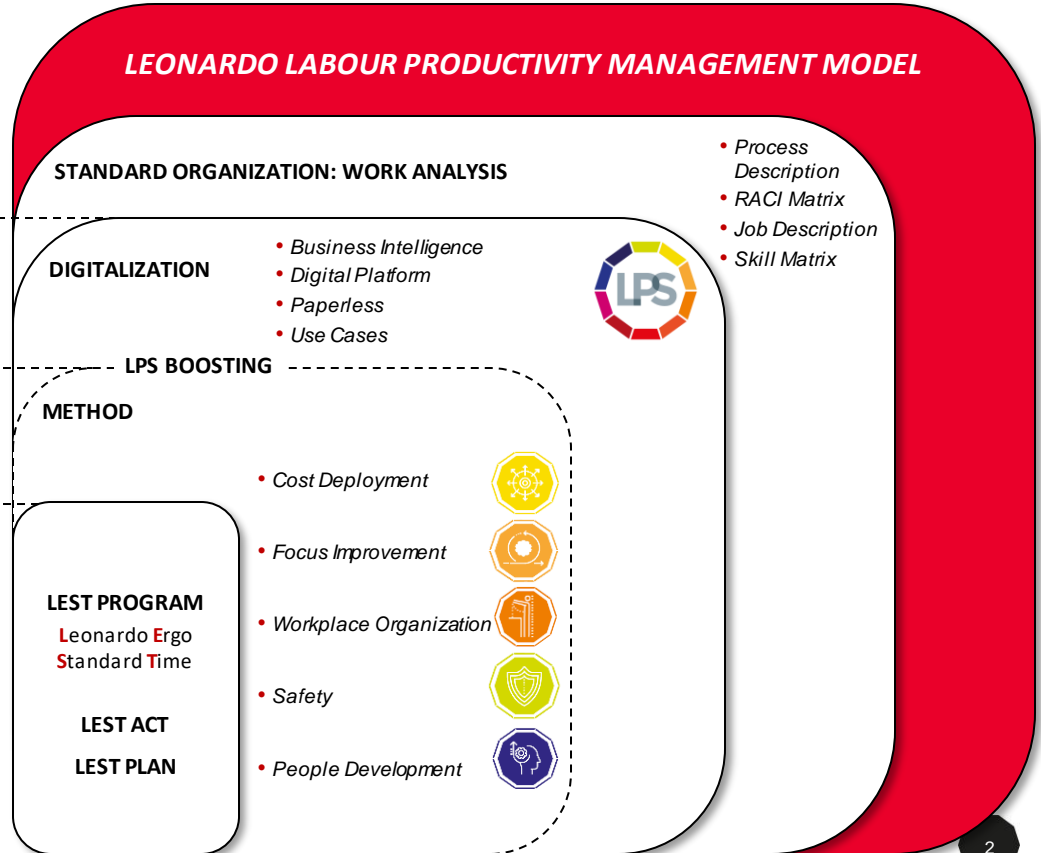
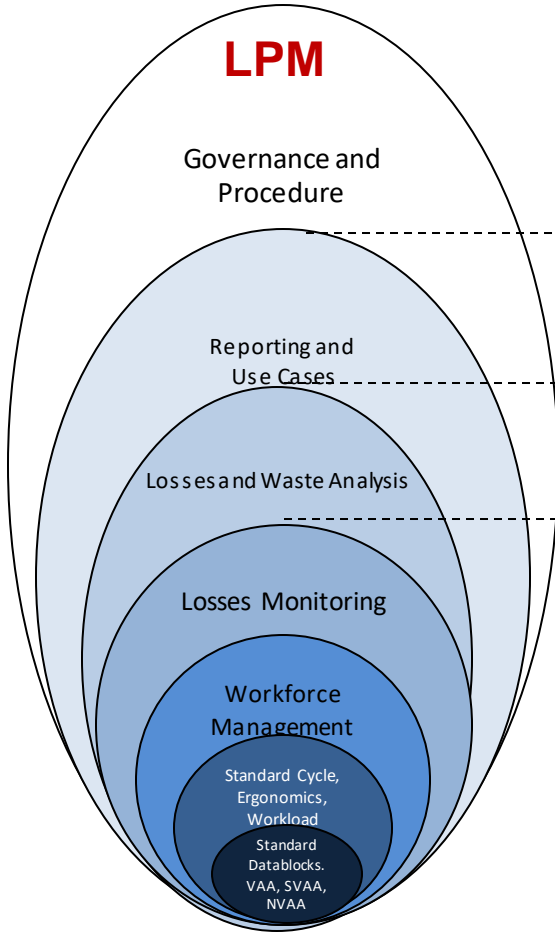




Leonardo Ergo Standard Time (LEST)

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PRODUCTION
SYSTEM







Why LEST program?

