

# SAME TRACK

THE CULTURAL NEWSLETTER FOR WABTEC EMPLOYEES

## Competitive Edge

Humberto Hinojos and Tomas Ham share how collaborative communication has helped them go more than a year with zero safety incidents in Apodaca.



## Leader's Letter

Justin Downs shares how speaking up about problems can help us get the most from our whole organization.



## Managers' Roundtable

Managers across four plants discuss why the relationships they build with employees support a culture of safety.



## Frontline Spotlight

Bernardo Caldeira and his manager, Lourinaldo Santos, discuss how a recent work stoppage resulted in positive outcomes for quality.



## Picture This

Speak Up Wabtec is our open reporting system for safety and ethical concerns. See the steps we take to address each employee submission.



## Leader's Letter

# Becoming One Wabtec

## Using our voices to reach our potential

Justin Downs shares how speaking up about problems can help us get the most from our whole organization.



Team,

Wabtec has succeeded in growing and innovating for more than 150 years. It is our role as Global Operations to build upon that foundation of success by delivering on those new innovations efficiently and with high quality despite any challenges that might stand in our way. To realize our motto — “We Deliver,” the Global Operations function must operate as One Wabtec. It takes 100 percent of our team to succeed in meeting and exceeding our goal to deliver for our customers, our shareholders, and ultimately for each other.

The challenge is getting everyone — leadership, labor teams, unions, supporting functions — all moving in the same direction. Communication and accountability are key to success. It is the foundation of a One Wabtec approach. Success comes when we communicate, share best practices, and raise our hands on important issues like quality and safety.

It is not easy. Sometimes communicating on tough topics can be challenging and takes courage. Additionally, it requires being accountable to the entire team and putting personal or outside agendas aside to succeed as One Wabtec. It is critical to get everyone on the same track to ensure we deliver what is best for customers, shareholders, and ourselves.

The themes for this month's newsletter are communication and accountability. The stories will bring more visibility to how communication and accountability are key to our success. Our hope is to give concrete examples of how the actions of one individual or team are supporting Wabtec's effort to deliver on our collective goals.

This newsletter is part of our effort to open another channel of communication. I hope you see the information here as a good step toward becoming more transparent in how we communicate, which might help all of us step up and be accountable for the goals we have in front of us.

Thank you for all the work you do,

Justin Downs

### JOIN OUR GLOBAL EDITORIAL BOARD

We're seeking employees from all regions to serve on the editorial board for this publication. You'll build global connections and help make the people in your plant or facility more visible. The time commitment is just one 30-minute meeting per month. If you're interested in joining, please email [WabtecCommunications@wabtec.com](mailto:WabtecCommunications@wabtec.com).

## Competitive Edge

# Empowered to Communicate

## Taking responsibility for safety

Humberto Hinojos and Tomas Ham share how collaborative communication has helped them go more than a year with zero safety incidents in Apodaca.



It's been over 14 months since the Apodaca, Mexico plant has experienced a single safety incident, thanks to the outstanding work across the whole plant to make sure everyone is in the best position possible to remain safe. Here, Humberto Hinojos, Plant Manager, and Tomas Ham, EHS Manager, share how the whole facility is devoted to accountability and communication, leading to such a strong safety record.

### Looking out for each other

Tomas has seen a safety culture build within the plant that drives people in every role to take safety seriously, speaking up and taking action when something isn't right. "Everybody wants to return home in the same physical condition they arrived to work, so everybody looks out for each

other, and they express opportunities for improvement in our safety defenses," he says.

The Apodaca plant recently held a safety week to improve knowledge in key areas in some creative ways. "During our safety week, we touched on four subjects: ergo, safety concerns, sustainability, and two-minute warnings — we even used TikTok and memes to help us learn," Tomas says. Tomas and Humberto are committed to investing in education so employees can recognize and communicate safety concerns.

For these leaders, it's the responsibility of every Wabtec employee to speak up when they see something isn't right. "Constant communication helps people to keep their

eyes open to potential risks and reminds us of best practices to keeps us safe," Humberto says.

