOOG India Technology Center PVT LTD.

Motor Sich JSC

NAG - Netherlands Aerospace Group

Nammo AS*

Pratt & Whitney

ROLLS-ROYCE

Safran Electronics & Defense Services Asia Pte Ltd

SAHA Istanbul Defense Aviation & Space Cluster

SLN Technologies Pvt. Ltd.

Spirit AeroSystems (Europe) Ltd.

* Represents either new to the IAQG or became a Full Member Company in 2023. IAQG Member Companies by membership level as of 31 December 2023.



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