

MEGGITT

Review

Flying high at
Paris Air Show
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Q&A with CFO
Louisa Burdett
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A taste of
the future
at Ansty Park
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A large, dark-colored fighter jet, possibly an F-35, is shown from a front-on perspective on a runway. The aircraft is illuminated by the warm, golden light of a sunset or sunrise, creating a dramatic silhouette effect. The runway surface is visible in the foreground, and the background shows a hazy horizon with some distant structures.

Accelerating
growth

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Paris Air Show 2019

Discover how we got on at the world's largest aerospace event.



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Catch up with the highlights from across Meggitt, including some of your stories



Look out for our key insight icon to highlight important facts for 2019

Welcome to the latest issue of the Meggitt Review.

In this issue, we have an update of where we are with our strategy for the year. We have highlights from two of our biggest events this year: Paris Air Show and our Ansty Summer Fayre.

We have interviews with our new CFO and all four of our divisional presidents. We also have stories from colleagues across the business including success stories from those who joined us on apprenticeships and placements.

Enjoy this issue, and if you would like to share something in a future issue, please contact communications@meggitt.com

This publication The Meggitt Review is Meggitt PLC's magazine for colleagues. Headquartered in the UK, Meggitt is an international group operating in the Americas, Europe, Asia and Australia.

Meggitt is a leading international company specialising in high performance components for the aerospace, defence and selected energy markets.

www.meggitt.com

Flying high in Paris

Paris Air Show is the biggest event of the industry calendar

It is officially the world's largest aerospace event. Five intensive days of business networking and deal brokering, 2,450 global industry players exhibiting, 316,000 visitors and over \$140 billion of new orders announced. It's a place where market leaders gather, a place where we belong.

Our chalet gave our customers an opportunity to meet our teams in a relaxed environment and discover a little more about our integrated solutions and world-class technologies.

 **continues**



The Paris Air Show comes round every two years and it's an essential feature in our events calendar.

Our message to our customers, peers and shareholders was simple:

With innovation at the heart of what we do, our differentiated technology, products and services enable over 71,000 aircraft to stay airborne every year. We're continuing to invest for ramp up and growth with significant investment in technology and expanded facilities to enable world-class manufacturing.

1,200
visitors to
Meggit

At the closing weekend we invited 120 of our French and Swiss colleagues to enjoy the hospitality of the chalet and watch the air show at very close quarters. It was a fabulous two-day event and a fitting way to end a successful show.

This article began with some big numbers. So how did the show add up for us? Overall we hosted more than 200 client meetings and entertained over 1,200 visitors, we signed six contracts, set the wheels in motion for many more, and announced new orders in excess of £100 million for both civil and defence applications.

The Paris Air Show is a place where our customers, shareholders and peers converge for one week every two years and it's an important place to be. Thanks to the teamwork and collaboration that is the hallmark of Meggit culture, we took full advantage of the opportunity to demonstrate just why we belong in the top tier of industry suppliers.



News from Paris Air Show

Paris Air Show was a fantastic opportunity for us to showcase our latest technologies and innovations, leading to a number of contract announcements:

1

Long-term SMARTSupport™ agreement with Pratt & Whitney for engine repair services in Asia

Meggit signed a three-year long-term agreement to supply engine component repair and overhaul services in Asia. The contract has a lifetime value of £9 million and covers repairs for PW400, V2500 and CFM's International CFM56-5B/7B engines.

5

BAE Systems to use our innovative generator system

A three-year agreement with BAE systems has been signed for an innovative generator system. Our solution combines two existing generators into a single generator. Its unique design creates space and weight savings whilst improving efficiency.

2

Supplying total braking systems for follow-on Typhoon contracts

We were awarded the contract to supply braking systems for the Eurofighter Typhoon contract with Qatar Air Force. Meggit was also selected to provide lifetime support for the fleet, including spares distribution, ground support equipment, training and maintenance.

6

Meggit wheels and brakes selected for global ATR72 aircraft fleet upgrade

We've been selected to provide brake and wheel upgrades for the current and future global ATR72 fleet. Fifteen operators have committed to operate 185 ATR72 aircraft with upgraded Meggit equipment.

3

Delivery of AIDC's Advanced Jet Trainer braking systems begins

Meggit has started the delivery of the main wheels, carbon, brakes and brake control systems for the Advanced Jet Trainer.

7

Developing an advanced cooling system for General Dynamics Land Systems

We were awarded a multi-million-dollar contract by General Dynamics Land Systems to develop an advanced cooling system for next generation ground combat platforms.

4

Multi-million dollar contract with Textron fire protection systems.

We've confirmed a contract with Textron for supplying fire protection systems for the Cessna Denali and SkyCourier platforms. Deliveries are scheduled for later this year.

8

Meggit PLC and Lufthansa Technik AG enter a long-term partnership for MRO services in mainland China

Lufthansa Technik AG has signed an agreement for the provision of comprehensive component MRO services for commercial aircraft in mainland China.



Accelerating growth

Meggitt's strategic
priorities (S3C)

 **FEATURE**
ACCELERATING GROWTH



The first six months of 2019 have seen us increase the momentum around delivering on our strategic priorities – S3C – also known as our 'blue chips': strategic portfolio, customers, competitiveness and culture.

We're making good progress and plan to continue this during the second half of the year.

Here's a review of our 2019 story so far.



Strategic portfolio

Innovation is at the heart of what we do and we're a technology business with an outstanding track record. We've invested a huge amount in research and development over the last few years – over £700 million – securing significant positions on new platforms as a result. We are highly regarded by our customers because of the breadth and depth of what we do and our understanding of their applications, together with the great products and services we are able to offer.

Our continued development of differentiated technologies, together with completing the bulk of our portfolio realignment action and our focus on industrialisation put us in a good position to deliver on this blue chip this year.

 **continues**



Every second of every day a Meggitt-enabled aircraft takes off. In fact, Meggitt-equipped aircraft enable nearly 4.5 billion passengers to reach their destination, every year.



42
sites

Footprint reduced by
a further three sites

2

Customers

Customer feedback on our new customer-aligned organisation has been positive. Our new organisation structure enables us to accelerate growth by making us easier to do business with.



We're building stronger relationships with our customers and making it easier for them to do business with us.

The growth of our aftermarket business continues with further important wins, including seven new contracts based on our SMARTSupport™ proposition. Order growth in military has also been strong. A 10-year long-term agreement with Pratt & Whitney to provide a range of high temperature engine composites on the F-135 engine has been complemented by more recent customers awards from Lockheed Martin, Boeing and the Defense Logistics Agency.

You can read about these important contract wins and more in the Paris Air Show article in this Review.



3

Competitiveness

We know that the key to world-class performance is operational excellence; it's what will transform us from being a very good company to being one of the very best in our chosen markets. The Meggitt Production System (MPS) is central to this and we're all working hard to ensure that sites are embedding and sustaining the MPS way of working. Each of our 42 sites have been launched on this journey and we're seeing progressive improvements in operational performance as sites move through each of the six phases of MPS.



Delivery and inventory remain at the crux of our operational challenges. We will focus further on these during the second half of the year.

Our Focus 8 sites have seen encouraging improvements in on-time delivery and reductions in arrears and quality escapes. Embedding the Meggitt Production System across all of our global facilities is critical to sustaining these improvements and strengthening the performance of all Meggitt locations.

Our footprint initiatives continue ahead of plan, including the newly expanded Services & Support facility in Miami. And, as building work continues, we look forward to opening the doors at our new Ansty Park site in the UK early next year. These are just two of many sites across the globe that will enhance our ability to deliver high-quality, innovative technology to our customers.



Getting ready for growth:

Meggitt's aftermarket team in Singapore



There's more positive progress as we continue to move the needle on cost reduction. Our supply chain cost reduction efforts have resulted in a further 2% reduction for the first half of the year. Meeting our broader cost-reduction target is intrinsically linked to delivering high-quality product – first time, every time; and we have much more to do.

4

Culture

All of our successes are underpinned by our evolving culture. Our High Performance Culture (HPC) activity has supported the successful transition to our customer-aligned organisation and continues to be a catalyst for the pace of change across Meggitt.

We know that employee engagement and High Performance Culture are the essential foundations of any successful business. There is clear evidence that companies who focus on their culture, including the diversity of their organisation, are more successful. By developing our people and culture, by providing better opportunities and working environments for our colleagues and building a truly inclusive organisation we are driving productivity and innovation.

