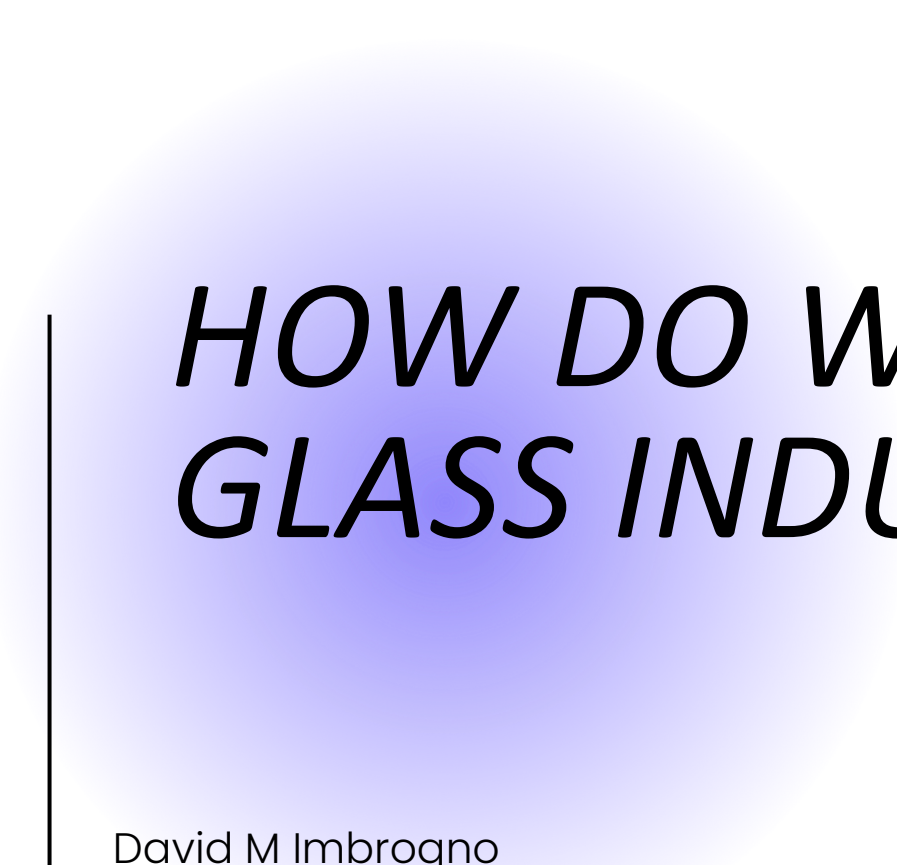




HOW DO WE SAVE THE GLASS INDUSTRY?

David M Imbrogno

THANK YOU!

- Husband of 23 years and proud Father of 3.
- Glass nerd in training.
- 28 years in glass – float and fabrication.
 - Supervision / leadership, engineer, department head, plant manager, production / technical support.
- Servant Leader that is working to make those around me better than I am.
 - Invested in our manufacturing future.



WHY GLASS IS CRITICAL

- Glass can be recycled and reheated to take any shape ~infinitely.
- Glass is literally everywhere and in everything that we rely on.
- Glass is key component in a sustainable world.

Use	2006	2026
Construction	High	High
Packaging	High	Very High
Automotive	High	High
Electronics	Minimal	Very High
Energy	Barely	Very High
Applications		Minimal
		High

Business is Good!



WHY WORK CAN BE HARD

- Manufacturing is not easy.
- Manufacturing is not sexy.
- Manufacturing is influencer.
- *Legalization (medical cannabis) can reduce the available hiring pool.*

Replacing **1** veteran glass maker with 30 years of experience can require multiple hires – as many as **5**!

The Manufacturing Institute and Deloitte estimate that U.S. manufacturers may need as many as **3.8 million additional workers between 2024 and 2033.**

65% of manufacturers identify attracting and retaining talent as their primary business challenge.

Are we the Problem?

The Glass Industry Council reports that labor shortages and training among the major challenges facing glass manufacturers today.

The National Glass Association reports that labor shortages are consistently cited as the number one challenge for glass fabricators, glaziers, and glass companies.

PROBLEM – OUR OPPORTUNITY

- We

- We

chc

- Mar

stuk

- This

- Hov

incr

- The

relevant, but we are competing with
every other career option available and
we are LOSING.