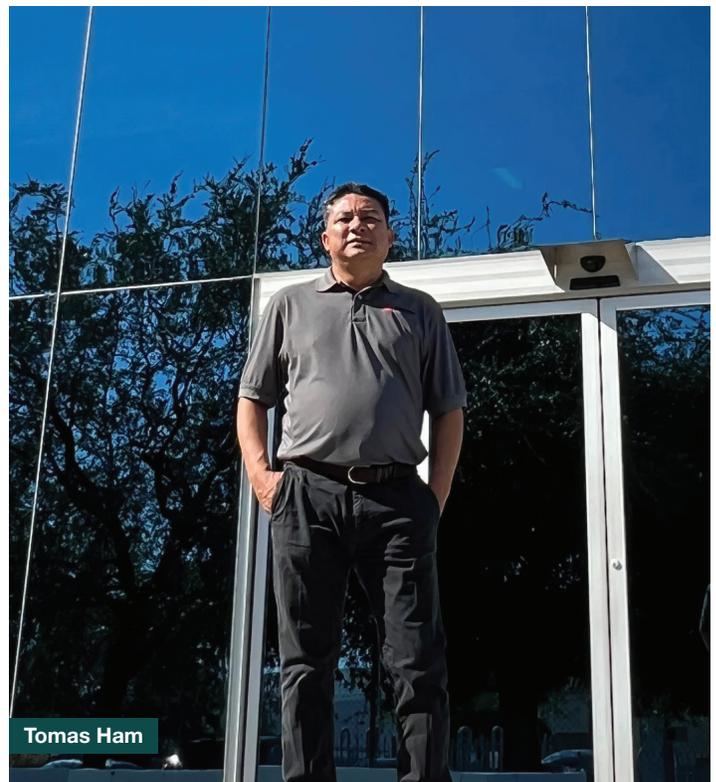
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**Everybody is empowered to stop the line and communicate to their coordinator when they perceive an unsafe condition.**

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Humberto Hinojos



Tomas Ham



## Accountability runs both ways

According to Tomas, accountability doesn't work without empowerment. "Everybody is empowered to stop the line and communicate to their coordinator when they perceive an unsafe condition," he says. "For example, one employee recently detected a strange noise coming from the overhead crane. He stopped the operation, he called maintenance, and we resolved the issue."

Humberto and Tomas have led a number of different efforts to make sure employees have the support they need to prioritize safety. "We encourage employees to communicate about their concerns during start-up meetings, trainings, or any time during the day to their coordinators or during leadership employees' walkthroughs," Tomas says. "Salaried employees also conduct safety dialogues and that provides a good opportunity to express safety concerns."

When employees raise issues like this, it's important to act swiftly to resolve the issue. "We work to close concerns as quickly as possible," Tomas says.

By holding themselves accountable to resolve these issues, leaders in Apodaca encourage frontline workers to keep speaking up about these problems.

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**We couldn't have done that without a high level of accountability and constant communication.**

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## A record to be proud of

Communication and accountability are both vital qualities for a thriving work environment. "It is important to execute on what we say to build a strong safety culture. When people trust their support team, they share more concerns and improvement ideas," Tomas says. "In

addition to identifying and resolving unsafe conditions, communication is also very important in closing the loop on all our safety procedures."

The safety efforts at Apodaca are also data driven. "We employ clear metrics and people recognition to improve our operations. We constantly communicate leading and lagging indicators," Tomas says. Measuring against these indicators is another way that Tomas and Humberto hold themselves accountable. All of those indicators point to the most important stat: zero incidents since May 2021.

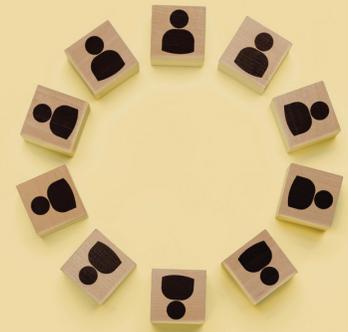
One of the most important indicators of how accountable these leaders are is the case record. It shows that they swiftly respond to numerous findings and concerns every single day, giving employees assurance that their feedback will be listened to and addressed. "In 2021, the team closed over 1,000 safety findings and 2,000 safety concerns," Humberto says. "We couldn't have done that without a high level of accountability and constant communication."

