

SAME TRACK

THE CULTURAL NEWSLETTER FOR WABTEC EMPLOYEES

Frontline Spotlight

Simran Singh and her manager, Arnab Maity, speak to the ways quality can influence customer satisfaction.



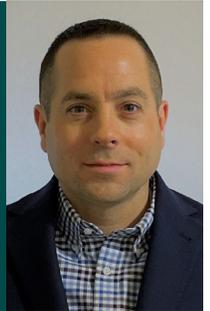
Leader's Letter

Justin Downs discusses the importance of quality and how we can all take responsibility for making error-free products.



Competitive Edge

Pat Wiltout explains how we can impact our customers and communities through our quality.



Managers' Roundtable

Managers across the globe share how employees can boost customer satisfaction with quality output.



Employee Excellence

Clayton Sowell and his team developed safer oil filter housing removal and installation.



Leader's Letter

Winning with Quality

Business success through excellence

Justin Downs discusses the importance of quality and how we can all take responsibility for making error-free products.



Team,

Establishing a quality mindset directly impacts our success. Quality is more than a box to check — it's the foundation of our business and a key differentiator in a competitive market.

Here are some of the ways quality impacts our performance as a company and your work experience as an employee:

- **Customer satisfaction:** For our customers to be happy, we have to ensure that the products that leave our facility are able to handle the demands of their business. When we make quality a priority, our products will be reliable and perform as expected. This helps us build stronger relationships with our customers, securing repeat business as loyalty grows over time.
- **Brand reputation:** A strong reputation for quality builds trust and credibility in the marketplace. We compete on cost and efficiency, but we also compete on quality, as existing and new customers can trust us to deliver products that won't fail like our competition.
- **Cost reduction:** By implementing robust quality control measures throughout our manufacturing process, we can identify and address issues early on, reducing the risk of costly rework or product recalls. Additionally, high-quality products lead to fewer customer complaints and warranty claims, reducing the financial burden on the company.
- **Employee morale:** Quality is not the responsibility of a single department — it's a team effort that requires the dedication and commitment of every employee. By maintaining a focus on quality, we create a culture that values excellence and attention to detail. This, in turn, boosts employee morale, job satisfaction, and overall productivity.

Quality is everyone's responsibility, and Operations has extensive quality control processes in place, including inspections, testing, and adherence to quality standards at every stage of the manufacturing process. You play a vital role in maintaining and improving the quality of our products, staying vigilant to identify defects, non-conformities, and other issues before they reach the customer. Let's continue to strive for excellence, embrace a quality mindset, and work together to exceed our customers' expectations.

Thank you for 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

Accountable to the Customer

Owning quality expectations

Simran Singh and her manager, Arnab Maity, speak to the ways quality can influence customer satisfaction.



Simran Singh, Locomotive Testing and Customer Quality, and her manager, Arnab Maity, Quality Technical Advisor - Locomotive Testing, test and maintain materials to ensure the locomotives that reach customers are free from defects. Here they talk about the importance of implementing a process to ensure consistent quality.

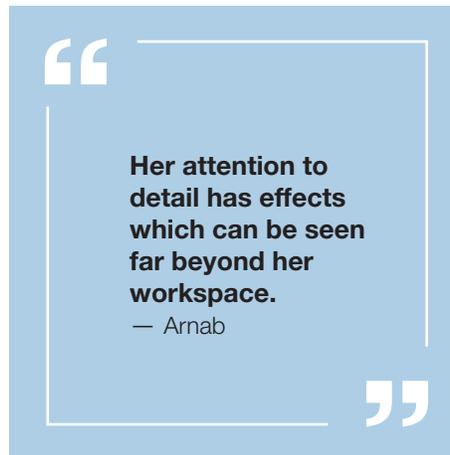
Holding ourselves accountable

For Simran, quality is a set of important standards that everyone has to work together to adhere to. "Quality is a collective effort," she says. "You have to set clear quality expectations."