Saving the Glass Industry

Starts with better Investment

in our

People!

RESTRAINT SEAT *DEVELOPS INTO* SAFETY COMFORT SEAT SYSTEM

**We learned better ways to protect our children.
We need to learn better ways to develop our teams**

Child containment developed into hoping
that the child is safe developed into preventing
an injury to our child.

Glass Industry does not have a recruit and retain problem, we have a marketing and branding problem!

We are currently viewed as a less than desirable career choice (if we are viewed at all) ...

SOLUTION
SOLUTIONS A
IMMED

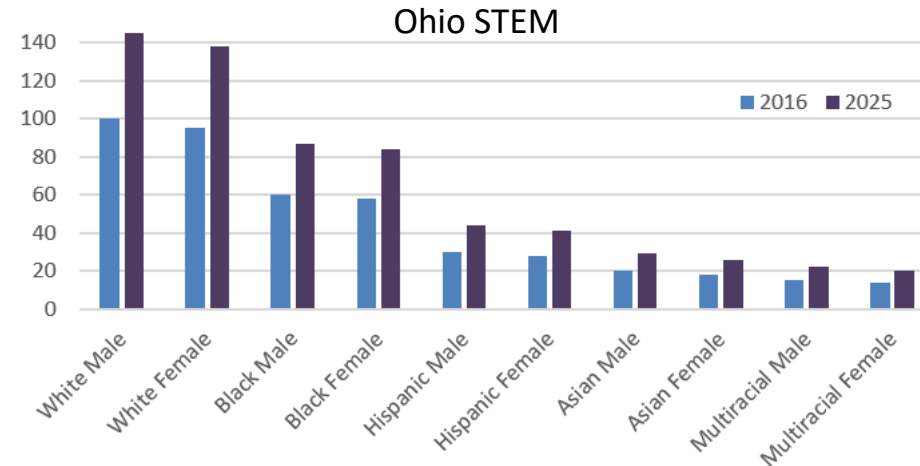
BATTLE PLAN

- Hope
- Life Support
- Sustainability
- Partnership
- Personal
- Call to Action



HOPE

- Schools are hungry for field trips and in house speakers.
- NOIC focus on the youth is HUGE benefit for our area.
- ~65 [%] growth in STEM in Ohio in the last 10 years.
- Ohio Department of Education reports ~10 [%] increase in Career Technical Education (CTE) since 2021 – additional 13,000 students just in Ohio!
- Ohio 2 year technical colleges report a year over year increase of ~7 [%] (above national average) – sadly, this follows ~11 [%] decrease over the prior 10 years.
- There are reinforcements coming – if we can keep the interest!



For Students & Job Seekers

Launch your career in advanced manufacturing with internships, apprenticeships, and research opportunities in a thriving industry.

[→ Learn More](#)

Talent & Workforce Development

From K-12 STEM programs to PhD research assistantships, we're building a comprehensive talent pipeline. Our programs include summer academies, sponsored internships, skilled trades apprenticeships, and graduate programs.

LIFE SUPPORT

- Use social media and AI to speed up our plan.
- Don't just list the job – show the employee living the career and explaining – in their own words.
- Show career paths with full benefit changes.
- Demonstrate the technological advancements being used by our team members.
- Solicit influencers to showcase our careers.
- **Students cannot dream about a career they cannot see or understand.**



SUSTAINABILITY

- Data shows that PARENTS are the best recruiter – we are missing the boat.
- Our future leader is in a middle school seat right now and more than likely has no idea we are here.
- Our challenge is making the introduction and then feeding the **curiosity!**
- How do we get out there to engage students but more importantly – PARENTS?
- **This is our sustainable future.**