The roll-out of our High Performance Culture to all employees continues and over 4,300 have now been 'unfrozen'.



Health and safety remain crucial to who we are and how we operate. Nothing is more important than keeping our people, our communities and our industry safe.

We all have a role to play in making Meggitt a safe place for everyone to work.

And, of course, we must never lose sight of our organisational values: Teamwork, Integrity, and Excellence, which are intrinsically linked not just to what we do but how we do it.

While we've made great progress towards delivering our blue chips, we still have work to do. All of us at Meggitt have a part to play in keeping the momentum going.





ever **closer...**
...to our customers,
ever closer to
each other.



The seeds of this change lie in 2017's launch of our 'Enabling the Extraordinary: To Fly, To Power, To Live' vision.

We kicked off the first quarter of 2019 with a brand-new organisation structure that will see us completing our journey from holding company to fully integrated global group. Closely aligned with our customers, our simplified business provides the springboard from which Meggitt will speed its growth trajectory.

January saw the dissolution of our former, product-focused 'strategic business units' and the formation of four new divisions centred on customers and core markets. Minimising risk during the transition from old to new, site teams and product groups have responsibility for meeting our commitments to customers and are the focal point of technology expertise.

The seeds of this change lie in 2017's launch of our 'Enabling the Extraordinary: To Fly, To Power, To Live' vision, which encapsulates our determination to become one of the very best companies in our chosen markets.

By embracing the values and tools of the Meggitt Production System and our High Performance Culture, our four new divisions will enable Meggitt's extraordinary pool of talented individuals to perform to their full potential in the right teams – teams rooted in an optimal environment as never before, enabled to deliver extraordinary production, services and innovation.

Creating an organisation
in which employees love
to come to work



Airframe Systems

President: Chris Allen

Product groups: Braking Systems, Fire & Safety, Power & Sensing, Fuel Systems & Composites, Polymer Seals

Customers: The world's leading commercial, business and military aircraft manufacturers including Airbus, Boeing, Gulfstream, Dassault, Bombardier, Textron and Lockheed Martin

Goal: Increased market share



Energy & Equipment

President: Paul Devaux

Product groups: Defense Systems, Training Systems, Energy Sensing & Controls, Industrial Equipment, Heatric

Customers: Include the US Department of Defense, Siemens, Solar Turbines, GE Energy

Goal: Stronger, niche positions in energy, non-aerospace military and industrial equipment

→ Get to know more about our presidents on the following pages



Engine Systems

President: Dennis Hutton

Product groups: Flow Control, Thermal Management, Engine Composites, Engine Sensing

Customers: The world's leading engine manufacturers including Pratt & Whitney, General Electric, Safran and Rolls-Royce

Goal: Faster growth, exploiting competitive positions in rapidly-growing market segments



Services & Support

President: Stewart Watson

Product groups: Aftermarket distribution and MRO services

Customers: Aftermarket customers regionally

Goal: Continuing service improvement and maximisation of lifecycle product value

With our customer-focused structure in place, Review introduces you to our Presidents.



President Airframe Systems
Chris Allen

What lies behind the man who has taken to the helm of Airframe Systems?

I grew up on a farm in the Canadian Prairies, where you work hard all summer and play hockey all winter. I know what cold really feels like. Perhaps that's why I've installed two woodstoves at home and enjoy preparing and burning logs. I still play rec league ice hockey – in the Midlands, near Stratford-Upon-Avon, where I live with my wife Julia, a retired Air Canada Flight Attendant. As an engineer, I reckon I'm a good man to have around the house – I really enjoy home renovations (starting and finishing them). And I'm into serious bee-keeping, something I got into with my children when they were younger. They're all grown-up now. Emily is an Accident & Emergency Junior Doctor in central London and Collin is at Bristol University, also studying medicine. I've lived and worked in Canada and the USA, but I have worked in the UK for many years and I am a British citizen.

How long have you been with Meggitt?

Technically, I started my career with MABS in Coventry in 2003 but we weren't Meggitt then. It was Dunlop Aerospace Braking Systems, part of Standard Aero, and we were private-equity backed. Meggitt acquired the business in 2004.

Have you always been in aerospace?

I worked for Ford for the first five years of my career, specialising in structures and powertrain. I did a lot of stress analysis using finite element modelling. I left when it became apparent that the plant I worked at might be closing and I didn't want to move to Detroit.

I joined Standard Aero as a repair engineer designing component repairs for gas path turbine engine components. We were very successful and it was a lot of fun.

What makes Meggitt a great place to work?

Many things. We're big enough to be at the table with our Tier 1 customers, yet we're still small enough to be able to see the personal impact each of us as individuals make towards success. Then there's the variety of the things we do and the diverse technologies we employ.

Our strategy is getting sharper and more exciting. Who doesn't want to work on a winning team?

Above all, what makes Meggitt really tick, as with any business, is its people. I have always enjoyed Meggitt culture. We're agile and we're creative. With the new High Performance Culture, we're getting even better at working together.

Where is the Airframes division going?

Our division will harness all our capabilities to grow – and grow significantly. By working together and focusing solely on aircraft manufacturers, we can offer them something really special: a unique mix of technologies, products, systems and service. Using the power of the Meggitt Production System, we'll deliver this and become the 'go to' company for airframe systems. On the way, we'll offer many great people many great careers, build lasting global friendships and have a lot of fun doing it.

What does our vision statement "Enabling the Extraordinary" mean to you?

Our vision does what any self-respecting vision should: it sets a high bar. Accordingly, we have some way to go. We all know that achieving first flight in our business is not enough. In aerospace, we play a long, long game. For me, we enable the extraordinary after successfully demonstrating our products in-service in terms of safety, reliability, performance and operating cost.

What do our values mean to you?

Teamwork – I don't think there's a better way to achieve our goals. To me, it's one of the most satisfying aspects of working life. Teamwork means harnessing the collective power of everyone in the team to accomplish something that, individually, none of us could accomplish on our own. It means challenging and supporting each other. And it means fun – plain and simple.

Integrity? I used to work with someone who said: "Once your integrity is gone, it's gone, and you'll never get it back."

Excellence equals the Meggitt Production System and we'd all be wise not to lose sight of this.

What will your Meggitt legacy be in, say 40 years' time?

Interesting one! In 40 years, there will certainly be a next-generation aircraft in production. Perhaps hybrid-electric power with boundary-layer ingesting propulsion fans incorporated into a monolithic composite structure. Meggitt could be a key supplier of the technology, products and systems to enable that extraordinary concept to be in service.

I guess I would like to be remembered as playing a key role in the Meggitt generation that made that vision of the future possible. I would also like to be remembered as someone who worked hard to develop others, demonstrated good values and was great fun to work with.



President Services & Support
Stewart Watson

Who are you outside work?

I'm a Scot but have lived in England for over 20 years. I'm married to Joanne and have two children, both currently in higher education.

How have you spent nearly 20 years with Meggitt?

I started as Interim Finance Director at Electronic Components before we sold it in 2002. After that, I served as Finance Director for Meggitt Avica in Hemel Hempstead (now MES Dunstable). I've held a variety of roles in the intervening years, including two years in Simi Valley, California, after the PacSci acquisition in 2011. I was President of MEG from 2014.

What path led you to Meggitt?

I'm a Chartered Management Accountant who worked for a Scottish engineering group for almost 15 years in a variety of roles in the UK and overseas. But I've been involved with a very wide range of manufacturing businesses – everything from oil rigs to high-volume automotive, where you produce millions of parts a week.

My association with Meggitt began with two companies. I was interim managing director of a hydraulic press company based in the West of England. That company was a supplier of diffusion bonding presses, like those used at Heatric – small world.

I've also been a finance director for an aerospace machine shop which supplied parts to all Meggitt's major customers. I was always fascinated by the complexity of the parts we manufactured. Aerospace is such an interesting industry as you feel you are making a real difference to peoples' lives, whether that's enabling safe flights for you, me, friends and family or providing vital training equipment for soldiers and security people on the front line.

Why do you like working at Meggitt?

The people and career opportunities. I've been very lucky to have held several roles at Meggitt and in every position I've been supported brilliantly by those around me. Everyone at Meggitt is, quite simply, passionate about doing their professional best.