For Simran and Arnab, quality is something that we all have to take personal responsibility for — and we have to hold each other accountable to ensure that we're delivering error-free products for our customers. Simran says, "We must all take ownership of our respective work and be responsible for the quality of the deliverables." When a defect leaves our facility, that's a reflection on all of us.

A team effort

To meet her high standards, Simran works closely with her team to ensure they're all on



the same page. "Simran often collaborates with other teammates, creating new avenues to influence her peers," Arnab says, "Her ability to work with others combined with her ability to meet deadlines ensures high quality of the whole team's output."

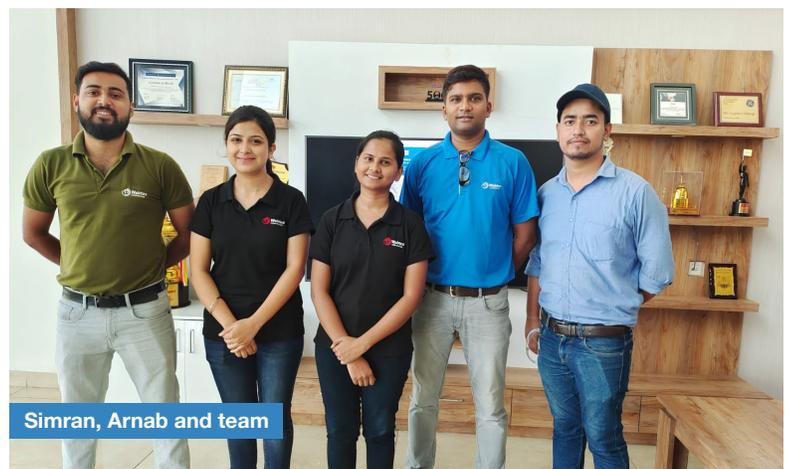
Staying on the same page extends beyond the individual team — Simran and Arnab collaborate across the whole facility. "It's often the case that we have to connect with teams across functions like engineering, supplier quality, and operations to address all possible problem points for the customer," Arnab says.

Impressing the customer

"Quality plays a fundamental role in shaping customer satisfaction levels." Simran sees her drive for quality as something that reaches much further than the shop floor. "When customers consistently receive high-quality and reliable products or services from an organization, it builds trust and establishes a positive reputation. Quality and customer satisfaction are interconnected in a feedback loop."

Simran advises other employees to take quality seriously in the same way. She says, "Familiarize yourself with the established standard operating procedures and quality guidelines relevant to your role," she says. "That way we can develop a deep understanding of our customers' needs and expectations."

Arnab emphasizes the relationship between quality and customer satisfaction. "Simran's devotion to quality standards increases customer loyalty, cost effectiveness, and our brand value." Arnab says, "Her attention to detail has effects which can be seen far beyond her workspace."



Competitive Edge

Competing on Quality

Striving for error-free work

Pat Wiltrot explains how we can impact our customers and communities through our quality.



Quality is often viewed as a prerequisite for our work, but it's also something we can use to compete and set ourselves apart from other manufacturers. Here, Pat Wiltrot, Vice President of Manufacturing Quality, discusses how we can compete with a culture of quality at Wabtec.

Success starts with quality

Pat knows we can impact our customers and larger communities through our quality. "We serve an industry that's very important for the economies of the countries that we serve," he says. "Our customers are relying on us to give them a reliable, quality product or service so they can then serve their customers, to move people or freight from point A to point B."

Because of its impact, quality should be prioritized before optimizing factors like cost and timing. "There are times when the

“ Our leaders and employees know that quality is second only to safety on our priority list. ”

shipment of a product gets more attention because, after all, what keeps us in business is delivering a product," Pat says. "But ultimately, our leaders and employees know that quality is second only to safety on our priority list."

Meeting new demands

Pat thinks quality has become even more relevant in a world focused on continuous improvement, lean principles, and just-in-time delivery. "As world economies continue to evolve and costs become an even more important part of everything we do, all of our customers are trying to do more with less," he says.