- According to Leonardo One-Company strategy, the LEST program offers world class cross-divisional skills, processes and systems for the improvement of Labor Productivity in our factories
- Main improvement opportunities identified:
 - More advanced skills, processes and work analysis systems in line with world class requirements and ISO / CEN standards
 - Realignment and updating of work cycles based on the MTM metric of the A&D industry
 - Adoption of a corporate productivity reporting system with an economic KPI structure divided into operational performance indexes (OPI)
 - Skills of team leaders and production efficiency management processes for identifying, measuring and resolving losses with respect to the new LEST standards



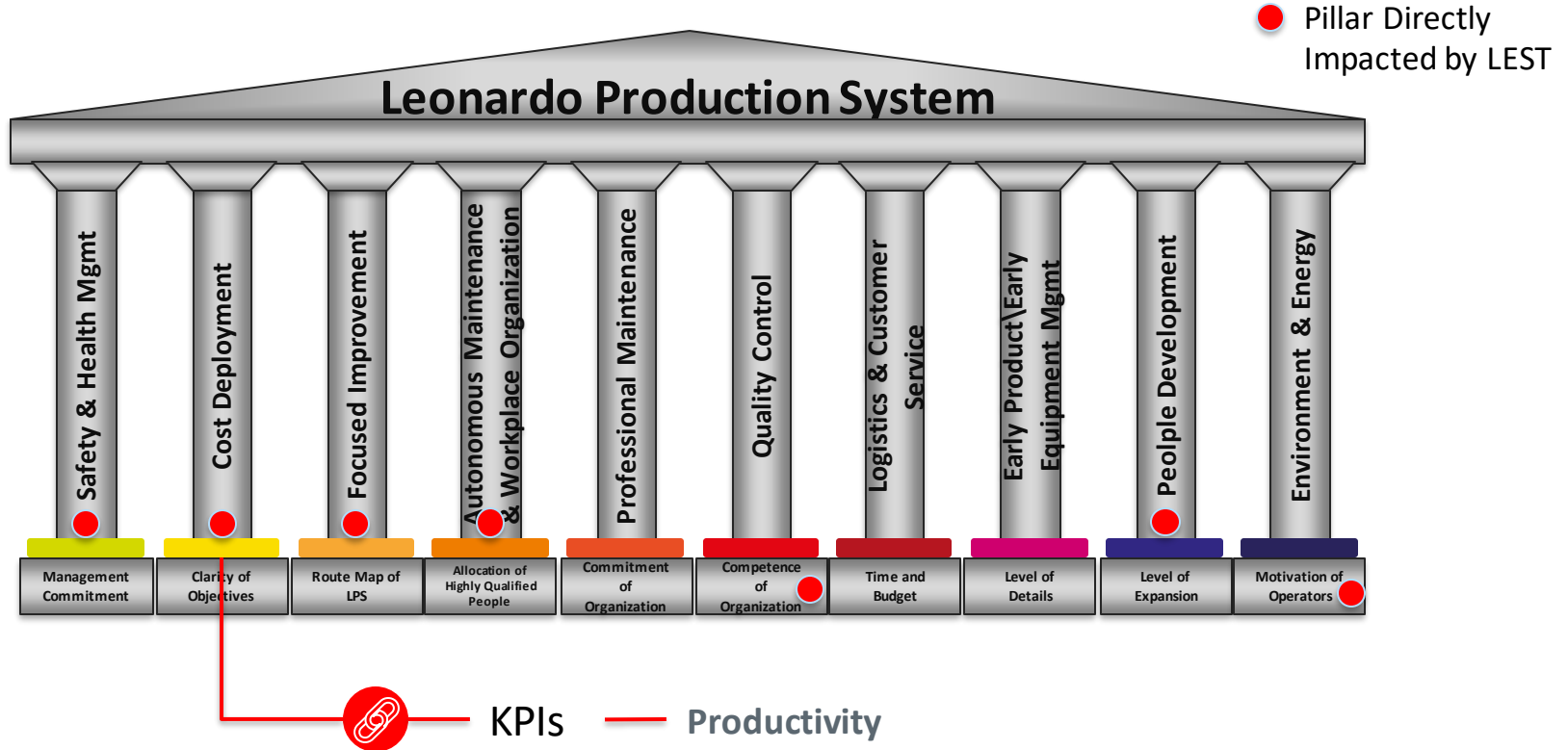
- Implementation ongoing in 3 different Business Lines:
 - Aerostructure Division
 - Aircraft Division
 - Helicopter Division