PARTNERSHIP

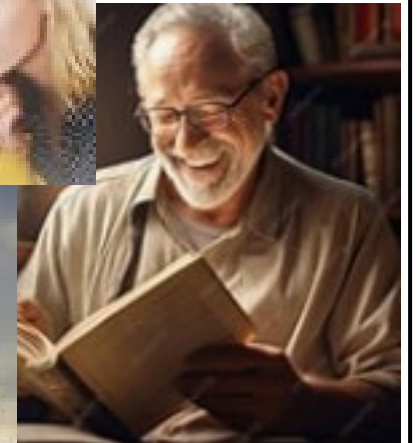
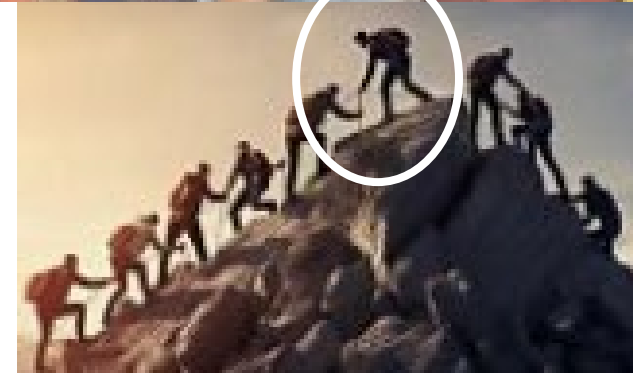
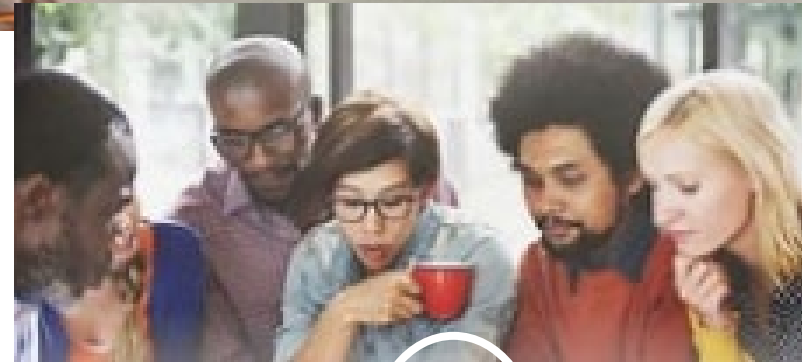
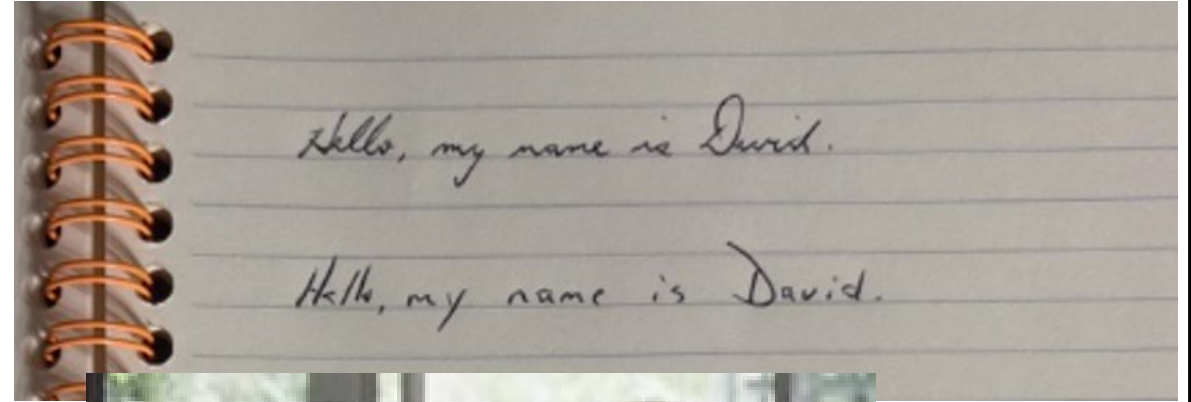
- The burden is heavy.
- This is NOT (just) an HR function.
- We must attack like we would an injury, a MOP hit, a yield drop, a quality spill...
- Organization driven initiatives are part of the solution.
- Each of us, in this room, need to make the commitment to be people development leaders in our Industry.
- Technical Leadership should be our minimum expectation, we must be leaders in growing our future – each one teach one.



Together – WE must plant the seeds, nurture the plants, then allow the fruit to develop.

PERSONAL

- Cursive to printing.
- Shut up and listen / the power of the pause – be curious and do not crush it.
 - Unconscious bias watch out!
- Strength leadership versus weakness management.
- Visits, tours, speeches, impromptu – seek out interaction.
- Learn from teachers – do your best and then let go.
- Mentorship – true mentorship at a personal level.
- **Believe whole heartedly – WE will do this**
– carry that belief into words and actions.