## Managers' Roundtable

# The Two-Way Street of Accountability

## Communication to build trust

Managers across four plants discuss why the relationships they build with employees support a culture of safety.



### How does good communication support accountability?

**Alejandra:** Constant communication of safety topics helps us keep people thinking of safety and keeps their eyes open to report risks or hazards that they haven't seen before on the shop floor.

**Brandon:** It builds trust. When you communicate back and forth with the employees and the workers on the floor, between management and the workers on the floor, it helps them trust you more.

**Travis:** Good communication supports accountability through clearly defined and communicated goals and expectations as a priority for the success of the team. Without knowing and understanding what the end goal is or how to get there, you can't hold anybody accountable. Clear communication is the first step in accountability.

**Vivek:** We often see that poor communication results in trust issues, and I believe that trust is the backbone of accountability. That's why it's really important to communicate clearly and help to build that trust.



### How does accountability build trust?

**Alejandra:** For me, accountability is being responsible to play the role that I have in this plant. It's executing to close all the concerns that are reported in the plant as quickly as possible. That helps people trust in our work.

**Brandon:** Accountability builds trust by showing employees that there's no problem with making errors. Everybody makes mistakes. As long as they bring it

forward, we build trust by not automatically punishing them for an error or a mistake. Once they see that it's not all about punishment — it's about quality and doing things the right way — that builds trust.



**Clear communication is the first step in accountability.**



**Travis:** I think accountability helps build trust by developing consistency and predictability. When the team knows what to expect, then they know how to execute. When they know how to execute, they have more faith in the plan, the process, and the leadership.

**Vivek:** Accountability helps to create a sense of ownership at the workplace, and it makes the people feel more responsible for their actions and behavior. We often see that the people who admit their mistakes are trusted even more.



### Why is accountability important for employees working on the shop floor?

**Alejandra:** When you listen to frontline employees and you solve their problems, you're gaining their trust. A person who trusts in you is more likely to keep reporting things that aren't safe in the plant. That builds the safety culture that we're continually trying to develop.

**Brandon:** Accountability's important for employees on the shop floor. It shows



**Alejandra Zamora**  
EHS Specialist



**Brandon Noggle**  
Quality Technical Advisor



**Travis Tucker**  
Business Leader,  
Locomotive Subassembly



**Vivek Vishal**  
Quality Assurance  
Quality Control Manager

them that it's okay to make mistakes. They can call each other out as well as calling us out, and it's okay. It's a common thing. It's a culture that we want to build. We catch each other's mistakes, and we catch stuff before it goes out.

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**I believe that trust is the backbone of accountability.**

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**Travis:** Accountability on the shop floor is important in driving the correct processes, procedures, and outcomes. When the entire team knows that they'll be held accountable for their part, they take more ownership and responsibility for their actions and their contributions.

**Vivek:** Accountability is reflected in your actions and behavior. It shows when

you take full ownership of your job at the workplace and have a clear understanding of your job's roles and responsibilities. Employees need to be honest toward themselves and their organizers.



**Why is it important for managers to be accountable to their employees?**

**Alejandra:** Managers have the same goal as employees of keeping our plant safe. We have to assign a certain amount of budget to close out safety findings and to do it as quickly as possible.

**Brandon:** It's a two-way street. We have to be accountable to the people that are accountable to us. If we mess up, they've got to be able to see that we're not perfect either.

**Travis:** I believe that accountability is a two-way street. It's the manager's job to hold their team accountable, as well as be accountable to the team, and sharing accountability across the team promotes

positive morale and teaming culture. When the team fails together, the team succeeds together. You become a real team when you share that.

**Vivek:** An employee feels more empowered when they get full support from their managers and their leaders. I feel that the employees are like sensory organs for their managers and leaders who get all kinds of information inputs to make their decision-making better. It's very important for managers to get involved and be accountable toward their employees.

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**Check out the Managers' Roundtable video on the digital version of *Same Track*.**

## Frontline Spotlight

# Communicating for Excellence

Sharing knowledge to strengthen the team

Bernardo Caldeira and his manager, Lourinaldo Santos, discuss how a recent work stoppage resulted in positive outcomes for quality.