- Processes Covered:
 - Assembly Processes
 - Subassembly Processes
 - Composite Material Gluing Production Process



LEST is a structural element of LPS

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1. **LEST PLAN:** Developing skills and system of Work Analysis in order to strengthen the culture of process improvement

- Rebuild a solid base of work analysis skills in our Business Lines, aligned with global best practices in the A&D sector
- Development of a standard time data model and a common cross-divisional logic of work cycles structure for homogeneous Labor Productivity KPIs
- Develop and release a Standard TiCon Infrastructure
- Integrate the ergonomic assessment in the definition of the activity by increasing the value of the Work Analysis

2. **LEST ACT:** Developing skills and new processes for work efficiency management in the Shop Floor

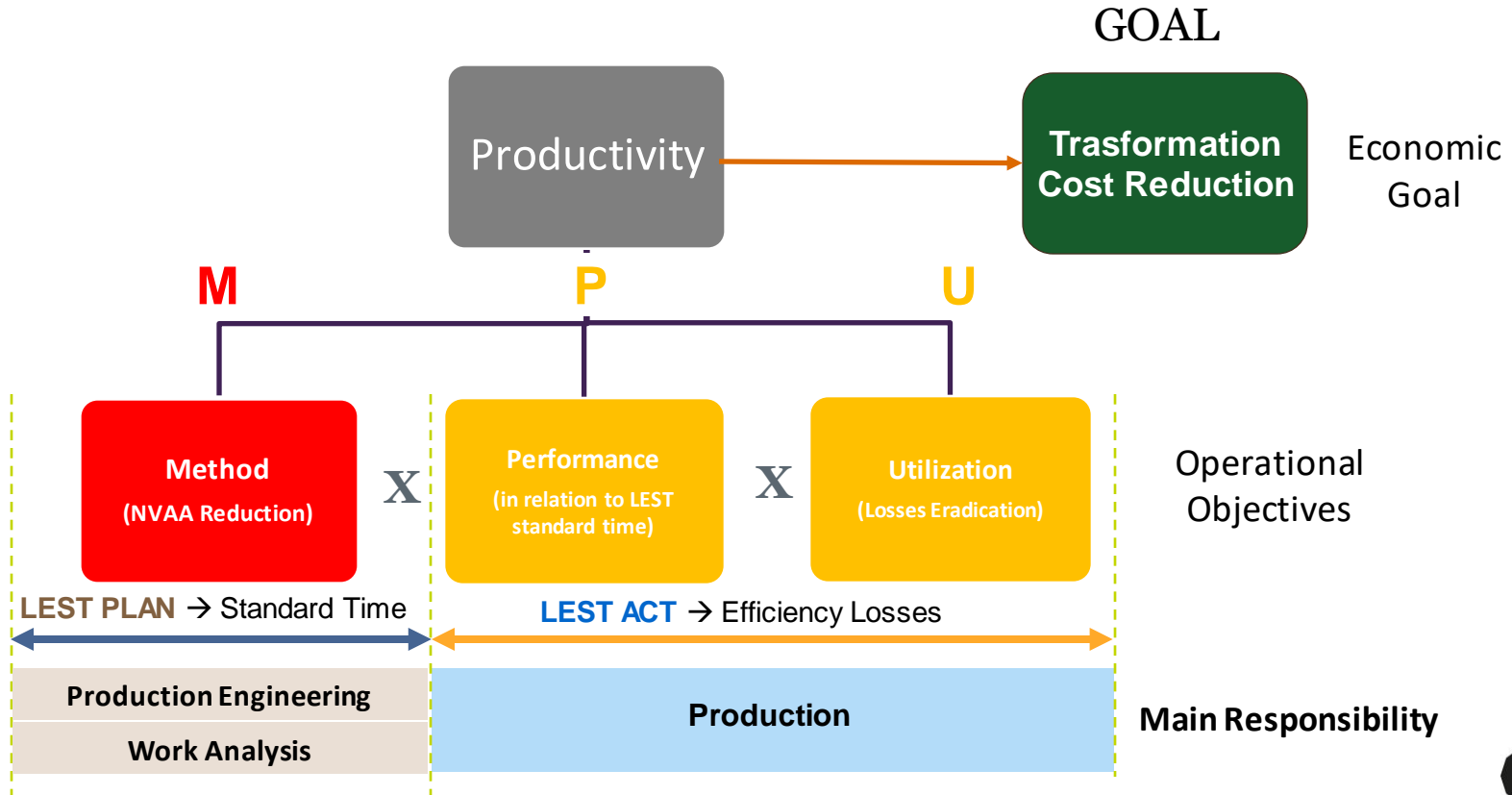
- Training of team leader in work analysis fundamentals to develop confidence in the measurement of standard time technique (LEST)
- Standard reporting of the Labor Productivity of the plants directly linked to the economic results
- Activation of a bottom-up process of identification, measurement and reporting of work efficiency losses directly connected to the LPS pillar

