

landingmatters

INTERNAL NEWSLETTER Messier-Dowty Gloucester



Innovation Contest Success

FOLLOWING THE RECENT MDI JUDGING OF MESSIER-DOWTY'S GROUP WIDE ENTRIES, GLOUCESTER HAS ACHIEVED ONE OF ITS BEST EVER PERFORMANCES AT THIS STAGE OF THE COMPETITION!

FROM THE EIGHT ENTRIES PRESENTED TO THE MDI HQ JUDGING PANEL, THREE HAVE BEEN PLACED WITHIN THE FIRST THREE POSITIONS IN THEIR CATEGORY. THESE WILL NOW BE INCLUDED IN THE FINAL SELECTION OF ENTRIES GOING FORWARD TO BE JUDGED AT THE SAFRAN GROUP LEVEL, IN CONTENTION FOR THE OVERALL SAFRAN WINNING ENTRY.

IN ADDITION, THE GLOUCESTER EUREKA ENTRY WAS ONE OF TWO SELECTED FOR AN "HONOURABLE MENTION" IN THIS EXTRA MESSIER-DOWTY CATEGORY.

THE OVERALL MESSIER-DOWTY INTERNATIONAL WINNING ENTRY CAME FROM BIDOS WITH A LEAN SIGMA PROJECT TITLED: "SUPPLIER DEVELOPMENT TO REDUCE PRICES – OMA"

Pictured are the category winners and highly recommended entrants attending the Gloucester prizegiving lunch.

THE FOUR SUCCESSFUL GLOUCESTER ENTRIES INCLUDED:

- "Global Computer Networks" (1st in Lean Sigma Category) from Russell Vale and Nayan Kolhar with Stephane Plichon and Alexandre Jesson (Velizy) and Peter Brancati (Toronto)
- "Spares Portal" (3rd in Product, Technology or Service Category) from Andy Crowther, Chris Brown, Dave Addis, Venita Ford and Mark Evans with Valerie Blenet (Velizy)
- "Axle Steering Mechanism" (equal 1st in Patent Category) from Ian Bennett
- "Cost Reduction on Slave Link" (equal 1st in MDI - Eureka Category) from Jean-Philippe Villain-Chastre and Paul Grindle



A Year of Challenges

AS WE APPROACH THE END OF 2009 IT IS WORTH TAKING TIME TO REFLECT

At the start of the year we faced the challenge of a workload which in reality was the greatest for many years. Full rate volumes on Airbus Single aisle, Twin aisle, Eurofighter and Piaggio not to mention a healthy retrofit and spares program. But around us we were seeing a world slipping deeper into financial crisis and the recession was starting to bite in most sectors.

Very quickly as we moved through the first quarter the influence of the world crisis started to impact. Our load had started to decrease in the second half of the year and the pressure on our Cash & EBIT position was growing. Actions to stabilise this position had to be taken.

LOAD & CAPACITY BALANCE

For load/capacity we successfully agreed and put in place the banked hours process which allowed the business to meet the high load in the first half of the year and close the factory for 2 weeks in the second half.

CONTROL OF EXPENSES

For the control of expenses we limited travel costs to a minimum, saved on our utility bills, minimised our capital expenditure and unfortunately a freeze of pay.

WORKING CAPITAL

On working capital (Inventory) we launched a Black Belt project to reduce our inventory across the site by 25% to free up cash and are on track to do so.

LEAN SIGMA

We continued to embed the Lean Sigma process into our business and now have many Black and Green Belt projects up and running along with production challenges which will further help to improve our performance and save cash.

To improve the business processes we saw the launch of the GEARUP project and have been actively supporting the workshops in Velizy so that we are positioned to be the first site to go live with the new ERP system implementation in 2011.

As the summer months came we saw the cooperation and flexibility of many employees who worked in different areas and functions across the business to help reduce costs. Despite this effort, further



cancellations hit our order book which resulted in the business having to take the difficult decision to announce a redundancy which saw 55 of our friends and colleagues leave the organisation. In addition we have had to review and change our pension scheme.