And I can personally vouch for the fantastic career opportunities. I started as a temp in a business that was subsequently sold and have been given some amazing opportunities since.

What is your vision for Meggitt's aftermarket services?

I like to keep things simple. One: we will continue to build out our aftermarket product and service offering. Two: we will expand our spares and MRO facilities. And three, which is the point of the first two: we will ensure our customers' needs are met, wherever they operate.

Everyone at Meggitt is, quite simply, passionate about doing their professional best.

How does our vision statement "Enabling the Extraordinary" resonate with you?

This is about being smart – smart in the way we do things for our customers, the business, our investors and ourselves.

This year we'll be accelerating the roll-out of our SMARTSupport™ model. In short, this offers greater flexibility and added value to airlines and operators around the world. We are also investing world-class IT systems to further improve our service offering. We are extraordinary and so are our customers. SMARTSupport™ and first-class IT, that helps us consume and make sense of Big Data, enables all of us.

Can you explain how Meggitt's values advance our business?

We are nothing without the collective efforts of all Meggitt teams around the world, whether that's an operator in China or a quality manager in one of our US sites. Everyone has an important role to play. Teamwork, integrity and a passion for excellence will ensure that our extraordinarily diverse and clever business will be in demand as the aerospace industry and its technologies evolve over the next decades.

What will your Meggitt legacy be?

What is a Meggitt President for except to do a good job at building a lasting and sustainable business that continues to have a positive impact on peoples' lives, whether inside or outside the business. I hope future generations will look back at the efforts of Meggitt's senior management team and judge us well.

➔ continues



President Energy & Equipment
Paul Devaux

What's important to you outside your Meggitt life?

My wife and four children are very important to me. And I am, at heart, a traveller: I like to discover new cultures, new food and new people, especially in the Middle East and North Africa, where I spent the early part of my career. Later, I moved to Asia and then to the US, where I live today. When I am not travelling, I like mountain-climbing, skiing and watching rugby.

Where has your career taken you at Meggitt?

I've been with Meggitt for three years, joining at the end of 2015 when Meggitt Sensing Systems was reorganised. My role was to run the Power & Motion stream, based in France. After two years in France, I moved back to the United States.

Are you aerospace, through and through?

Yes. Before Meggitt, I was at Circor for 10 years and before that, Goodrich, which was acquired by UTAS. I started my career at Eaton Aerospace.

What appeals to you about Meggitt's culture?

Meggitt recognises, not least through the investment in High Performance Culture, that the heart of business success lies in the spirit of personal endeavour and people working together. At the same time, Meggitt gives the power to improve products and customer relationships. In my experience, this isn't the case with many aerospace companies.

Meggitt's also a dynamic force. In the past 12 months, as our strategy has accelerated, our group has made a giant leap into a successful future.

What does "Enabling the Extraordinary" mean to you?

There is a higher purpose to everything we do. We don't just make parts. In my division, for example, we make essential equipment that optimises turbines and keeps the lights on.

However, it's also about us. Meggitt people – technicians, operations people, engineers and many others – are all extraordinary. To enable us to achieve our full potential we need to embrace systems like the Meggitt Production System.

How will you put our values to work?

It's all about collaboration - and we're going to be collaborating a lot across the Energy & Equipment division to release the full value of our technology and service offers.

Second, we've reached an inflection point in the world, where integrity really will underpin the success of any business. Emerging economies need partners they can trust. We are that partner.

When it comes to excellence, my role is to help others achieve their full potential, which is often about having the right people in the right roles.

What would you like to be remembered for at the end of your career?

I'd like to be remembered for my part in positioning Meggitt for growth and transforming it into a larger and more powerful player on the international stage.



President Engine Systems
Dennis Hutton

Where might we find you outside work?

I'm a California native so when I am not reading, I'm on the beach (of course), hopefully with my wife and three daughters.

What led you to Meggitt?

I came to Meggitt in 2011 with the PacSci acquisition. I have never worked at a single company longer than this.

Was your ambition always to be in aerospace?

While I have never worked in any other industry, I came to aerospace and defence by accident when I graduated from college. There was a recession, so I took the best job I was offered, which just happened to be in aerospace. I've never looked back.

Why have you settled into Meggitt?

It's about the people. They make all the effort worthwhile. Whether it's the folks I know in the shop or at head office, I genuinely enjoy those I work with.

What is your vision for Meggitt?

We have the opportunity to lead in the markets we serve and to be a place where people love to come to work. We have patches of this already, but we need to get there universally with continued investment in technology and people. Our aim is to transform the business into a world-class company – that means being significantly larger, with top tier customers and top tier business results.

What does "Enabling the Extraordinary" mean to you?

Our products and services are really cool. And these products and services enable our customer's products to perform at the leading edge. Building on that base, with new and innovative technologies that enable our customers to outperform, is what that means to me.

How do Meggitt's values inform your management style?

It's okay to stretch an organisation beyond its comfort zone but you can't be an effective leader until you realise that people matter and that how you get results is as important as the results themselves. For me, as leader of Engine Systems, we focus on developing great talent that works together for common goals; we insist on the highest ethical behaviour; and relish stretch performance targets.

What will be the one thing you would like to be remembered for at Meggitt?

Someone that showed up every day ready to play, gave his best to the business and did everything with good humour.



// We have the opportunity to lead in the markets we serve and to be a place where people love to come to work. //



Breaking new ground

Meet our new CFO

**// Integrity:
There's no right way
to do the wrong thing. //**



Louisa's magic formula: great people, innovative products and a clear strategy

Louisa joined Meggitt in October 2018 as CFO Designate, taking over from Doug Webb when he retired in January 2019. As CFO, Louisa plays a crucial role in Meggitt's strategy going forward.

Before joining Meggitt, Louisa was Group Finance Director of Victrex, a FTSE-250 industrial polymers group with significant aerospace and energy interests. Her experience includes senior financial roles at Optos plc, a leading supplier of optical devices; Brambles, the supply-chain and logistics provider; the Financial Times Group (Pearson); GE Healthcare and, in multiple finance roles, GlaxoSmithKline. These included Finance Integration Director for the merger of Glaxo and SmithKline. At Amersham plc, before becoming its Group Financial Officer, she was Finance Director for Global R & D within its medical diagnostics business. She has provided M&A consultancy to Charterhouse Bank and spent four years at KPMG, one of the Big Four accountancy firms.

Louisa is a qualified accountant and Member of the Institute of Chartered Accountants in England and Wales and has a first-class honours degree in biochemistry from Imperial College, London University.

She is a Non-Executive Director and Chair of the Audit Committee of Electrocomponents plc, a FTSE-250 worldwide distributor of industrial and electronics products for a range of markets including aerospace.

// I will always be curious about how our products work and how they are made... I can't wait to visit all Meggitt's facilities. //

Q Who are you, outside Meggitt?

I am married to Howard, whom I met 27 years ago on our first day at KPMG. I keep fit through running and yoga. I am an avid reader and a keen gardener. Before turning to accountancy, I studied biochemistry at a world-class institution so I will always be curious about how our products work and how they are made. This has given me the insights I need to be the best custodian of the finances that make all this possible. I can't wait to visit all Meggitt's facilities.

Q Why have you chosen an aerospace business at this stage of your career?

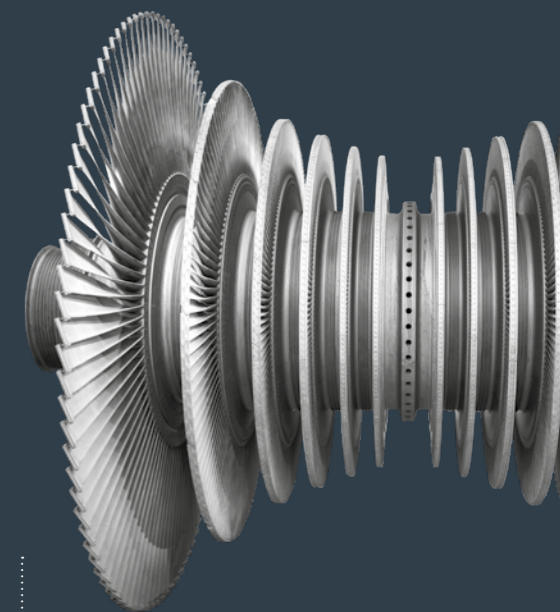
I have an affinity with the manufacturers of long life-cycle products, with high-quality intellectual property wrapped up in them. That's where I have spent the better part of my career, including pharmaceuticals. My last employer, a chemicals business, made high-performance polymers for a variety of markets, including aerospace. As it happens, my Meggitt move is an elegant segue into a business in which its polymers and composites are destined to become a dominant aerospace material.

