

Raytheon UK

Believing in Britain now and in the future

Raytheon UK CEO Richard Daniel talks about his strategy for building on the successes of 2019 and positioning the company as a leading industrial partner. The focus is on continued investment in the economy and regional communities while pursuing contracts beyond the UK.



Richard Daniel

You have talked about how Raytheon UK is proposing a “prosperity framework” with the UK in order to boost investment and provide technology transfer.

What is behind this initiative and where is it going?

We recognise that the UK is facing a generational challenge. And we are ready to build on our UK heritage by establishing a strong manufacturing and technology base with a skilled workforce across the fields of cyber security and defence. The best example of this is the Sentinel ISR aircraft. We have created a workforce that adds value to the UK economy and supports the extended supply chain. For instance, the Sentinel programme includes some 90 SMEs in Wales.

We are ready to support the UK government as they secure new trade deals that benefit everyone, both now and into the future. But we also know that delivering all of this will require us to be different. The UK taxpayer will benefit when the UK government invests in us. Real, upfront, investment from Raytheon UK in everything from security, to training, innovation and knowledge transfer and trade. It will give communities across the UK the ability to thrive. And as this business model moves forward, it will be a partnership making every choice, every contract and every investment count. A partnership

where the UK’s taxpayers, workforces and armed forces work together with Raytheon in the national interest.

Operational sovereignty is a key driver for UK acquisition policy. How does Raytheon meet that?

It’s really all about what I call affordable sovereignty. The UK is very focussed on operational sovereignty but that comes at a price. What we do differently is leverage investment that has already occurred and then develop skills and capability around it, here in the UK. And don’t forget, we’re also creating our own UK intellectual property. For instance, we’re one of the world leaders in GPS anti-jam technology and all of that IP is developed here in the UK. We develop our own IP, we bring it in from the US when it makes sense, and then we go into the supply chain — particularly with SMEs — and make sure there is a route there to market.

Raytheon signed the Women in Defence Charter last September along with other UK aerospace and defence firms. Similar efforts by industry in the past have amounted to not much more than grandstanding. What is Raytheon’s commitment to diversity in the workforce?

Diversity and inclusion is an integral part of our overall strategy to create the workforce we need for the future. Gender diversity is one part of that. I am very happy to be able to sign the Women in Defence Charter because it is completely aligned with what we are trying to do within our organisation. We’re hugely encouraged to see young women involved in STEM and becoming engineering apprentices.

What do you see as your biggest business challenge over the next few years?

The biggest challenge as I see it moving forward is the lack of budget to satisfy what is being asked for. Customers want more for less. At the same time, the customer is going through a transformation process to become more agile. Industry has to be able to respond to support that. And in the future, intelligence as a force multiplier will become even more crucial — that means we must be able to collect, analyse and exploit data. We also need to consider how we connect people across organizations and teams. Analytics, machine-learning, and artificial intelligence will all be critical components moving forward. Finally, the right control environment — the rules of engagement — will have to be developed alongside the technology at the same time, hand in glove.

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