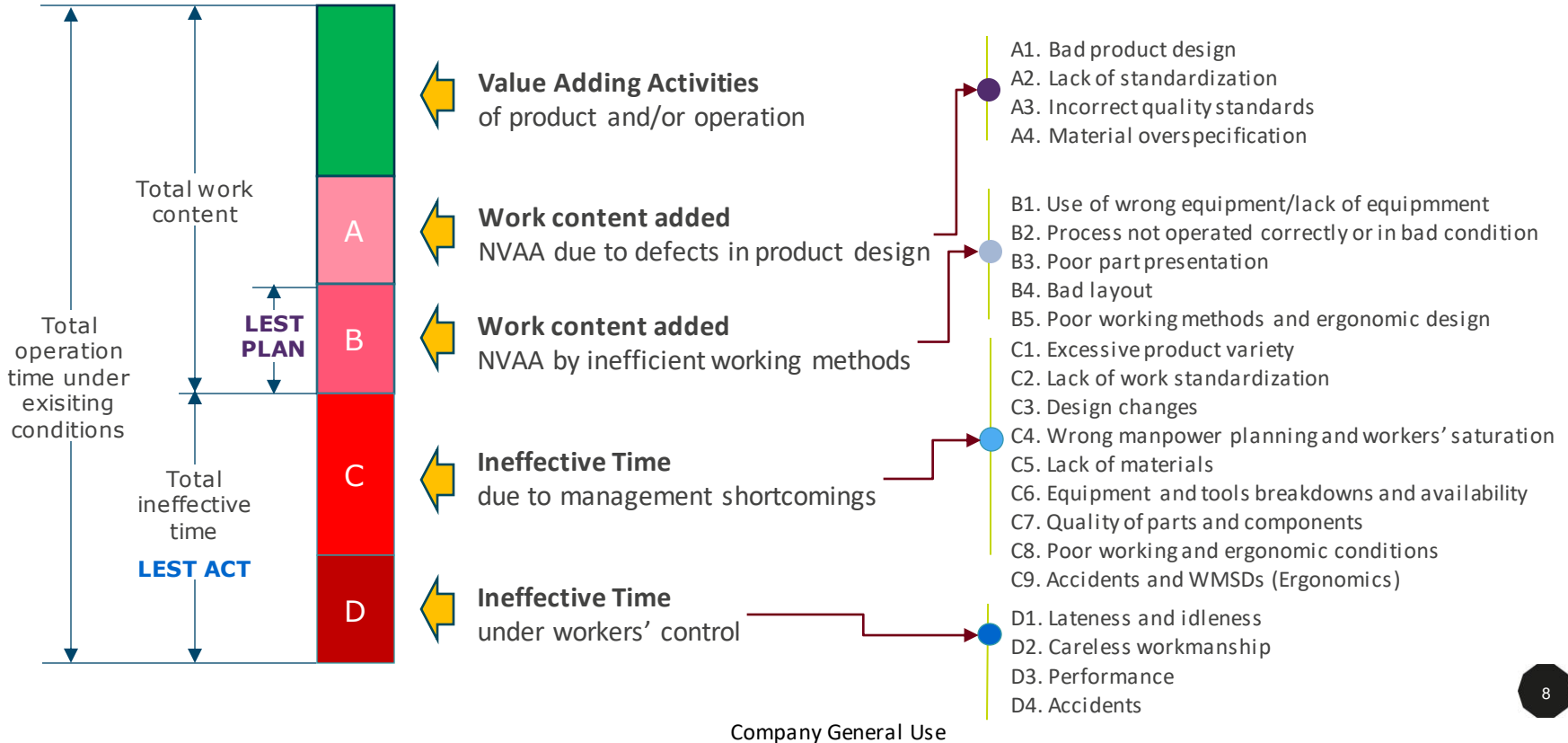
3. **Goal of the project**

- Transformation cost reduction



LEST perimeter in the trasformation cost reduction







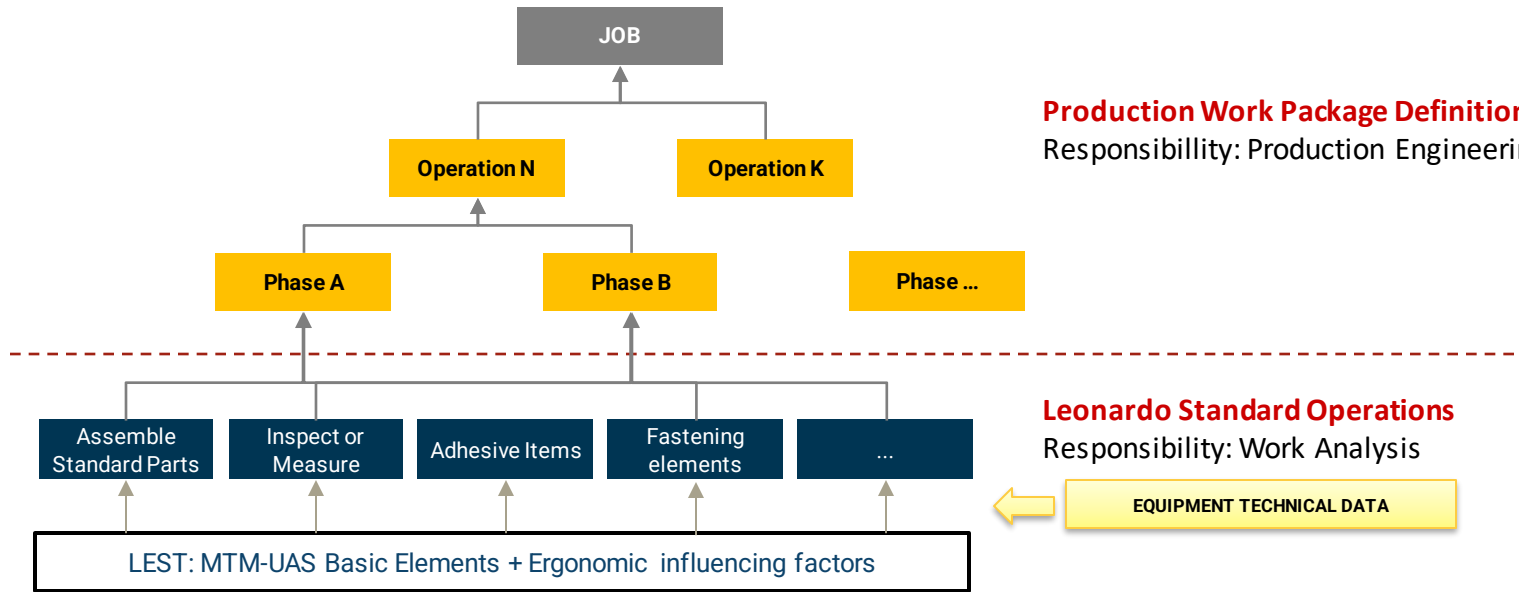
LEST PLAN

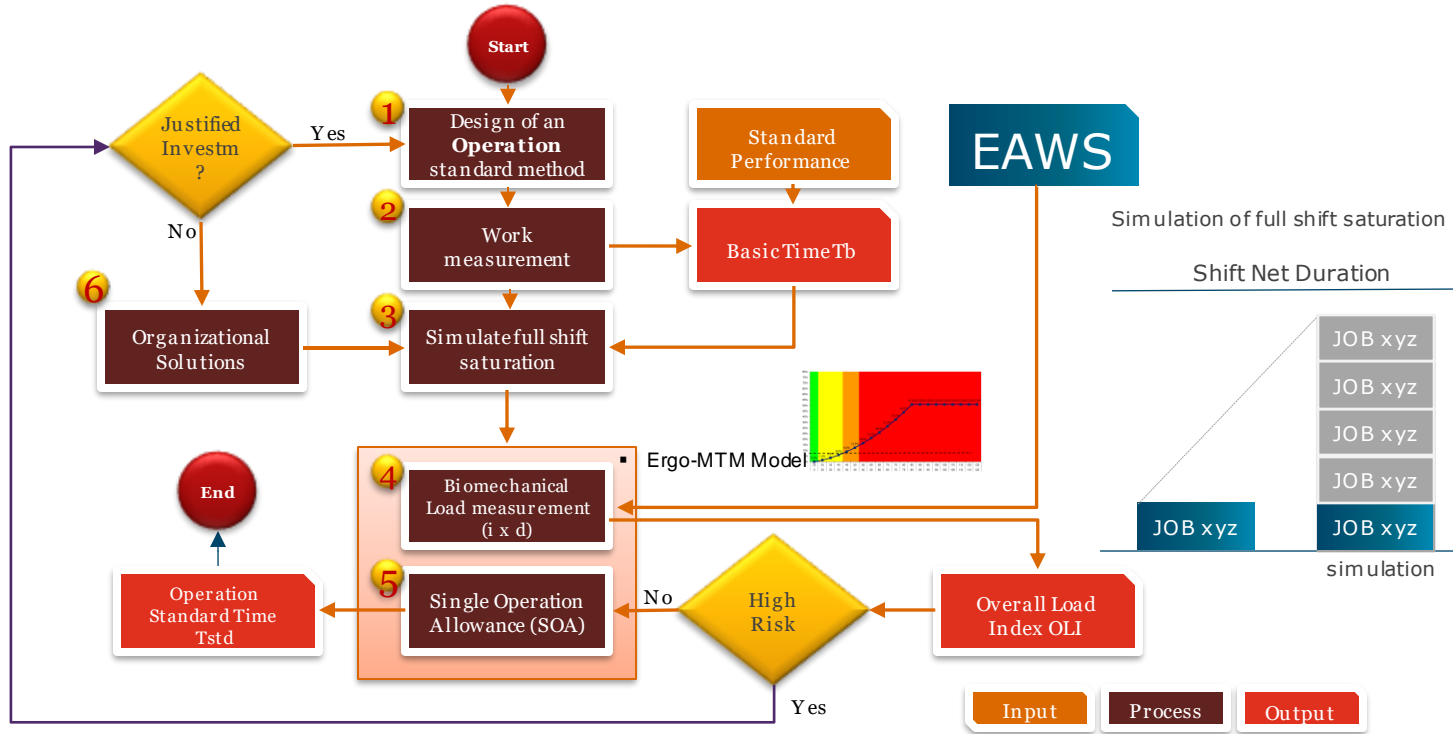
- Development of Standard Times LEST Data Model in TiCon
- Data structure setting, user profiling and training LEST of work analysis experts
- Theoretical and practical training for the development of standard operations and LEST analysis of work cycles
- Review of Production Work Package
- Definition of the standard operating sequence and evaluation of the ergonomic load per operation and operator

LEST ACT

- Release and sharing of LEST skills on the Shop Floor Production
- Development of LEST skills for Team Leaders to support the LPS pillars (WO and CD in particular)
- Development and implementation of a standard data collection procedure for workers presence and losses in order to monitor work productivity (dashboard)
- Development of Team Leader skills for a structured and dynamic management of job assignment on the shop floor









THANK YOU
FOR YOUR ATTENTION

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