Q What makes Meggitt a great place to work?

The magic formula: great people, innovative products and a clear strategy.

Q What is your vision for our business?

Across finance and IT, my goal is to run teams consisting of excellent business partners who run effective and efficient functions. We are also stewards, dedicated to preserving the Group's assets. All this, of course, is in the service of one thing: delighting customers by helping to capitalise on our innovative engineering, production and commercial expertise.



Q What does "Enabling the extraordinary" – our vision statement – mean to you?

It's true that our products have a positive impact and make an amazing difference to millions of people... from technologies armed forces can rely on, to safe flights and dependable power supplies. There's something more, though. It has not taken me long to see that Meggitt is full of extraordinarily talented operators, engineers and the professions and trades that support them. Systems like the Meggitt Production System and our High Performance Culture are there to enable every one of them to realise their full potential.

Q Teamwork, integrity and excellence are critical to the way Meggitt does business. What do these values mean to you?

Three things. One: we depend on each other for success. Two: there is no right way to do the wrong thing. Three: Don't be afraid of demanding excellence – it breeds a healthy sense of pride and confidence, which becomes contagious.

Q How would you like to make your mark at Meggitt?

I succeed a long line of distinguished Chief Financial Officers and others will undoubtedly follow in my footsteps. I will carry out my role to deliver Meggitt's vision, certainly, but a part of me will always be proud to have been the Group's first female CFO.





 **FEATURE**
ANSTY PARK



We're building our biggest ever single infrastructure project – at Ansty Park, Coventry.

The 440,000 sq ft building – on a 23-acre site – will bring together several of our manufacturing operations and support functions to secure long term employment for up to 1,000 colleagues.

Bringing colleagues and teams together in one space will allow us to share expertise and experience, and make us more flexible and competitive for our colleagues, customers and the future. The site marks a step change towards our vision to be an industry leader in the aerospace component and servicing sector.

This will be a world-class facility that will enable us all to deliver the extraordinary.

Over 900 colleagues got a taste of this future when they got together at the Summer Fayre.

 **continues**

A taste of the future*

Bringing people together*

// We're delighted to give colleagues a taste of what the future holds when we transition to Ansty Park next year. //

Mike Platt, Ansty Site Leader



With the Ansty Park move rapidly approaching, it was great to be able to bring staff from Coventry, Birmingham and Bournemouth to the Manufacturing Technology Centre, on the same business park as the future site. Mike Platt said "We're delighted to give colleagues a taste of what the future holds when we transition to Ansty Park next year".

With a live DJ, plenty of food and activities, the Fayre was a great chance for those moving to the new site to socialise and network with each other while having a go on the racing car simulators or trying their luck at the hoopla stall.

Colleagues at the Fayre also had the chance to visit stalls held by the Transport and Workplace working groups for the Ansty project and talk to members of the Ansty Support Team about everything that's planned. Our employee resource groups were on hand to talk to anyone who wanted to get involved and we officially launched the competition to name our new restaurant at Ansty Park.





Another graduate cohort spreads fresh thinking around the group

“Our graduates are as confident and critical as they are talented. As such, every business hosting a rotation benefits from fresh, high-quality thinking, which is fundamental to the development of any high-performance business.”

Martine Gagné, Chief Technology Officer



November saw our fourth cohort of graduates complete the Meggitt Leadership Programme.

The 12-strong group, encompassing seven nationalities, came together for a week at Coventry's Manufacturing Technology Centre. Their presentation to the Executive Committee talked about the impact of their projects which have, collectively, ranged across 35 Meggitt sites – and their views of the programme itself.

The rest of the week saw teams re-design and manufacture an air motor and set out business cases to produce and sell 1,000 units. Getting their hands dirty, the graduates went on to use milling machines and lathes to make their motors, which operated successfully, up to 1,700 RPM.

The week concluded with a presentation to first-year Meggitt apprentices on the week's activities, fessing up to lessons learned and sharing knowledge.



The graduate programme isn't the only route to success...



Would-be pilot changes course at Stevenage

Following in the footsteps of his grandfather, a RAF pilot in WWII, and his father, a hobby private flier, Ryan Thomas opted for a degree in Aerospace Systems Engineering at the University of Hertfordshire because it included pilot studies.

As it turned out, he found design engineering more fascinating than the prospect of flying. He was attracted by a 48-week student

placement at Meggitt's Stevenage facility in 2013 which crystallised his decision to focus on a career in design engineering.

The facility had just landed the Piaggio contract for wing wire boards and trailing edges, so there was plenty of “real work to be getting on with”. Thomas recalls, “It was a steep learning curve. I realised I didn't know as much as I thought I did”. However, he thrived under the supervision of design team leader, Craig Bellamy, whom he kept in touch with when he returned to university for his final year. Thomas had dropped pilot studies and was picking Bellamy's brains on a group project involving the preliminary design of an aircraft.

Thomas can't praise his placement experience highly enough. “You could really spot the difference in attitude and knowledge of those who had taken that year out. I now understood where my studies fitted in.”

Today, Thomas is a fully fledged design engineer at the plant and enjoying every minute. “It is highly varied from nose radomes and inflight refuelling kit to wing bits.” And he relishes composite work. “A metallic is the same in all directions. Composites require much more engineering with variable properties and lay-up techniques, so there are many challenges.” And this, of course, is just how engineers like it.



How an apprenticeship at 18 led to a Masters at 26

For many people, excelling enough in GCSEs to progress to three science and a Maths A-level makes university a given. It certainly was for Fab Ventola's teachers. He dutifully complied – for a while – exploring multiple Bachelors and Masters courses in aerospace engineering. However, his belief in the value of hands-on experience won out as he boldly opted for an apprenticeship.

It's hardly surprising that Stevenage gave this highly focused, independent 18 year-old thinker a warm welcome. Now he is a textbook example of how the right apprenticeship with the right employer can be a great route to academic and business success.

An NVQ Level 2 gave him the basics in engineering practice – turning, milling, CNC machining and hand fitting. Level 3 saw him progress to day release, while he rotated through Stevenage's different manufacturing cells. His reports on these rotations earned him a year's try-out in manufacturing engineering, before winning a full-time role.

As a manufacturing engineer, Stevenage has sponsored Ventola through HNC and HNDs in Mechanical Engineering. He went on to achieve a First-Class Honours in Engineering at the University of Northampton in June 2018. With eight years' experience behind him, he's just started a masters in Advanced Materials at Cranfield. He is just 26 years old.

Ventola, a second-generation Italian, attributes his work ethic to his grandfather who grafted at London Brick in the 1950s to make a better life for his family. “It has taken serious commitment outside normal working hours to get to this stage but, for me, earlier exposure to academic study couldn't compete with what I have learned in my apprenticeship. Now I can approach the abstract and theoretical with rich, practical experience behind me. I can't imagine reaping the full reward of academic study without this.”

He urges school-leavers: “Know what your options are. A traditional university education is far from the only path to success.”



Creating (culture)

Some Review readers may have been 'unfrozen'; some of you may know someone who has; and some of you may be familiar with the term but a little unclear on what it's all about. We are talking, of course, about Meggitt's High Performance Culture – HPC. The aim is to bring the company together and make sure we're all working in the same way.

 [continues](#)

Our HPC journey started in the Autumn of 2017 when 21 Meggitt colleagues were trained as facilitators. During 2018, 2,000 colleagues were 'unfrozen' and yet more facilitators were trained.

While highly skilled consultants have been involved in the baseline training, it is not something that is being 'done' to Meggitt. All facilitators are Meggitt people. This is a sustainable culture that will go deep into our DNA, complementing the Meggitt Production System and enhancing the concept of leader standard work. The rollout continues in 2019, with the aim of 'unfreezing' all Meggitt employees.