For us to be One Wabtec, we all have to take up the responsibilities of accountability and communications — we can only thrive when each and every one of us is committed. Here, we're highlighting Bernardo Caldeira and his supervisor, Lourinaldo Santos in Contagem, Brazil. Bernardo recently caught quality issues and called for a work stop, then escalated the process and prepared his coworkers.

### Quality problems with parts

With the supply chain challenges of the last several years, it can be especially unnerving to spot quality issues on parts being delivered, knowing that replacements will likely be slow to arrive. That's exactly the situation Bernardo was in. "We found quality problems in the parts, including dimensions different from the technical drawing, divergent raw material, oxidized material, parts with a finish outside of the specifications, threads outside of specification, and parts missing adequate surface treatment," he says.



Lourinaldo Santos

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**If there's a problem that only I know of, only I can solve it.**

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As soon as Bernardo spotted the first problem with the batch of parts, he reached out to the direct leader. They stopped the assembly sequence and shared the problem with the people who could help. "We resolved the issue by engaging the people responsible for the supplier excellence process," Bernardo says.

### Triggering the help chain

Lourinaldo saw that Bernardo actually went the extra mile in responding to these quality issues. "Bernardo triggered the help chain as soon as he identified the problem. He separated the pieces, took notes, and shared them with his colleagues," he says. "They began to inspect the parts more frequently and increased the level of care in the line that had quality problems."

Bernardo and Lourinaldo were able to help the supplier excellence team hold the parts supplier accountable. "The responsible team contacted the supplier, monitored the manufacturing of the replacement parts, and monitored the receipt of the next batches of the product," Bernardo says.

### Communicating the problem

As his supervisor, Lourinaldo has gotten to see this mindset at work in Bernardo before. Bernardo has a history of being attentive and communicating quickly to tackle issues. "When Bernardo encounters a problem, he immediately shares the information with his other colleagues. As a group, they work to understand the problem so that the error

is not repeated and the process continues without the error," Lourinaldo says. "Sharing the problem with colleagues is especially important in this process because they could be having the same problems."

Bernardo handled things this way because he knows communicating sets the whole team up for success. "If there's a problem that only I know of, only I can solve it. A problem that everyone knows about, everyone can help solve," he says. "We communicate to align information among stakeholders, ensuring that everyone is on the same page. New situations may arise anywhere in the process, so having effective communication between leaders and team members is extremely important."

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**We take responsibility with our commitment to quality of delivery.**

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For Bernardo and his peers, holding themselves and their partners in the production process to a high standard is critical in delivering for the customer. "We take responsibility with our commitment to quality of delivery in each stage of the production process, disclosing problems so that the information is disseminated among our entire team," he says. "In our routine, we focus on not receiving wrong, not doing wrong, and not delivering wrong. Communication between us, as co-workers, is constant so that we can follow these steps."

## Picture This

# Speak Up, Wabtec!

## What happens when you communicate a concern?

When you notice something that doesn't seem right, by reporting it through Speak Up, Wabtec, we ensure that the situation will be addressed.

In 2021, we received 243 submissions to managers, HR, Legal, Compliance, Internal Audit, or the anonymous hotline, email address, or resource site. We investigated and resolved 100% of the submissions.

Here's our process for addressing your concerns:



**1** You report suspected unethical, illegal, or unsafe conditions through the Speak Up, Wabtec hotline or resource site.



**2** A compliance champion (a Wabtec employee who partners with you to resolve the situation) selects objective, neutral, trained investigators.



**3** Investigators collect, review, and analyze facts gathered from interviews and/or relevant documents.



**4** Investigators determine if the concern is confirmed and implement corrective action (including disciplinary actions ranging up to termination) where necessary.



**5** The compliance champion provides you with feedback, if the initial submission was not anonymous.

**Have something to report?**

Online: [speakupwabtec.ethicspoint.com](https://speakupwabtec.ethicspoint.com)  
Email: [speakupwabtec@wabtec.com](mailto:speakupwabtec@wabtec.com)

Or call using the country-specific numbers available through the online portal.