

# SAME TRACK

THE CULTURAL NEWSLETTER FOR WABTEC EMPLOYEES

## Frontline Spotlight

Cedric Hayward and Jason Burks share how they elevated team safety with methods from Cedric's fitness coaching background.



## Leader's Letter

Justin Downs discusses the importance of staying vigilant for continuous improvements to safety.



## Competitive Edge

Jeremy Rowlette discusses new safety innovations being implemented with the help of frontline employees.



## Managers' Roundtable

Managers share how their teams raise the bar with safety through culture, teamwork, and innovation.



## Employee Excellence

Jon Swindlehurst worked with the heavy fabrication team in Erie to improve safety with grinders and sanders.



## Leader's Letter

# A Stronger Safety Culture

How we protect each other

Justin Downs discusses the importance of staying vigilant to drive continuous improvement in safety.



Team,

Safety is at the heart of our company's DNA and is inherent to how we do business. When it comes to our core values at Wabtec, "People First" tops the list. That means we each have a responsibility to keep each other safe. If you see a potential risk, an unsafe condition, or a compliance concern, you need to report it.

Unfortunately, there have already been several serious incidents at our locomotive plants this year. While there are always hazards that pose risks, these incidents indicate a need to reinforce our safety-focused culture and stay vigilant. It is critically important that we always follow established processes and procedures to prevent injuries.

In this edition of *Same Track*, the focus is on safety and our journey toward best-in-class performance. There are examples of best practices as well as key perspectives that highlight efforts to drive continuous improvement. Take time to read through each section and please share any ideas or suggestions you have on safety.

The quest to improve safety is a never-ending journey. We need to build on the progress that has been made over the past decade and continue to embrace rigorous standards and training programs to ensure we look after ourselves and our co-workers. With a commitment to always keeping safety at top of mind, we can ensure that everyone goes home to their families each day healthy and injury-free.

Thank you for all the work you do,

Justin Downs

### TAKE THE SURVEY

We want to hear your thoughts on the *Same Track* newsletter, so we've created a survey for you to speak your mind. Follow the QR code to share your feedback.



## Frontline Spotlight

# Creativity and Safety

Bringing wellness to the shop floor

Cedric Hayward and Jason Burks share how they elevated team safety with methods from Cedric's fitness coaching background.



Cedric Hayward

Safety protocols and procedures are the building blocks of frontline safety operations, but that doesn't mean there isn't any room for innovation. Here, Cedric Hayward, Welder, Main Cab Light Fab, and his manager, Jason Burks Lead Production Specialist (Coach), share their strategies for maintaining and innovating safety policy on the shop floor.

### Keeping up to date

Cedric and his team are always looking for ways to strengthen communication avenues. Whether the communication happens on his own team or others, Cedric sees the value in finding ways to build on experiences. "One of my main priorities is staying up to date with incidents that have happened in other areas." Cedric says, "This includes reviewing the daily report of incidents and then applying the use cases to our area."

By analyzing incidents that happen in other areas, Cedric's team gain the foresight to prevent hazards in their own workspace. "Cedric communicates with the EHS Team, myself, and Star Point leader about risk and improvement projects." Jason says,

“

**One of my main priorities is staying up to date with incidents that have happened in other areas.**

— Cedric

”

"He looks out for others on the team and executes projects he identifies solutions on."

### The wellness mentality

While protocol and procedure are integral to safe operations within Cedric's team, Cedric also emphasizes health and wellness among his team members. Jason says, "Cedric has brought his training and a healthy living mindset to the team and implemented an effective exercise and stretching routine, which is performed every morning and

after breaks with the team." This approach to safety promotes wellness, which can strengthen the team. "The routine has helped not only with keeping the body warmed up while performing physical activities, but it's also brought the team closer together."

Cedric has a personal training business in his free time which has allowed him to bring these techniques to the shop floor and use them to keep his team safer. Jason says, "A healthy team is the most important asset to the business; without them, nothing is possible."