In spite of all these challenges we have continued to maintain our professionalism and do a great job of keeping our deliveries to our customers and our focus on improving the business on track. The cooperation and understanding within the various consultative forums (banked hours, pensions and redundancy) has been superb and is a lesson for us all that through clear dialogue and a common goal (the survival of the business) we can put in place the things necessary for our longevity.

As Mike Platt said in his recent cascade we still have a lot to do to close out our year and we must maintain our focus and drive to the finish line.

So in many ways a very challenging year but the strength of character of the Gloucester site has certainly shone through and this is something of which we should all be proud.

So what of 2010? Well the future loads are still unclear but what is clear is that we must continue to maintain our flexibility to react quickly to the market demands and remain competitive. We must continue to drive our improvements through a Lean Sigma approach and prepare ourselves for the recovery which will surely come in the years to come.

On a final note I thank you all for your hard work and hope that you all have a great extended holiday break with your family and friends.

Chris Wilson VP Production



Program Updates



Airbus Long Range Program 2009 Highlights

- 1000th Long Range Landing Gear Set delivered during February
- 1st AVC set of Landing Gear for the A330 Freighter delivered during June – Aircraft 1st flight achieved early November
- OE delivery performance – 100% on-time
- Spares delivery performance - 95% service level achieved
- Quality Performance – Zero Cat 1 customer quality rejections
- 'Get Well' Team developed with Airbus to resolve Major In Service Problems (MISPs)

2010 Challenges

- OE delivery Performance to be maintained
- Spares delivery performance targeted at 95%
- Get Well' team to continue focus on MISP resolution
- Good results in 2009, however new MISPs still being opened and new inspections are driving major operational disruption
- A330 Multi Role Transport Tanker (MRTT/KC45) EIS
- A330 Freighter; certification forecast March; 1st AVC delivery forecast August
- A330 Increased MTOW (236T & 238T) certification targeted for August
- A3456 sampling programme to start (8 years overhaul)

Darren Waite, Program Director



A350 Program 2009 Highlights

- Critical design review (CDR) process with Airbus and good progress on weight
- Manufacture of the major forgings – will be delivered in the coming weeks
- Excellent concurrent engineering allowing launch of manufacturing engineering for the major parts
- Good progress on contract and commercial agreement with Airbus
- MD have supported Airbus for the concept development of the 6 wheel -1000 version

2010 Challenges

- Start machining end 2009/early 2010.
- Supplier selections, completion of the design, launch of manufacture for all parts in Q1 2010
- The first landing gear LH systems rig due end 2010
- Finalization of the testing planning and preparation to start early

2011

- Must continue with cost reduction

Chris Morgan, Program Director

Eurofighter Program 2009 Highlights

- 300th Set of Eurofighter Main Landing Gears delivered
- On time delivery achieved for all Tranche 2 OE and Spare Units
- Tranche 3A orders confirmed by the Nations for a further 88 aircraft
- 66,500 aircraft flying hours accumulated across 5 air forces

2010 Challenges

- Completion of Tranche 2 landing gear qualification testing
- Support for export campaigns including India and Switzerland
- Undertake cost reduction activities to improve margins in face of strong pressures on price
- Develop in-service support offering to secure revenue stream beyond OE production

Derek Shiells, Program Manager



Commuter Programs 2009 Highlights

- 200th set of Piaggio Landing Gears delivered in June
- Major program reschedules from Piaggio due to very difficult market conditions, however interim price increases have been achieved despite major cash issues at Piaggio
- BA146/RJ – strong spares sales and an aggressive customer exploring Life extension options to keep Aircraft in service longer
- Fokker F100 License – Engineering and SQA non-recurring activity almost completed with substantial revenue return

2010 Challenges

- Piaggio – Improve program profitability despite reducing volumes
- Piaggio – Ensure robust supply chain plans with critical suppliers e.g. GE Aviation
- BAE146/RJ – Support Operators & MRO demand for major spares on life extension work
- Fokker – optimize revenue stream from License manufacture