// High Performance Culture has enabled me to better understand my colleagues, learning that we all have different filters and styles. This is reflected in my personal life and I have learned to express my gratitude better and look at the glass half full instead of half empty. **//**

Romain Vittot, Fribourg



High Performance Culture (HPC)

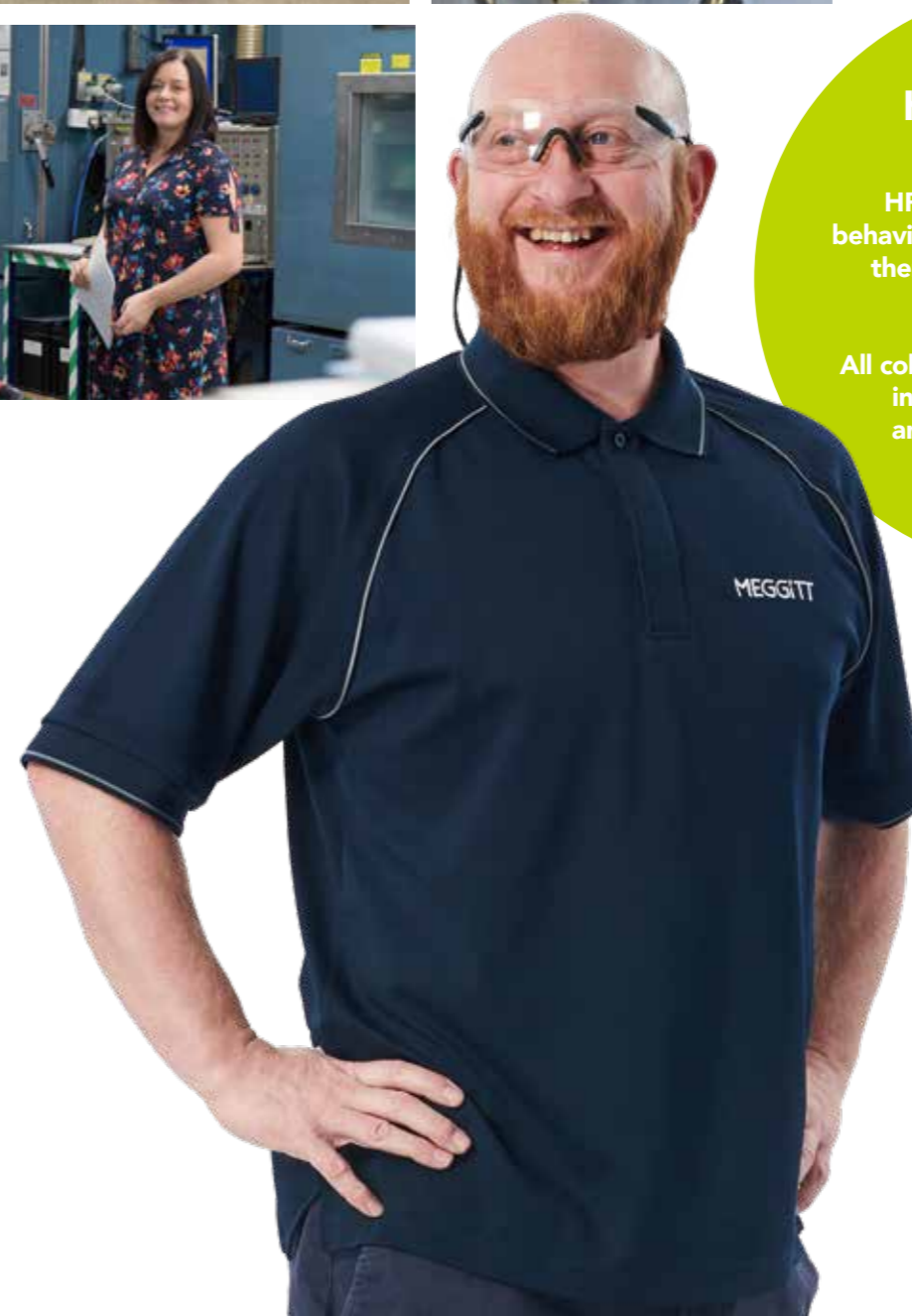
- Started Q4 2017
- Colleagues from across Meggitt trained by world experts as in-house facilitators
- 21 in-house facilitators initially
- 2,000 managers and supervisors unfrozen by end-2018, including more facilitators
- Complements the Meggitt Production System
- Additional 37 colleagues have become facilitators
- HPC continues apace embracing wider and wider circles
- By August 2019, 4,300 colleagues Unfrozen by 58 in-house facilitators

HPC specifics

- HPC brings together proven behaviours
- It names and describes them in a way that is easy to remember and easy to follow
- Participants attend sessions which cover 'Unfreezing' unhealthy habits and 'Reinforcing' healthy habits

Objectives:

- Make Meggitt a great place to work
- Enable Meggitt to deliver breakthrough performance



Have you been 'Unfrozen'?

HPC looks at proven good behaviours. It names and describes them in a way that is easy to remember and follow.

All colleagues will attend sessions in which unhealthy habits are Unfrozen and healthy habits are Reinforced

// High Performance Culture is a unique experience that has had a great impact on my life. I'm more aware of myself and how I interact with others. **//**

Paty Limniati, Fribourg

→ continues

// There will be a whole new generation at Meggitt who know how to get the best out of everyone. **//**

Seth Terry, Rockmart



Getting warmer

Seth Terry, an Airframe Systems' Director of Engineering based in Rockmart, was chosen to be amongst the first cohort of facilitators in 2017.

Seth finds many of the HPC principles helpful on a daily basis. One of the most useful is the reminder to think the best of other's intentions.

He is especially keen on accountability. Earlier in his career, a programme went wrong because he was told to do something incorrectly. Today, he says he would look at that situation differently. Even if you're not in control, there is always something you can do to make a bad situation better and you should never accept being a victim of circumstance – or even bad leaders.

Terry believes that because of HPC, there will be a whole new generation at Meggitt who know how to get the best out of everyone.

Meggitt is a company full of great people who like working in the engineering environment. Science and technology and process are very important to us. However, greatness in each of these things will not make us a high performance company. It's teams of individuals, working together respectfully, that will.

Tony Wood, the Board and the extended leadership team are committed to ensuring that we all come to work every day, enjoying our tasks and our relationships with others, because that is where you get a step change in performance. And that is why Meggitt is investing in HPC.

When it's your turn to take part, give it your all. And if you are on the shop floor, start to expect more from your supervisors, managers and colleagues. We are all on the same team.



Seth Terry's top five healthy HPC behaviours

- | | |
|----------------------------|----------------------|
| 1 Listening | 4 Being accountable |
| 2 Being at our best | 5 Not being a victim |
| 3 Assuming positive intent | |

Some healthy HPC behaviours



Be here now:
give people your full attention



Coming from curious:
ask questions, elicit answers



Mood lift:
are you happy and grateful,
or angry and frustrated?



THE A320 PROGRAMME



Airbus turned 50 at the Paris Air Show, it seems only appropriate that we celebrate by understanding how strong our relationship with Airbus is and in particular our involvement on the iconic single aisle jet, the A320.

According to Airbus, an A320 takes off or lands every 1.6 seconds. From the heat of the desert to icy Antarctic runways, or from short runway urban environments to remote high-altitude airports, the A320 is operating around the world. With its distinctive sharklet

wingtips, designed to reduce drag and improve efficiency, and a choice of two engine types, the A320 holds the title of longest-range single-aisle aircraft. We are proud to be part of the A320 programme.

Meggitt content includes

- Servo fuel heater
- Main heat exchanger
- High pressure compressor bleed valve
- Starter air valve
- Engine air oil cooler
- Fire extinguishers
- Crew restraints
- Fire/overheat detection pylon
- Fire/overheat detection engine
- Transducers
- Accelerometers
- Speed sensors
- Temperature sensors
- Oil quantity transmitters
- Motors and generators
- Cockpit door surveillance
- Sealing solutions

Maiden flight: 25 September 2014	Cruising speed: 828 km/h (514.5 mph)
Number in operation: 869 as of end June	Range: 3,300 nautical miles, (6,150 km)
Seating capacity: 189	Engine options: Leap 1A engine Pure Power PW1100G
Cargo capacity: 37m³	Fan diameter: 198cm (78in)
Length: 37.57m (123ft 3in)	
Wingspan: 35.8m (117ft 5in)	



Want to know how to stay connected at 35,000 feet?

Our advanced
composites team
has the answer.

