



Glenair UK Roadmap

March 2026

Strategy:

Our Vision - Where We're Heading

To be recognised as a world-class manufacturer of high-performance interconnect solutions, trusted in every mission-critical sector we serve.

What is our Business Target?

To sustain profitable growth through smart, bold decisions that strengthen our competitive advantage.

Objectives:

Understand and respond to customer challenges through direct engagement and follow-through

Manufacture with the shortest lead times in the industry

Use data to reduce variation, prevent errors, and enhance reliability

Apply the Glenair Guiding Principles rigorously across every function

Develop skills, autonomy, and leadership at every level of the business, whilst also planning for succession

- **Our Customers Come First** – Deliver what others can't, when others can't.
- **Build and Defend the Competitive Moat** – Invest in capability, capacity, and people.
- **Continuously Improve Operational Velocity** – Shorter lead times, higher precision, with no compromise on quality or compliance.
- **Forge Win/Win Relationships** – With customers, suppliers, and employees alike.
- **Innovate Relentlessly** – Advance technology, products, quality, and compliance.
- **Expand Our Reach** – Identify and capture new customers, markets, and geographies.
- **Communication** – To achieve company-wide awareness of our Goals and Objectives

Goals:

Exceed Customer Expectations for Quality, Service, and Delivery

Maximise Staff Potential through Training, Teamwork, and Reward

Lead in Technology, Product Innovation, and Operational Capability

Achieve Double-Digit Sales Growth, Year on Year

Key Measures:

Right First Time Quality – percentage of product shipped without defect or deviation

On-Time Delivery and Depth of Delay

Internal Scrap and Rework – tracked and driven down through the ICAR system

Safety, Health, and Environmental Performance

Profitability

Roadmap Project:	Next Step:	Step Target:	Project Owner(s):
Enable 5-Week Lead-time on All New Orders	Early Sight of Order/Potential so Engineering Work can begin	Mar 26	Adrian Louch
Twice as many New Product Developments in Half the Amount of Time	Regular Product Development Updates (Innovation Pipeline)	Mar 26	Alan Quirk
Reduce Incoming Inspection Time	Trial Installation of Inspection Screens for Live Status Tracking	Apr 26	Caroline Fletcher
Calibration Laboratory Certified to ISO17025	Identify Real Estate for Department	Apr 26	Dan Wilson
TBC	TBC	TBC	Grace Atkinson
Improved Engagement with UK Distributors	Work on Strategy with Key UK Distributor	Apr 26	Graham Dowle
Establish In-House Recruiter	Define Job Description	Apr 26	Karen Hardy
Product Management Strategy	MF Team Structure Review	Mar 26	Mario Fata
Communication Improvement Strategy	Review and Propose Strategy	Mar 26	Mark Clay
Improved Standardised Machine Shop Operating Procedures and Training	Tooling Area Analysis	May 26	Neil Sweeney
Reduce Human Factor Errors	Holding Meeting with Departmental Managers to Explain "CARE" and "Striving for Excellence"	Apr 26	Richard Spink
TBC	TBC	TBC	Shane Wise
Zero Stock Outs for Cable and Contacts	Consolidate Data & Testing	Apr 26	Stewart Harrison
Improved Stock Adjustment Process Procedures	Data Analysis	Apr 26	Teresa Sheward