Cutting costs and reducing backups means a failure in quality could be catastrophic for our customers. "Railroads are trying to be more efficient, and they're using just one locomotive where they may have had three or more backups in the past," Pat says. "Failure is even more significant for them than it used to be."

A culture of quality

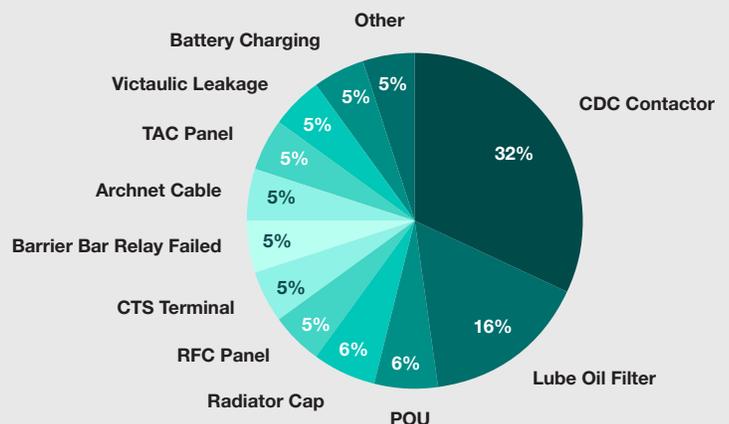
It's important to Pat that the employees who work on our products hands-on

Grove City 90-day part failure rates

We watch new locomotives for quality issues especially closely in the first 90 days (infancy) because this is when manufacturing problems are most likely to show up. This chart shows the rate of part failure during infancy from Grove City's new engine facility (GRV) and Grove City's remanufacturing facility (GRR).



India Railways 90-day failure causes



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Frontline employees have the most impact on the quality and the image of the company.

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know exactly how much they impact the final customer. “You may have an employee who, every day, knows that they’re putting in nuts and bolts, and they might not see the bigger picture of how they’re delighting our customer. They also might not see the impact of failing to put another bolt in,” Pat says.

For Pat, it’s clear that employees on the shop floor have a huge responsibility when it comes to quality. He says, “Ultimately, the individual’s success is the success of Wabtec. Frontline employees

have the most impact on the quality and the image of the company.”

As a leader in quality, Pat’s vision is to see frontline employees engaging with that responsibility with pride. “Everybody wants to have a purpose in what they do. We should all take it personally when a customer finds an issue — that’s when we’ll know we’ve created the culture we need,” Pat says. “We should have pride in our work, and we want everyone to take it personally if an issue escapes our facility and gets to the customer.”

Striving for excellence

A shared sense of pride could build momentum across a whole facility, and even the whole organization, when people put the right practices in place. “It starts with partnership and collaboration between leaders and shop floor workers. Leaders have to listen to the people on the floor, who are the experts, and address problems when they arise,” Pat says. “And the frontline workers have to be empowered to know, just like with safety,

that they can stop and speak up when something isn’t right.”

Pat believes that we should apply some of the same lean principles to quality as we do to other factors in our operations. “We want to get better every day. We’re driving to have that pride and passion, not accepting defects and only letting products off the assembly line when they’re free from errors, ready for our customers,” he says. “And the best way to do that is to empower our employees, work together, and emphasize a culture of continuous improvement.”

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Leaders have to listen to the people on the floor, who are the experts.

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Test cell in Erie

Managers' Roundtable

Building with Care

Finding new ways to inspire quality

Managers across the globe share how employees can boost customer satisfaction with quality output.



Why is quality a priority at Wabtec?

Angelo: Quality is a priority at Wabtec because it helps increase customer satisfaction. This can lead to returning customers. Quality helps us reduce costs by doing processes right the first time, which can have a significant impact on profitability.

Travis: Our success is directly related to our customer success, and our customer is relying on our products to satisfy their customers. In order for them to be successful, we have to make sure that we're giving them a product that they can rely on, and part of that is making sure that there's quality built into that product.