Since its introduction in 2014, Gogo 2Ku technology has revolutionised global inflight connectivity. This global satellite-based access technology gives airlines unlimited potential to create unique in-flight experiences that keep passengers in touch, no matter how far from home.

It is undeniable that the antenna system is instrumental to in-flight connectivity, but this vital piece of equipment needs to be housed and protected in something rather special, a radome. For those of us who are new to aviation, a radome is a structural, weather-proof case that protects the antenna and seals the electronic equipment. It is constructed from an advanced composite material which is effectively transparent to radio waves, allowing the signal to be transmitted.

Our radome experts in Baltimore and Rockmart are recognised as world leaders for the design and manufacture of military radomes. Due to rapid changes in technology, in-flight connectivity on commercial aircraft is now a reality and our team is naturally curious. Gogo is one of the main internet service providers on commercial and business aircraft and it is testament to our global reputation that they approached Meggitt to help them capitalise on this growing trend.

The Gogo 2Ku Radome is a pioneering solution that uses an innovative double-antenna system (2Ku), providing forecasted peak transmission speeds of 70 Mbps. With hundreds of passengers on board, all sharing the wifi, this doesn't sound too impressive, but the Gogo antenna cleverly borrows bandwidth from a network of 165 Ku satellites around the world to boost connectivity. Effective signal transmission through the radome is imperative to the correct functioning of the system.



**Reliable, high-speed in-flight
internet: everywhere, all the
time, enabled by Meggitt**

The key feature of the 2Ku design means both antennae lie flat, this helps with aerodynamics but as a non-standard concept requires some radical thinking for radome design. Typically a normal radome picks up signal coverage from 0° to 55°, but the Gogo radome has to work from 0° to 80° incidence angles, creating several challenges in terms of geometry.

The Baltimore and Rockmart teams were not phased and their innovative solution is now in full production. What's more they developed a new laser-based ply projection process to support large volume production of this ground-breaking part. To be able to produce required tolerances and support the tremendous growth in civil connectivity the team has installed dedicated laser ply projectors. The laser shows precisely where the line of the ply of the material should go, in accordance with the CAD drawing and model. This critical positioning is further enhanced with the use of computer-controlled ply cutting machines which allow the ply to be cut with absolute accuracy.

Together, Gogo and Meggitt have transformed the 2Ku product line. Our unique solution costs less for customers to install and minimizes the impact to operating costs through its extremely aerodynamic design and lightweight composite construction. You could say it's a "Winwin" situation for operators worldwide.





Well-positioned to deliver an outstanding 2019

We released our 2019 interim results to the City on Tuesday 6 August. Our performance over the first six months of the year has been positive, and we continue to make strong progress on our blue chips.

Here are the highlights:

Strategic Portfolio

Our continued investment in differentiated technologies has ensured progress in priority areas. We have also completed two non-core divestments to further focus our portfolio on attractive growth markets where Meggit has a strong competitive position.

Customers

Customer feedback on our new customer-aligned organisation has been positive. Our aftermarket business and military sales continue to grow with several important contract wins (see pages 5 and 41).

Competitiveness

We are ahead of plan in our factory expansion and consolidation activities, including the newly-expanded Services & Support facility in Miami and the Ansty Park site in the UK. Our Focus 8 sites have seen encouraging improvements in on-time delivery and reductions in arrears and quality escapes. Embedding the Meggit Production System across all of our global facilities is critical to sustaining these improvements and strengthening the performance of all Meggit locations. Cost reduction remains a core focus and our supply chain cost reduction efforts have resulted in a further 2% reduction for the first half of the year.

Culture

Our High Performance Culture (HPC) has now been rolled out to over 4,300 colleagues. Collaboration and teamwork are becoming the hallmark of our culture with HPC underpinning everything that we do. We are broadly on track and well-positioned for the second half of the year. There is still much to do but with everyone's help we will deliver an outstanding 2019.



Showcasing our technology at Capital Markets Day

In May, Meggit hosted a Capital Markets Day for investors and analysts in London. This annual event traditionally consists of an update on our progress in strategy execution. This year we also included an overview of our approach to sustaining our competitive advantage through development of innovative technology. We showcased some of our pioneering technologies, clearly positioning ourselves as an organisation with innovation at its heart.

We were fortunate to be able to use the Atrium at the London Stock Exchange to demonstrate the technical aspects of our presentation. On display in the Atrium were examples of our thermal systems technology and optical sensors as well as a demo of our intelligent work bench, all manned by a team of Meggit engineers who were on hand to answer questions.



The future is fibre optic

Optical sensing is an emerging technology that is set to provide aircraft manufacturers with more effective and accurate sensing and monitoring solutions and considerable space and weight savings.



We are at the forefront of this technology and our Simi Valley safety systems team is one step closer to launching next-generation fibre optic Bleed Air Leak Detection systems, thanks to a recently signed partnership with Luna Innovations Inc., a market leader for fibre optic-based technology.

Under the agreement Luna will work with our advanced technology teams to develop fibre optic components to partner our own electronic controllers and FBG (Fibre Bragg Grating) sensors for aircraft fire and overheat detection equipment.

Aircraft overheat detection systems detect leaks along the bleed air ducts. Using fibre optic technology, Meggit's pioneering solution provides real-time temperature measurement continuously along the sensor length, providing quicker and more accurate detection of fires or overheat, greatly improving sensor accuracy and reliability, ensuring passenger and crew safety.

Luna Innovations is a fabulous partner to have, it leads the field in this area. Working together we will soon be delivering next-generation optical sensing solutions, capable of delivering important weight and maintenance cost savings, while at the same time, supporting the development of future health monitoring technology.

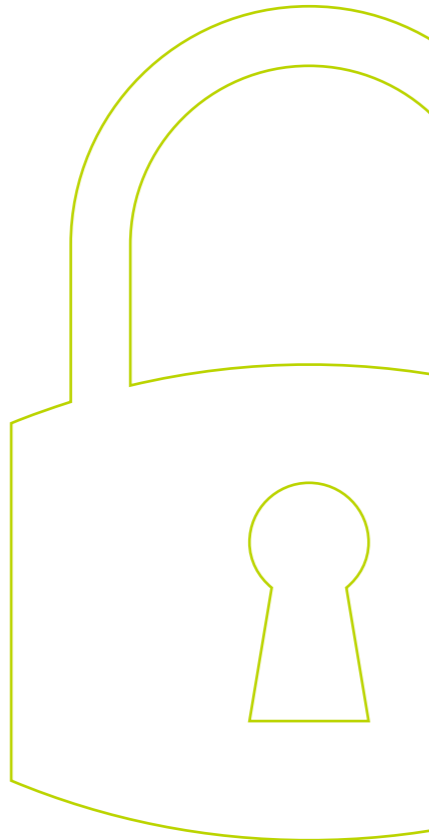
In our next issue we will be exploring optical sensing in more detail, talking to the experts who are bringing the solution to market.



Stay alert to cybercrooks in 2019

We expect IT security crime to continue increasing in 2019, so it's important we all take our responsibility to maintain security even more seriously.

While Meggitt adopts 'defence in depth' and 'onion layer' strategies, the presence of an IT department is not enough. We've all got to be alert to the tricks of the cybertrade. It only takes one click on a false link, or failure to sense that a message from a friend is unusual in sentiment or style, to cause enormous damage.



Good personal security habits have an impact on the way we think about security at work and, of course, personal and professional interests can often overlap in an increasingly tangled web of online activity.

Staying secure

Did you hear about the Royal Air Force airwoman whose profile was hacked into on the dating app, Tinder? Posing as the airwoman, a hacker aroused the interest of RAF servicemen enough to encourage one of them to reveal sensitive information about the F35 Lightning II fighter. If only she'd protected her social media accounts. A monthly reminder might have helped her. Our monthly Security Bytes newsletter is just one layer of the onion Meggitt deploys to keep its data under wraps. For those who don't have Meggitt's Magnificent Seven rules for media account protection at their fingertips, we're keen to remind everyone how to keep information safe.

The onion that will make cybercrooks cry

Meggitt security controls depend on a mix of policies, including employee and contractor vetting procedures, and preventative physical, perimeter and technical controls. We are all familiar with visitor access, ID badges, swipe access and security guards.