Martin Beirne, Program Manager



Airbus Single Aisle Program 2009 Highlights

- Delivery of the 4000th set of Airbus Single Aisle main gears for the A320 family took place to TAM airline in Brazil
- Closure of Major In-service Problems on the Bogie Pitch Trimmer Hose and Unlock Actuator hose
- Maintenance of 100% OTD performance and reduction in inventory
- Reduction in quality escapes whilst preserving volumes
- Customer Services - Reduction in the number of arrears and service level achievement against the 95% target

2010 Challenges

- Resolution of the remaining Major In-service Problems
- Driving quality improvements back through the internal and external supply chain
- Maintaining 100% OTD whilst reducing inventory further
- Improving spares service level

Mike Platt, Program Director



A400M Program

2009 highlights

- MSN002 & MSN003 NLG Flight Test Gears delivered to Seville
- Lightning Test complete
- DDP Submitted to Airbus Military
- Agreement reached to re-start Series Production Development

2010 Challenges

- Delivery of remaining Prototype Gears (MSN004 & MSN005)
- Aggressive commercial targets - NRC, RC

Andrew Leonards, Program Manager

Lean Sigma Building Momentum

By the end of this year at Gloucester, sixty Green Belt and eight Black Belt candidates will have completed their Lean Sigma training. In September, Emilie Castera, Steve Morrison and Carl Redmond became our first certified Green Belts and successfully demonstrated through their projects how the use of Lean Sigma tools can positively impact both customer satisfaction and our financial performance. Going forward, it is now essential that Managers in all areas fully utilise the capability that has been created to pro-actively and continuously drive waste and variance out of our business processes.



The latest Green Belt training cohort

Business Improvement Techniques

Ten Gloucester employees are currently engaged in an NVQ programme in Business Improvement Techniques supported by Avon Vale Training. The programme covers the fundamentals of Lean Sigma methodology including effective team working, workplace organisation and continuous improvement techniques and is an excellent stepping stone towards Green Belt training. Our candidates are in two groups being mentored by Pete Newbury and Steve Beard. Programme funding has now been secured for an additional 40 employees.



In October, Gloucester hosted the first week of training for the second group of Messier-Dowty Black Belt candidates. This included a team building evening introducing our guests to the art of skittles at the Dowty Sport & Social Club.

Lifting our Performance

Every year, we work to improve and develop the skills of our people through formal training and development programmes. Training and development needs identified and discussed during the PDP are, like the personal objectives, aligned to Messier-Dowty's key strategic goals and therefore fall into one of the categories below:

- Develop financial and economic basics
- Foster technical excellence in all fields of activity
- Develop project management expertise
- Increase operational efficiency through better knowledge and use of our industrial processes
- Develop managerial skills and empowerment to promote

lively teamwork in a multi-cultural environment

- Lean Sigma – develop a change-minded approach to our business
- Improve risk management, Health, Safety and Environmental issues being top priorities.

In 2009, 90% of our employees completed a PDP with their manager and from this 1837



The latest Black Belt training cohort

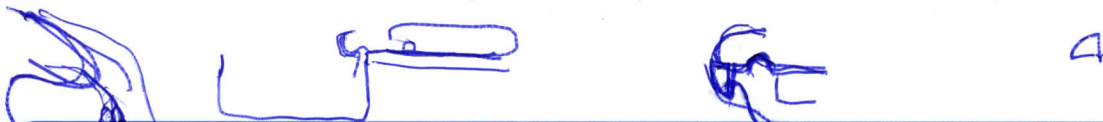
individual training needs were submitted to the HR team. A training plan for the site was then created and HR continues to update it as further training needs are identified during the course of the year.

By the end of October, 228 training courses had been delivered, equating to an average of 2.2 days of training for every single employee at Gloucester. Jo Fulford deserves a special mention here, as she has almost single-handedly managed this workload on behalf of the site,

making sure that we have the right providers, and that everyone attends!

Highlights of the training carried out this year include 398 days of Lean Sigma training at all belt levels, 44 employees receiving support for academic courses in their professional expertise, individual development for all Production Team Leaders and an extensive array of technical training across all areas of the business – including fork lift truck, work measurement, Geometric Design and Tolerancing, metal finishing, stress analysis, noise control, first aid and employment law.

To help you fulfil your personal potential and support the business in achieving success, please ask your manager to discuss your individual development needs during your next PDP.