### Asking questions

"I have learned that by asking questions to address any concerns about unsafe acts or obstacles, we can minimize risk involved with our work." Cedric, above everything, values awareness. The success of the team depends on an individual's ability to facilitate good habits for their teammates. "We have to be willing to communicate with each other when seeing all unsafe concerns or acts. We have to be our brother's keeper."



Cedric and Jason



Cedric's Family

## Competitive Edge

# Raising the Bar

## Continuously improving safety at Wabtec

Jeremy Rowlette discusses new safety innovations being implemented with the help of frontline employees.



Improving safety takes a desire to continuously improve and to question the way things have previously been done. Here, Jeremy Rowlette, Director, EHS, talks about new initiatives and training procedures to better protect employees on the shop floor.

### A culture of safety

For Jeremy, safety is foundational to Wabtec's People First value. "Providing a safe environment for our people has to be at the forefront, and is the responsibility of all employees, regardless of role, title, level of responsibility, or tenure," Jeremy says. "Every employee at Wabtec expects to come to work, do their job successfully, and go home to their families and loved ones in the same condition as they arrived."

He believes that safety starts with a culture of respect. "There is no one way to define culture, but I recently heard that culture is how employees' hearts



**Safety isn't the absence of the events happening. It's the presence of good defenses, controls, and systems that are in place to prevent bad events.**



and stomachs feel about Monday morning on a Sunday night. We all have a responsibility to ensure our employees feel valued, heard, and respected."

"We have to be willing to take the time to listen, learn, and consider different ways of

doing things. We don't improve by doing the same thing the same way over and over again," he says. Protecting Wabtec's employees comes from creating a safe environment for employees to speak up with new ideas.

### Staying proactive

Jeremy believes improvements in safety go beyond only responding to negative events. "The biggest thing is to make sure we're focused on where the risk is and to put our efforts there. And that may not always be where incidents are happening," he says. "We need to both respond to where we have events and additionally look for other areas where we might have unmitigated risk. Just because nothing happens doesn't mean that we're safe."

Jeremy expands this mindset to a broader safety philosophy. "Safety isn't the absence of the events happening. It's the presence of good defenses, controls, and





systems that are in place to prevent bad events,” he says. “Having a low injury rate doesn’t mean we don’t have risk. There’s always risk in our operations. We have to continually assess where our risk is even without negative events, and have effective, sustainable defenses in place.”

**The role of leadership**

When building new safety methods, Jeremy looks to the front line. “Sometimes we all start going through the motions. We forget to evaluate our current procedures. We need to ask if there’s a better tool or a better piece of equipment we can use to do the job safer,” he says. “I think we have to train our people to recognize that.”

It’s also important for frontline leaders to maintain environments where employees with innovative ideas are heard. When an employee finds an issue with the established protocol, it’s important to listen and be willing to make changes. “Often, the person doing the job knows the most about

it. They know the nuances and intricacies of the job better than anyone,” Jeremy says. “We have to empower our people to speak up, and our frontline leaders have to be willing to listen and take in that feedback.”

**Equipping with knowledge**

One of the ways Jeremy and the EHS team are putting this knowledge into action is with frontline leadership training, coming later on this year. “Team leaders and coaches are a great sounding board for concerns and new ideas,” he says. “The training we’re working on here will better equip them with the knowledge and skills to recognize when something isn’t right and have proactive conversations.”

The other initiative Jeremy discussed focusing on is better onboarding information. “Sometimes the training we do isn’t always relevant or relatable. You may have a made-up scenario, or one that happened at some site on the other side of the globe 15 years ago,” he says. “We’re

improving the training and incident learning processes to provide people examples that better relate to them that make the learning feel more real and applicable. It hits home for people more when you show an example of what can happen without effective defenses in place.”

**The human aspect of safety**

Jeremy expects the new training programs to keep the human aspect of safety fresh in people’s minds. “Success is when we’re looking after ourselves and each other, taking the personal responsibility with the people that we’re working closely with every day,” he says.