Behind the scenes, IT people are looking after internal networks, applications and data. There are access request approval systems, passwords, multi-factor authentication, segregation of duties to ensure multiple rather than single failure modes, correct classification and encryption of data, malware protection and attack-logging, and secure file-sharing.

The Meggitt philosophy, which adheres to world-class practice, is not simply about battening down all hatches. Availability is a watchword. We must function as a business, so Meggitt Security's first responsibility is to ensure that services are available whenever needed. To enable Meggitt employees to conduct business with ease, Meggitt Security's principles of 'Confidentiality' and 'Integrity' apply.

Confidentiality revolves around access to information and assets being granted to staff on a need-to-know basis only.

Integrity means ensuring that information is not tampered with when it travels from source to destination and when it is stored. Information stored in underlying systems and databases is protected through access controls, with accepted procedures to change stored and transit data.

And yes, you've guessed it. This underlying philosophy is known as 'CIA' (confidentiality and integrity applies).

Criminal or colleague?

A UK company was recently fined £175K for its failure to detect a malicious employee who exported and subsequently tried to sell customer information on the dark web. Remember: threats to our data can come from inside a business, so while trust is fundamental between friends and colleagues, stay alert to unusual behaviour.

7 The Magnificent Seven

How to protect your social media accounts

- 1 Think carefully about who can see them. It might not just be family and friends who are looking. Make sure you've checked your security and privacy settings – they can be adjusted on all major social media networks.**
- 2 Never post personal details such as your address, telephone number or your bank details – unless you want you, your friends and family to be targeted by hackers and identity fraudsters.**
- 3 Close any accounts that you're not using. It's easy for forgotten social media accounts to be compromised without being noticed.**
- 4 Check the apps connected to your social media. Do you use your Facebook or Google account to sign in for any other applications? Ask yourself whether this type of access is necessary.**
- 5 Practise good password hygiene. Use different passwords for your social media accounts and make sure each password is complex and unusual. Enable Two Factor Authentication for all your accounts if available.**
- 6 Keep your mobile apps updated. If you ensure you have the latest version, security patches will protect you from the newest known threats.**
- 7 Use a unique email for your social media accounts. If possible, create a brand-new email address for social media accounts only, so if you are compromised, hackers won't have access to valuable information.**

And remember your manners: how you speak and act is just as important online as it is when you are physically with people. Remember that everything you say and do online is almost always forever, affecting relationships and professional prospects long after you have forgotten the view you once expressed in cyberland, without the benefit of tone, context and a specific audience in mind.

Where to find guidance

on access control

Start with the Global Policy Pointer on MC². If you need to change access rights for your team and are unsure of the correct procedure, contact MIS. Likewise, if you need secure file sharing using MoveIT, SecureShare or Box, MIS should be your first port of call. You can contact the MIS Service Desk by phone, live chat, the ServiceNow Portal and good old email. No excuses! They are ready to talk to you through every channel.

GDPR – are we boring you?

Then this question should wake you up. Fancy being responsible for Meggitt receiving a fine of four per cent of annual revenues for General Data Protection Regulation (GDPR) noncompliance?

In January 2019, Google was fined £44 million by the French data regulator CNIL, for breaching GDPR in relation to ad personalisation. Although a record fine, it could have been much worse. Google's parent company Alphabet could have been fined up to £3.74 billion under GDPR laws. While every online retailer has been knocking at your internet door asking for permission to hold your data and to continue contacting you – and Meggitt Security has been showering you with essential information since GDPR came into force in May 2018 – don't be complacent. It's still important that you remain up to date with your responsibilities as an employee and manager. You can find essential guidance under the Group page on MC².



Getting and granting access to data – what you need to do

- 1.** If you're an employee with a Meggitt IT account, you are granted a certain level of access to Meggitt data so you can do your job. It is your line manager's responsibility to ensure that you are given the correct level of access and no more.
- 2.** If your job changes, your line manager should review your access, revoking access you no longer require and approving new access to fulfil your new role.
- 3.** If you still have access to old data or systems that are no longer required for your current role, you must let your manager know so this can be remedied.

➔ **continues**

GDPR basics

- GDPR provides EU citizens with greater control over their personal data and provides assurance that their information is being protected.
- Brexit won't make a difference to the UK government's commitment to GDPR. In Britain, it's here to stay.
- Although GDPR is EU legislation, the rules apply to personal data held about EU citizens worldwide, and so all employees should be aware of the requirements of GDPR.
- GDPR applies to all functions at all levels of a business.
- Since GDPR legislation is designed to protect EU citizens' personal data, it's crucial you understand what counts as personal data. Any data collected about someone falls under the new protection law including names, email addresses, photos, social media posts, personal medical information, IP addresses, bank details, geolocation, online behaviour (cookies), profiling and analytics data, race, religion, political opinion, trade union membership, sexual orientation, health, biometric and genetic data.
- That's the obvious stuff. How about application forms and CVs, performance reviews, CCTV footage and building access data, computer and other device usage, telephone call records and recordings, disciplinary and grievance material and training and testing outcomes?
- If the information can be used to identify someone, then there's a good chance it will be on the list.
- Businesses must report all possible data breaches to customers and the regulator within 72 hours of becoming aware of them. In the past, many businesses have hidden data breaches from their customers until it somehow got out. This new change means companies must declare if they've had a data breach within 72 hours or face a hefty fine.

Suspected data breach?

What to do next

Report incidents immediately so that Meggitt can assess any breach and report it to the data protection regulator in the UK within the 72-hour limit, avoiding the potential for heavy fines.

Report data breaches via dpo@meggitt.com, email the Service Desk or use Service Now, or you can phone an MIS Service Desk Analyst. You can also contact Paul Jay (Chief Information Security Officer), Marina Thomas (SVP & Group Company Secretary and Data Protection Officer) or David Todd (Group Head of Data).



10

ways to keep a good GDPR house

1

Keep and maintain a clear desk at work.

2

Do not leave documentation out in the open when you are away from your desk.

3

Return all hard copy data to filing cabinets and lock them.

4

Use your screen saver to lock electronic devices.

5

Use screen privacy shields if you routinely deal with confidential information.

6

Conduct data hygiene checks regularly. If data is no longer required, delete or shred any hard copies.

7

Encrypt electronic data with a strong password. If you need to share data, email the encrypted data and send the password by text to the recipient.

8

When travelling, take encrypted and necessary data only.

9

When supplying employee images for publication, ensure all individuals have given permission for these images to be used.

10

Follow the guidelines and advice provided in 2018, especially specific functional training from HR and finance to trade compliance and marketing. Contact dpo@meggitt.com for training and awareness material.



Law-breaker's Lexicon

H is for hacker

A criminal who steals personal information from social media accounts and goes shopping -- on your account. And if it's linked to your work email, he or she'll have a go at getting important work-related information, too.

I is for identity

Your identity, stolen by hackers who use social media accounts to register on other sites, pretending to be you. Imagine the fun they can have, literally, at your expense.

B is for blackmail

Fancy being held to ransom over sensitive information?



Know your poison

Over the past two years, Security Bytes has been working hard to educate employees. Just in case you missed any editions, here are two glossaries to help you.

Dictionary of Destruction

CEO fraud

Also known as 'business email compromise' (BEC), a scam designed to impersonate senior executives and trick someone into sending money or personal information to the cybercriminal. Typically, there's an 'urgent' request via email for a transfer of funds involving someone who can't verify with his or her boss that the email is genuine while feeling they can't ignore an instruction from someone so senior. It's big business and a highly profitable one. The sums involved are so great, the scam only needs to be successful a few times to be highly cost effective.

Malware

Some types of malware are:

- Virus
- Ransomware
- Trojan horses
- Worms

At worst, it can disrupt normal computer operations, steal personal information and obtain unauthorised access to computer systems. At best, malware can display unwanted or offensive advertising and messages.

Virus

A type of malware capable of self-replication. It is designed to harm computers and information systems and can spread through the internet, through malicious downloads, infected email attachments and files or documents.

A virus can steal your data, destroy information, log keystrokes and use your computer's camera to spy on you.

A virus needs human intervention to spread so it will invite you to run a programme or open a file. It can copy itself into other computer programmes, data files, and sections of your computer including the boot sector of the hard drive. Once this happens, your computer will become infected.

Ransomware

A particularly nasty kind of malware that encrypts all the data on a PC or mobile device, blocking the data owner's access to it. Once infected, the victim receives a message asking for money (usually in Bitcoin) in exchange for the decryption key. There's no guarantee that you'll get the decryption key after you've paid up.

