

GKN people and their achievements in 2005

Encouraging achievement by individuals and teams is at the heart of GKN's global drive for excellence.

GKN looks for excellence in how we perform as a business, excellence in how we serve customers and shareholders and excellence in how we manage our impact on the environment and how we interact with the wider community of which we are a part.

On the next four pages we highlight a small selection of GKN people and their success in striving for excellence.





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Karen Whitbread, Technical Manager and **Mike McKee**, Technical Lead, work for GKN Aerospace in Alabama, USA. During 2005 they were deeply involved in a breakthrough in the use of composites in aircraft structures. General Electric has awarded GKN a contract to produce the world's first composite fan containment case for a large turbofan. The new engine, the GEnx, will power the Boeing 787 and 747-8 as well as the Airbus A350. Production of the GEnx containment case is now underway at GKN's plant in Tallassee, Alabama. A major expansion of the plant was initiated in 2005 to handle this addition to GKN's output. GKN Aerospace's engineering team won the GKN Group Technology Innovation Award in 2005 for their work on this project. Mike is holding an aluminium bond tool used on the first full-scale case to be produced.



Roy Parton, Materials Manager, **Ken Lane**, Operator and **Lynne Woodcock**, Customer Liaison, are members of the GKN Wheels team at Telford in the UK. In 2005 the Telford team received an Excellence Award for Customer Focus from the Institute of Mechanical Engineers. GKN Wheels has become known for its rapid response to customer emergencies. Roy, Ken and Lynne were involved in a typical emergency exercise when a major customer had been let down by another supplier. An urgent request for a batch of wheels was received on a Friday and delivered to a plant in Germany on the Monday morning. All in a weekend's work!

New technologies are at the heart of GKN's ambition to expand the global market for powder metallurgy based products. **Peter Moelgg**, GKN Sinter Metals Senior Vice President Engineering and **Bernhard Terfloth**, Development Manager, Hydraulics, discuss their new Planetary Hydraulic pump. The unique characteristics of the new pump – for example very high pressure, dual flow and very low energy absorption – are enabling automotive customers to either eliminate multiple pumps or downsize products to improve vehicle packaging in areas such as transmission and steering systems.



There is a small fishing village on the West Coast of Thailand whose livelihood was devastated by the Asian tsunami. **Boonnarong Petchsongkram**, SCIL and EMS Manager at GKN Driveline's plant in Rayong in Thailand, decided to bring hope back into the lives of the villagers. He mobilised a GKN team who drove 1,000 kilometres with more than a ton of food as well as cash. Three months later the GKN volunteers returned to build new houses and help the villagers acquire new boats. Thanks to Boonnarong and his colleagues the villagers of Kampoun have returned to the life they knew before the tsunami. In 2005 Boonnarong received a special GKN Award for Outstanding Contribution to the Community.

Workplace safety is of paramount concern for GKN people and we are proud of our record of improvement. In 1999 our accident frequency rate per 1,000 employees was 24.8. In 2005 it was 5.2. **David Craig**, Vice President and his team from GKN Aerospace in St Louis, Missouri, USA, developed a meticulous, behaviour-based approach to safety using trend analysis and risk profiling. Their achievements won them GKN's top safety award for 2005.



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GKN's new crosstrack™ and countertrack™ technologies are the first major breakthroughs in CVJ technology for 70 years. **Thomas Weckerling**, Design Engineer CV Joints and **Wolfgang Hildebrandt**, Advanced Sideshaft Development Manager, GKN Driveline, demonstrate GKN's new countertrack sideshaft. Countertrack technology reduces weight through its smaller package size, improving fuel economy and performance. The new technology also improves a vehicle's driveability and can improve overall levels of refinement. These new joints were introduced to customers in 2005. The first pilot applications are now underway.



Managing our impact on the environment is a long-established concern of GKN. Our environmental team at GKN Driveline in Porto Alegre, Brazil, led by Environmental Co-ordinator **Andrea Pampanelli** developed a composting process which, in a year, was able to convert 600 tonnes of organic waste and sludge from the facility's treatment plants into a saleable compost. This process not only reduces the cost of waste disposal but also benefits the environment. The team was honoured with the Chief Executive's Award last year for their outstanding environmental contribution.



The F-35 Joint Strike Fighter is an important programme for GKN Aerospace. In addition to major work on the aircraft's engine and on the airframe, GKN has been contracted by Lockheed Martin to design and produce the cockpit canopies. These canopies represent radical progress as they embody a continuous outer skin incorporating an external coating system with a thick windshield laminated to the inside. The advantages of this design are a combination of high-speed bird strike resistance, canopy ejection capability and low signature. JSF Canopy team members **Herbie Rodriguez** and **Ray Rodriguez** prepare one of the first canopies to be shipped from GKN's plant in Garden Grove, California.



Lean Enterprise is a global initiative launched by GKN to drive significant improvements in its performance. **Sharon Nash** is plant director of GKN Driveline's majority-owned Unidrive plant in Clayton, Victoria in Australia. In 2003 the plant created a programme called the 'The New Way of Working – the Unidrive Way' which set out to align their practices with the Lean Enterprise initiative. Between 2003 and 2005 the plant, which produces automotive sideshafts and propshafts, has been transformed. There has been a 21% improvement in productivity, the number of parts per million classified as rejects has dropped into single figures, return on sales has doubled and the accident frequency rate has been halved. All of this has happened as a result of a concerted effort by all members of the 450-strong Unidrive team.



Peter Watkins, Global Best Practice Director with **Bob Poole**, Site Continuous Improvement Leader (SCIL) at GKN Driveline's plant in Arnage, near Le Mans in France. A major element in GKN's global drive for a Lean Enterprise culture is the development of a cadre of specialists who can coach and advise plant leadership and employee teams on how to engage employees and how best to deploy Lean tools and techniques. Bob Poole became one of the Group's first 'flight' of SCILs during 2005. SCILs are recognisable on the shop floor by their distinctive white polo shirts with GKN's 'Lean Enterprise' symbol.