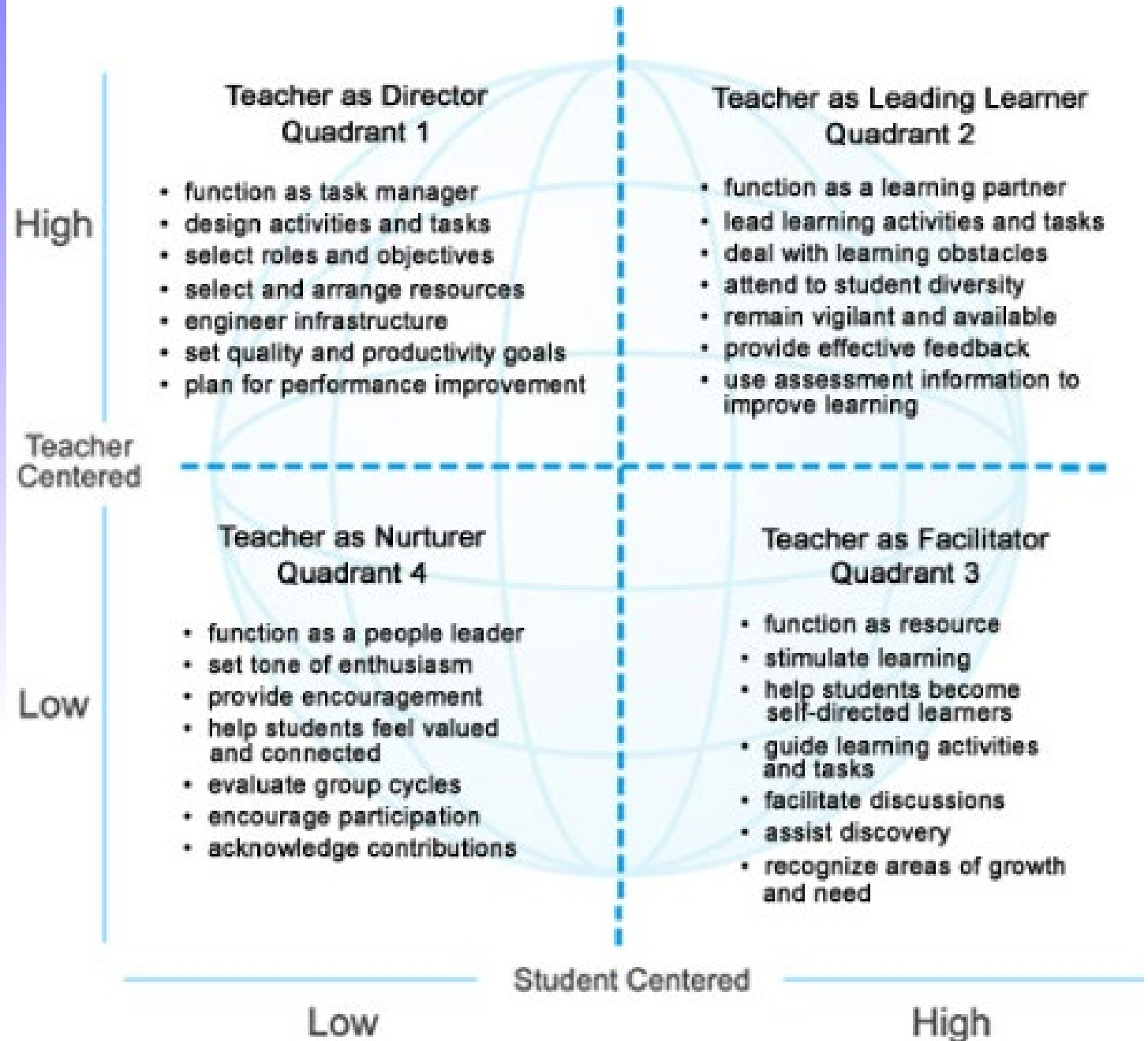


CALL TO ACTION

- The elephant in the room for a long time
- Attack this NOW as we would an injury to our sense of profitability.
- Immediate: Develop your STORY to drive the change.
- Short Term: Proliferate our stories –
 - Real life examples from our folks
- Long Term (by our next GPC ☺): Position ourselves to need to align to drive the change.
 - Leverage GMIC, NGA, University, ?
- Doing nothing is not an option, make the decision to leave here and DO SOMETHING.



LEAVE A LEGACY



MY PERSONAL CHALLENGE TO YOU.





*Make the world better by
being the best version of...*

Y O U

Thank you!