

SAME TRACK

THE CULTURAL NEWSLETTER FOR WABTEC EMPLOYEES

Frontline Spotlight

Juan Gustavo Reyna and his manager, Tomás Ham, discuss their approach to safety and accident prevention.



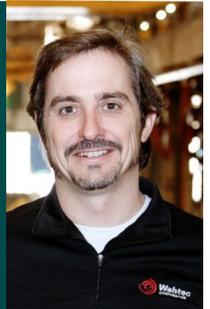
Leader's Letter

Justin Downs explains the importance of building a culture of safety that results in action.



Competitive Edge

Cândido Lima shares how he's worked with leaders in Contagem to prevent injuries by focusing on culture and leadership.



Managers' Roundtable

Managers across the globe discuss innovation and continuous improvement of safety procedures.



Employee Excellence

A team in Fort Worth developed the Farmout app, which saves time and energy by cutting down unnecessary receipt of goods.



Vigilance for Safety

Identifying and addressing risks

Justin Downs explains the importance of building a culture of safety that results in action.



Team,

In our ongoing journey to create injury-free and accident-free workplaces, we must all be committed to a safety mindset. While it's critical to have the right processes and equipment to keep all of us safe, the most important element is a culture where people are committed to constantly searching for risks and addressing them.

In this issue, you'll see some of the employees, teams, and leaders who are innovating with safety. As you'll see, much of the discussion around improvements comes from the relationships teams and leaders are building. They're making the changes that make people safer, whether that's with equipment, processes, or culture, because they've opened a dialogue around the problems they've seen on the floor. Take time to read through each section and think about what you could apply in your own workstation to improve safety.

We work with potentially hazardous equipment every day, but we want to see every employee leave work the same way they came in. This year, we've unfortunately seen several serious safety incidents at multiple facilities. To ensure we can bring these rates down in the future, it's imperative that we each take personal responsibility for safety in our areas and our facilities at large.

Remember: always inspect equipment before you use it, and follow the prescribed procedures. If something doesn't seem right with a piece of equipment or a procedure, don't risk it. Stop work immediately and report the concern so we can resolve the issue.

Finally, I would like to welcome back our Erie employees. These last few months have been challenging as we've operated without some of our key contributors. Our company is at its best, and the work is at its most enjoyable, when we are all working together to deliver for the customer.

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

Due Diligence

Maintaining safety processes

Juan Gustavo Reyna and his manager, Tomás Ham, discuss their approach to safety and accident prevention.



Juan Gustavo Reyna

Our safety doesn't always start with the job at hand. Often, it takes reflection to determine where the blind spots in our safety procedures are. Here, Juan Gustavo Reyna, Hazardous Waste Collector and Reverse Osmosis Operator on the EHS team in Apodaca, and his manager, Tomás Ham, EHS, discuss their process in managing safety on their team.

Protecting each other

"A safety culture is important so that we can all get back home safe every day," he says. "Our goals must be strict: zero accidents, zero near misses, and no environmental damages. That way people can get home the way they left."

Because of the hazardous conditions that surround the workplace, Juan must maintain safety processes and complete PPE to ensure his team's safety. Juan says, "Having a safety-first mindset makes me aware of the risks on my job area and reminds me to wear my complete PPE."

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A safety culture is important so that we can all get back home safe every day.

— Juan Gustavo

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Safety innovations

Tomás thinks Juan's success with his high standards comes from his commitment to innovation. "Juan has done great. He installed the radio frequency stations for emergency evacuation procedures, eliminated unsafe conditions due to spilled water at the waste water treatment, and he

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He's accomplished his lofty goals: zero accidents and 100% compliance for treatment water.

— Tomás

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supported the materials team in improving the stock racks," he says. "Thanks to that, he's accomplished his lofty goals: zero accidents and 100% compliance for treatment water."

Juan has implemented these tools because he spends time reflecting on past mistakes and triumphs to build a better process. He says, "We develop new ways of doing the job through continuous improvement, searching for better tools, and better safety devices for our equipment."