Ultimately, when everyone employs a collaborative, continuous improvement mindset to the way we do things, we can improve safety. Jeremy says, “We all need to be willing to consider new ways of doing things. It takes all of us, front line and management, working together to continue to improve.”

**Elevate your safety knowledge**

One of the best ways to improve safety is to improve education. Check out this video on responding to emergency situations, including a CPR demonstration by Charlie Ramsey from our Erie campus. When we’re prepared, we can protect each other so we all leave work the same way we arrive.



## Managers' Roundtable

# Protecting Our Team

## Taking responsibility for safety

Managers share how their teams raise the bar with safety through culture, teamwork, and innovation.



### Why is safety a priority at Wabtec?

**Charlie:** I would argue that safety is not a priority for Wabtec, safety is actually a value. The big difference for me is that priorities change with business pressure, but values remain consistent throughout whatever is going on in our environment. So safety is a value, not a priority for Wabtec.

**Socorro:** Safety is the principal value in our organization. We know that our people are the most important resource for us to accomplish our work — without them it wouldn't be possible. We are a family, and we take care of our family. We protect and value each other so we know we can come home without any injuries.



**We're not settling for: 'This is the way we've always done it.' There's always a better way for us to do stuff.**

— Charlie



**Manoj:** At Wabtec, our human resources are the most important resource that we consider for work, and we give due importance to safety. This is very much reflected in our policies and procedures. We do everything we can to make sure our people are safe and healthy, and that is based on our process, policies, procedures, and tools that they are using and the area where they are working. We have a 360-degree approach to ensure

that our people are safe and work environments are safe.

**Leone:** I think priorities change all the time, but we can't remove safety as a top objective. So I prefer to say that not only safety, but EHS, is a value at Wabtec, and that is because people are the company's most valuable asset.



### What does it mean to continuously improve safety?

**Charlie:** To me, continuously improving safety means you're not settling for the way things currently are today. We're always looking to improve, looking for new, better ways to do things. How to make it more efficient. We're not settling for: "This is the way we've always done it." There's always a better way for us to do stuff.

**Socorro:** In the last five years, we've made 12 different campaigns where we promote safety and care. Each year, the business authorizes budget to implement additional engineering defenses in the processes. We count on different strategies inside our factories such as stop work, two-minute drills, and five-minute talks at the beginning of every shift about being responsible for each other's safety.

**Manoj:** Safety is a journey, not the destination. We keep working to improve safety every day, and we keep reviewing all the risks associated with our policies, activities, products, and services. We try to minimize the risk to make sure that our people are working in a minimum-risk environment with all the control majors. We also learn from both incidents and best practices around the company. This is giving us the opportunity to improve safety conditions at our site and at other locations. We have a very strong management of change process, where we do risk reviews



**Charlie Ramsey**  
Business Leader  
Erie, Pennsylvania



**Socorro Ponce**  
EHS Manager  
Saltillo, Mexico



**Manoj Kumar**  
Business Leader  
Lead Engineer  
Marhowrah, India



**Leone Brando**  
Safety Engineer  
Contagem, Brazil

on a very micro level to understand whether this risk elimination process, is going to impact other process, and we get involved at a very early stage to have safe control measures.

**Leone:** EHS needs to be talked about and practiced every day, developing programs, activities that improve engagement, and cultural behavior. For example, at the Contagem site, we're developing a new program in EHS called Push, with one objective: involving people more and making EHS important for each one of them. This should help in continual safety improvement.

## Q How can frontline employees impact safety?

**Charlie:** It's easy: See something. Say something. Do something. Every employee

is empowered to have direct ownership and responsibility for their safety on the shop floor. To do that, you need to react when you see there's a problem. Whether you tell somebody, you report it as a safety concern, or just go fix it on the fly. Every employee is empowered to go be the direct owner of safety for their area.