Save yourself a lot of pain: ensure your Meggitt data is regularly backed up and stored so you don't lose important documents.

Trojan horses

A type of malware that misrepresents itself to look legitimate. They hide in apps in smartphone stores, freeware and shareware and, commonly, email attachments associated with spam email campaigns that claim you have a voicemail, fax, or shipping notification.

When you click on the document to find out who has shipped you a package, the file opens to show you what you expect to see or hear, while malware is slyly downloading on to your computer.

Worms

Among the most common types of malware. They spread independently over computer networks by exploiting operating system vulnerabilities, typically causing harm to their host networks by consuming bandwidth and overloading web servers. If your computer has slowed down for no apparent reason, you may have a worm. Worms often spread by sending mass emails with infected attachments to users' contact and deploy code designed to steal data, delete files or create botnets.



News round-up

2019 got off to a great start, with plenty of successes across the world. Here are some of our highlights:

Meggitt receives COMAC Quality Excellence award

China's leading aircraft manufacturer Commercial Aircraft Corporation of China (COMAC) awarded Meggitt its 2018 Supplier of the Year – Quality Excellence Award. The COMAC delegation, headed by Chairman of the Board Mr He Dongfeng, presented the annual award to Tony Wood at a ceremony in Fribourg on Thursday 28 March.

Congratulating François Bühlmann, VP Engine Systems Fribourg and the team, Tony Wood said, "We have a good relationship with COMAC, and the ability to deliver product of such a quality that it wins this award should be an inspiration to the whole of Meggitt."

Concorde's 50th anniversary

On Tuesday 9 April, Meggitt attended a black tie dinner celebrating the 50th anniversary of Concorde's first British flight. The gala event was held beneath the signature delta wings of the supersonic jet in Aerospace Bristol's Concorde Hanger near Filton Airfield.

Meggitt (then Dunlop) supplied the wheels and brakes for this iconic aircraft, so it was especially fitting that we should help celebrate the incredible technical achievement that was Concorde.

Heatric PCHEs to be used on CNOOC's first semi-submersible oil platform

Our sales team in China, working closely with Heatric, successfully convinced China National Offshore Oil Corporation (CNOOC) to move away from their traditional shell and tube heat exchangers, to the Heatric printed circuit heat exchangers (PCHE) for their first semi-submersible platform.

The new semi-submersible platform will be used in the Lingshui 17-2 gas field, in the South China Sea. It was the first oil and gas discovery in China's deep-water exploration. The gas field is estimated to exceed 75 billion m³, with total geological reserves of natural gas of 176 billion m³.

The contract for this platform is worth £2.2 million. We look forward to working with CNOOC on future projects.

Making strides in Diversity and Inclusion

In May, we took the opportunity to launch our new Diversity and Inclusion strategy on World Diversity Day.

Culture is one of our blue chip priorities for 2019, and creating a truly inclusive work environment is a key part of that. Followed by the launch of our first Employee Resource Groups, the new strategy is a big step towards making Meggitt a truly diverse and inclusive place to work.



Showing off our skills in cyber threat hunting

The MIS Cyber Security Team won an intense competition that tested the threat hunting skills of some of the best cyber security teams in the UK. The competition was hosted by the security software vendor 'Splunk' in London and our team competed with 40 other teams from some of the largest corporations in the UK. The competition is called 'Boss the SOC' (Security Operations Centre) and included a series of complex "war game" scenarios emulating hacking and cyber-attacks that teams raced against the clock to analyse.

Kashaf Rashid, our global head of Cyber Security Operations said that "competition was intense and our team edged into first place just after the half-way point in the competition. We were also one of the smallest teams entered in the event and this is a testament to the experience and skill of James Steel and Tomasz Bucon, our highly skilled cyber threat analysts who took part in the competition"

#1

The MIS Cyber Security Team won an intense competition against some of the best cyber security teams in the UK.

Toulouse facility awarded for continuous excellence by Airbus

In April, Airbus recognised our Toulouse facility's continued performance and excellence with an Accredited Supplier Award for excellence in Industrial Performance.

The Toulouse team has been a partner to Airbus for many years and this award cements that longstanding relationship. For Meggitt, this represents our continued commitment to delivering, cost effective, low risk, long-term solutions for all our customers.

This is an excellent example of how partnership and teamwork can help you succeed and we would like to congratulate all of our Toulouse employees for their commitment and efforts.



Miami MRO Centre of Excellence opens for business

On Tuesday 16 July, 18 months of hard work culminated in the grand opening of the newly expanded Miami MRO facility.

Over 150 employees gathered with federal, state and local government organisations to celebrate the event, hosted by Tony Wood, Chief Executive, and Ray Bennett, Services & Support Americas SVP General Manager. The team were joined by government and strategic partners from the UK and the US and representatives from local educational institutions who helped build the incredibly skilled and talented workforce.

This expansion to our existing Miami site is a great step for Meggitt's future.



Sharing your stories

It isn't just about the contracts we win and the events we go to as a company. We want to share stories about what you've been doing – both in and out of the office. Send your stories to communications@meggitt.com

Akron Engineers hold inaugural Office Olympics event

To add some fun to the workday in the midst of a seemingly endless winter season, the Akron Engineering EEC (Employee Engagement Committee) hosted their first ever Engineering Office Olympics. 44 Engineers signed up for the occasion and were split into four teams to compete for highly coveted winner's medals, and an overall team competition trophy. The events were held at lunchtime about once a week with winners earning medals and points for their teams.

The games culminated with a recap ceremony and pizza party where Team Brakin' Bad was presented with the winners' trophy.



£10k

raised for mental health charities



A huge congratulations to Mark Conlin who completed the Virgin London Marathon in four hours and five minutes on Sunday 28 April. Mark ran dressed as Rufus bear to help raise awareness and over £2,500 for Type 1 diabetes. Mark's son, Matthew, was diagnosed with the condition when he was just six years old.

In support of Mental Health Awareness Month, 15 brave Meggitt employees attempted the Three Peaks Challenge in June and needed your help in fundraising. The National Three Peaks Challenge involves climbing the highest peaks of Wales, England, and Scotland - consecutively and within 24 hours! To complete the challenge, it requires 23 miles of climbing, over 10,000ft elevation gain, and 462 miles of driving between the mountains. The team raised more than £10,000 for mental health charities.

On 15-16 June, Ian Pilkington, Head of Business Planning and Control, cycled from Morecambe to Bridlington – a mammoth 170 miles from west coast to east coast. Ian (and the friends cycling with him) raised over £2,000 for the Alzheimer's Society in memory of Ian's mother.



£2k

raised for the Alzheimer's Society

Contract wins



JUNE

Meggitt Training Systems commences delivery on targeting equipment orders

- Facility: Training Systems Suwanee
- Customer: US Army
- Product: Target equipment
- Contract value: \$4.26 million



JANUARY

Services & Support signs contract with Turkish Technic for the supply of spares and MRO services

- Customer: Turkish Technic
- Product: Spares and MRO services
- SMARTSupport™ contract

Meggitt signs \$750 million contract with Pratt & Whitney

- Facility: San Diego
- Customer: Pratt & Whitney
- Product: Composite components for the F119 and F135 engines
- Contract value: \$750 million



MARCH

Meggitt awarded \$37 million contract

- Facility: Defence Systems Irvine
- Customer: Abrams Program
- Product: Auxiliary Cooling and Power System
- Contract value: up to \$37 million

APRIL

Meggitt Fire & Safety signs contract to supply Rudder Pedal Assemblies to Lockheed Martin on F-35 lot 12 to 14

- Facility: Ventura County
- Customer: Lockheed Martin
- Product: Rudder Pedal Assemblies
- Contract value: \$12 million



Services & Support signs long-term agreement with OEM Services for aftermarket services to the Middle East, Africa and Russia

- Customer: OEMServices
- Product: Aftermarket services
- SMARTSupport™ contract

JULY

North Hollywood awarded Lockheed Martin contract

- Facility: North Hollywood
- Customer: F-16 Fighting Falcon
- Product: Engine bleed air valve
- Contract value: \$6.8 million

See page 5 for more contract wins announced at Paris Air Show.



In the next edition explore how every day we enable the extraordinary with our technology special.



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