Health & Safety Highlights

OUR HIGHLIGHTS FOR THIS YEAR ARE

- The introduction and operation of a very successful "General Planned Inspection" program across the whole site.
- In May we started to train all our service contractors in the site's H S & E rules for contractors. This is an audio/visual training course which the service contractors can do on their own using one of the PCs in the restaurant. This is followed by a questionnaire. If successful they are issued with a "passport" which allows them to work on our site. Currently we have trained about 120 contractors.
- With the appointment of an Occupational Health Assistant, Debbie Molloy, we have been able to step up our occupational health surveillance program.
- In an analysis of all eighty eight SAFRAN companies within the "Equipment Group" we got the highest score with regard to our reducing accident rate and our ability to identify and prevent accidents occurring.
- Non-operational departments within the business are much lower risk than the operational areas. However, the business still has a duty to provide them with a safe place to work. This year we have introduced a site committee meeting for all non-operational departments. This will enable HS&E topics that are relevant to them to be reviewed and improvements identified and implemented

Kim Toomer
Health, Safety & Environmental Manager



Waste Management

MESSIER-DOWTY RECENTLY AWARDED A THREE YEAR TOTAL WASTE MANAGEMENT CONTRACT TO THE HAMPSHIRE-BASED CLEANSING SERVICE GROUP (CSG)

The contract covers the collection, recycling and disposal of all day-to-day waste generated on the site, including hazardous waste such as liquid process chemicals and heavy metal effluent, cutting oils, contaminated oils, packaged drum waste and fluorescent lamps.

Alan Lock, pictured with the CSG team, said, "CSG's vision combined with excellent processing and recycling facilities, together with their pro-active

approach and commitment to the concept of providing a total waste management service enables us to further enhance our green credentials by maximising recycling and minimising the amount of waste going to landfill."

CSG is one of the largest privately-owned waste management groups in Britain. It has many blue-chip industrial and commercial customers as well as Government departments and local authorities.





Chairman's mid-term visit

In September M-D Chairman Pascal S n chal made his regular mid-year visit to the site to present his mid-term message to the team.

The Chairman was also keen to see the second WFL Millturn Lathe to be installed in Large Landing Gear.

This latest machine, although originally earmarked for 787 production is being used currently for Eurofighter main gear main fitting manufacture.



Also during his visit, Pascal took time to visit and meet Gloucester's first Green Belts and present them with their Certification Diplomas.



Team visit to Warton FAL



Following the Military Team's efforts earlier this year in improving Eurofighter production rates, a party from Gloucester, the winners of a draw, visited the Eurofighter Final Assembly Line at Warton.

The team is pictured alongside the latest Eurofighter to roll off the assembly line.

Pictured left to right are: Dean Wheeler (MD's Warton based Service Engineer) Ady Hoyle, Jason Hobbs, Adrian Henley-Davies, Scott Niedzwiecki, Stuart Evans, Brian Gardiner, Lloyd Harrington, Chris Goodman and Dave Windridge.

Airbus Cycle Ride

In August Messier-Dowty gave its support to a team from Airbus who took part in the "L'ascension des Pyrenees" a cycle challenge through (or more to the point – up) the French Pyrenees. The aim of the 332 mile sponsored ride from Biarritz to Toulouse was to raise money for the worthy cause – Raleigh International



Messier-Dowty v Airbus

Messier Dowty took on Airbus in a cricket match on 11th September, with Dowty winning by 2 wickets! Well done to all those who took part.

Congratulations to Andy Monaghan - Man of the Match!





Apprentice Awards

In August our first year Apprentices returned to site after completing their practical skills training at Gloucestershire Training Group. All eight Apprentices worked extremely hard and achieved a fantastic set of grades. The end of the academic year was celebrated with an Awards Ceremony at Hatherley Manor where two of our Apprentices were presented with the following awards:

Luke Talbot *Best Miller*

Chris Gunter *Best Fitter & Best Overall Apprentice*

Congratulations to them all



CHRIS GUNTER

Douglas Cup – Best Overall Fitter & GTG Award – Apprentice of the Year Award Presented by David McPherson (Gloucestershire Training Group)



LUKE TALBOT

Renishaw Cup – Best Overall Miller Presented by Paul Grendall (Renishaw plc)



Apprentice James Morrisson with his entry for the Future Manufacturing Awards 2009.