**Socorro:** When there is a lack of defenses on the process, lack of training, or even lack of compromise, the workers who are working directly with the risk are more affected. So it's extremely important that they can feel confidence and authority to apply their training and report through the safety flag process. This allows our factory to have a good reputation with frontline safety.

**Manoj:** Frontline employees are the first receivers and responders for all risk. That's why it is very important to train

our frontline managers and employees to understand the safety-related hazards. At our site, we have the high-performance team concept, where we are empowering frontline teams to work with all safety majors, quality majors, and delivery majors, and letting them make key decisions. They all are empowered to stop the work. They are raising red flags when necessary. That is because of their involvement and empowerment, which is helping us a lot. Our site is about to complete 1,000 safe man days, and we have excellent safety records. The credit goes to the ground team and the initial level of education and learning that we had provided.

**Leone:** It is crucial to have EHS as a value. For me, doing the right thing is always more difficult, but our choice makes the difference. We must all follow our rules and procedures and be compliant — this has a huge impact on safety.



Employees in the Saltillo facility completed an exercise with chicken feet to get practical applications for the risks in the workplace.



Saltillo, Mexico



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

## Employee Excellence

# Research-Driven Safety

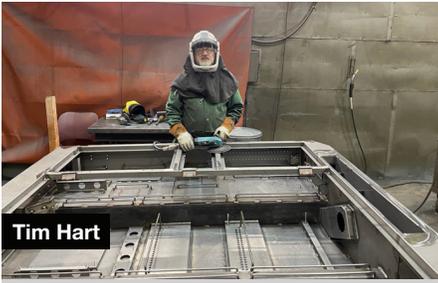
## Evaluating key risks

Jon Swindlehurst worked with the heavy fabrication team in Erie to improve safety with grinders and sanders.



Jon Swindlehurst

**Jon Swindlehurst**, Heavy Fabrication Safety Coordinator, recently ran a project improving safety on the front line with grinders and sanders, two areas that previously had high injury rates. Jon made these improvements by doing research, focusing on risk, and harnessing his extensive experience.



Tim Hart

## Out of the norm

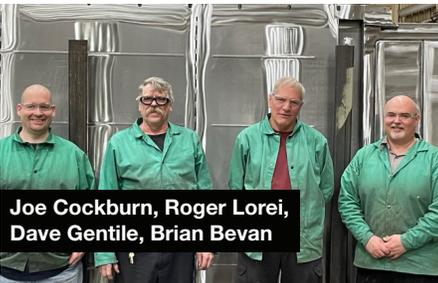
“When I took over the safety coordinator position, I soon realized that grinding injuries were very high in all the fabrication shops across the plant. Anywhere there’s a grinder/sander, there is high potential for injury. The fact that we do more out-of-position, out-of-the-norm work presents its own unique set of challenges. But I’ve been a welder and a fabricator for 25+ years, which put me in a position to identify and address some of the real hazards associated with grinding.”



Jedelle Battle

## Building knowledge

“I started off by doing some homework on the ergonomics of grinding. I asked myself, ‘What situations and difficulties are the guys facing every day?’ These are situations I had to face when I was working on the shop floor. I looked into the key variables; i.e. what are the optimum power zone heights and limits of reach for the average person? What’s the power output of the grinders the guys use? Then I built a fact-based procedure for people and presented my findings to the management staff of Building 5.”



Joe Cockburn, Roger Lorei,  
Dave Gentile, Brian Bevan

## Continuous improvement

“The process was and continues to be ongoing. Without the amazing help, support, and understanding of a team of people, collaborating and working together to accomplish this monumental undertaking, we would not be as far along as we are in this journey. We’ve partnered with the abrasives rep from 3M, which has opened the floodgates to better, safer, and more effective abrasives tools. 3M also offered a grinding school for us.”

## Taking responsibility

“My advice to anyone with a safety concern is: Never shy away from asking a question, even if you think it’s unimportant. If you see something, say something. Safety is the responsibility of all of us. We owe it to one another.”