Angel: Quality helps to increase customer satisfaction and can reduce costs associated with rewards, warranties, claims, and customer complaints. These costs can have a significant impact on customer expectations, profits, and overall productivity.



How do you encourage a culture of quality within your team?

Angelo: I help encourage quality by leading by example, communicating regularly, empowering employees, emphasizing the importance of small improvements, and sharing ideas and improvements. You have to evaluate your team, celebrate wins, be creative, ask employees for feedback, and show appreciation for your people.

Travis: You have to first set the expectations so that everybody knows what the product should look like and what



We have a robust training system that incorporates a multidisciplinary team. — Angel



they should be driving toward. And then we try to incentivize the right practices, so producing products without defects. We really try to put a positive spin on producing products and materials for our customers that are defect free. Then ultimately, at times, we're going to have to drive some type of accountability. So that looks like doing a little self-reflection and asking, how can we get better and how can we approve of what we're doing?

Angel: We train all of our employees in quality culture. We communicate clearly all the things we need to ensure that everyone understands and receives feedback. If employees have new ideas, we like to listen and learn from them.



Employees should work on evaluating themselves and asking their managers about how to improve. — Angelo



Angelo Leite
Quality Specialist
Contagem, Brazil



Travis Tucker
Mining Quality Manager
Fort Worth, Texas



Angel Martinez
Quality Manager
Pesquería, Mexico



What strategies do you use to ensure your team makes high-quality products?

Angelo: Employees need to understand that quality means to know your product. Our Kaizen teams implement a system to make quality products and build our company.

Travis: We reflect on our past – where we’ve been to, the mistakes that we’ve made, what we’ve seen, what kind of products we’ve already built, and we learn from there. So, we can learn from what we’ve done to figure out how to move forward. Based on what we’ve seen and what we’ve learned, we look at the opportunities that we have in front of us.

Angel: We have a robust training system that incorporates a multidisciplinary team. We focus on maintaining and respecting

the quality system. People are the most important thing at Wabtec, so we have to invest in the quality of our people first.



Our success is directly related to our customer success, and our customer is relying on our products to satisfy their customers.

– Travis



How can employees on the shop floor take responsibility for quality in their areas?

Angelo: Employees should work on evaluating themselves and asking their managers about how to improve. We always want to find new ways to improve quality on the shop floor.

Travis: Employees can take responsibility for quality in their own assigned area by taking the initiative to go the extra mile. Employees should focus on helping their team members and their teammates in their areas, looking at each other’s finished product and then challenging each other to get better.

Angel: In our shop, we have the internal saying, “I don’t generate, I don’t receive, and I don’t pass on defects.” That works for us. The self-evaluation has worked for us.



Monterrey, Mexico



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

Employee Excellence

Fort Worth Moonshine Shop

Fabricating new solutions

Clayton Sowell and his team developed safer oil filter housing removal and installation.



Clayton Sowell

We are always looking for ways to continuously improve on the shop floor. The Moonshine Shop team engineers solutions to common problems which pose threats to safety and productivity.

The team consists of four fabricators led by Clayton Sowell – they work on a variety of projects to improve safety and productivity on the shop floor. Here, they discuss innovations in oil filter removal and installation.



The issue

“Team members had to remove or install oil filter housings from a mod unit unsafely with a restricted work area. Crane movements are limited, and filter housings are being lifted with unsecure rigging.”



Moving forward

“Replace the lifting process to ensure safety and execute the process with a shorter cycle time. Lifting fixture was created to secure load and reduce time on install/removal process.”



Dividends

“A quick turnaround on project execution fosters a continuous improvement culture and increased employee engagement. Our goal each year is to have a yearly cost avoidance of \$700K. We have exceeded that in the past three years. This year so far, we are already a month and a half ahead of schedule.”

“Taking pride in our work really makes the quality of our work shine. The better quality we have makes the plant more safe, and gives us faster delivery time on projects, happy customers, and less time reworking.”