James machined his chess pieces during his first year of manufacturing training at Gloucestershire Training Group. The pieces are made of aluminium and brass. James attended a Celebration Evening on board the ss Great Britain in Bristol on 18th December.

Dave Thompson meets Dave Thompson



Pictured above enjoying an evening cruise

Earlier in the year Dave Thompson, Works Convener, flew to Ajax to help with the testing of an F100 main fitting. During the visit Dave met the other Dave Thompson, an Inspector and President of the International Associate of Machinists and Aerospace Workers.

Street Rod aims for title

Ian Hook took part in the 2009 FIA European Finals at Santa Pod in September.

Ian commented on the Team's performance: "Due to problems with supply of parts we were not able to debut our new all-aluminium 10 litre V8 engine until mid-season. However, despite some early teething problems, the new power plant proved very powerful with us



taking second place. We then went on to make the quickest ever run for a street rod outside the USA with a standing quarter mile of 7.80 seconds and a



terminal speed of 174 mph. The car, which remains fully road legal, now does 60mph in under 1.3 seconds and 100mph in 3.5 seconds. This is achieved using ordinary unleaded petrol and on treaded tyres!

Myself and the team are looking forward to the 2010 season with relish as we believe we have a real shot at the Street Eliminator Championship, a title we last won in 2006."

Ilan Hook

Singing with the best

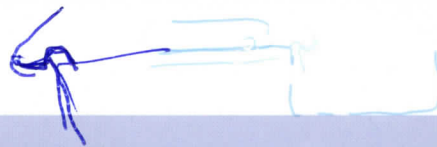
I was a latecomer to Barbershop singing having joined Synergy only 2 years ago. Most of my previous singing was in church choirs, gospel groups and even folk clubs. Like everyone else I started singing at school and by the time I got to secondary school I was in a radio choir travelling to BBC Leeds on Saturdays to record a schools programme called 'Singing Together'. Only those of a certain age will remember those Monday morning broadcasts.

Barbershop was a new challenge, the harmonies and techniques are different and there is no backing music to assist tuning or cover mistakes. Synergy was formed 3 years ago, is based in Abergavenny and practicing every Thursday. We perform at weddings, concerts, church socials, golf clubs dinners and birthday parties, and are always on the look out for new venues and engagements.

If you want to hear us, book us, or join us, then let me know. We have sung against the best!

Roy Millington





Proud Parents

Mike Turley and wife Rachel celebrated the birth of their daughter Holly Madison on 17th July 2009 weighing 8lb 12oz

Andy Cook and wife Rebecca celebrated the birth of their daughter Holly Jane on 10th September weighing 7lb 1oz

Karl Brazier and wife Emma celebrated the birth of their daughter Caitlin on 27th October weighing 8lb 3oz

SADLY on 18th October Andy Cullis passed away. Andy was a Procurement Leader in the Procurement Department and had worked for the Company for 34 years.

The JSSC were saddened by the loss of their steward Phil Lankshear on 5th September 2009



Celebrating 20 years' service



Thank you and congratulations to the above employees who celebrated 20 years service this year.

Retirees

- **Mike Humphries, Maintenance, retired on 23rd November after 22 years of service**



- **Clive Gill, Airbus Assy, retired on 14th August after 13 years service**



- **Mike Turley, Process Group retired on 24th July after 23 years of service**
- **Richard Elliott, Airbus Assy, retired on 26th July after 30 years service**
- **Anthony Marfell, Pin Group, retired on 1st October after 29 years of service**
- **Laurie Thompson, Legal Department, retired on 9th October after 27 years of service**

We wish them a very long and happy retirement

Wedding

Congratulations to Owen Humphreys and his wife Elizabeth who married 1st August 2009

Please contact the editorial team with any items for future editions: Peter Hall, Sarah Powell, Ben Hodgkinson and Heidi Beal. Soon to be joining the editorial team – Sue Edwards.