Tomás applauds Juan's ability to innovate with his team's process. "Juan is always contributing his observations related to unsafe conditions, which improve the emergency response plan."

Doing it right the first time

For Juan, safety is just taking the extra time to follow the process. "It's really simple. Make safety dialogues daily, stop a machine that doesn't have safety devices in place, and tell your coworkers when you know they're doing something unsafe," he says. "That's prioritizing safety, that's taking care of each other."

Tomás thinks other employees should look at Juan as an example. "Employees can learn from Juan's diligence. He takes time to find what's unsafe at the facility and reports it."

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That's prioritizing safety, that's taking care of each other.

— Juan Gustavo

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Juan Gustavo Reyna

Competitive Edge

A Strategic Approach to Safety

Changing process, culture, and structure

Cândido Lima shares how he's worked with leaders in Contagem to prevent injuries by focusing on culture and leadership.



Cândido Lima

Since stepping into the role of Operations Director at Contagem two years ago, Cândido Lima has worked with his team to bring the injury rate down to zero. Here, he discusses the cultural shift the team has made and how we can all apply the practices in our work.

Addressing problems from all angles

Cândido and his team are committed to holistic improvements to safety, and they think the people side of things is most important. "We are on a journey to change peoples' hearts and minds and become a real safety-centered organization," he says.

He thinks the low-hanging fruit comes from encouraging the right habits and a commitment to doing the right thing every time. "More than 90% of accidents come from performing the wrong behavior," he says. "The journey the team is on is to make people think differently, seeing that safety depends on us doing the right thing all the time, even if it's harder to do."

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We are on a journey to change peoples' hearts and minds and become a real safety-centered organization.

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Safety starts with leaders

To build this culture of safety, Cândido takes his role as a leader very seriously, and expects others to do the same. "The first step in making these changes comes from the leader. If the leader doesn't have the safety culture in their head, neither will the organization," he says.

But Cândido knows that there are leaders all throughout the organization. With the Safety Star program, employees who routinely show excellence with safety are recognized so other employees can model themselves after their safety habits. "We have 11 Safety Star employees who we've seen doing everything right," he says. "Of course, we strive to have all 300 employees be Safety Stars someday."

Staying diligent

Cândido has also worked on new safety processes with his team, which could be replicated at Wabtec facilities around the globe. "In my daily operations with the team, we start the day talking about safety," he says. "Our daily safety discussions are one of the most important things we do. Our actions and routines we do put safety at the front of people's minds."

Cândido's team also does thorough monthly evaluations of risks, processes, and equipment. "Every month we take a safety walk. So, me and my staff take some time to walk around the shop doing strict observations," he says. The point is to look at things with fresh eyes and consider where risk could be averted



Percilio Menino, Jhonatan Cardoso Soares, Francisco Rodrigues, Vinícius Araujo

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Safety isn't a priority, because priorities can shift. Safety is always first because it's connected to our value of people first.



at the process level. "We're finding out how people are working and how team members are working with the tools that they are using."

And the team continues to evaluate processes by tracking metrics to ensure their new ideas actually make their procedures safer. He says, "Our guys that develop our safety processes in Brazil use analytics that make it faster and easier to evaluate a certain process's regional and global viability. This is very important in a region as big as Brazil."

Spreading the word

To continuously improve safety and keep learning, the Contagem EHS team works

with other global teams to compare strategies. Cândido says, "Our local EHS teams have meetings with teams around the globe. We recently had a meeting with the Kazakhstan team to show them our new safety processes and explain how our Pulse Program works in Brazil." And when one team sees a good idea, they move quickly to share it. Cândido says, "The global EHS teams are working with us to improve our hearts and minds program, and you might start seeing it implemented in other regions, too."

What it takes to be safe

Cândido is proud of his record on safety, and he thinks his team's commitment to safety first is to thank. "Safety isn't

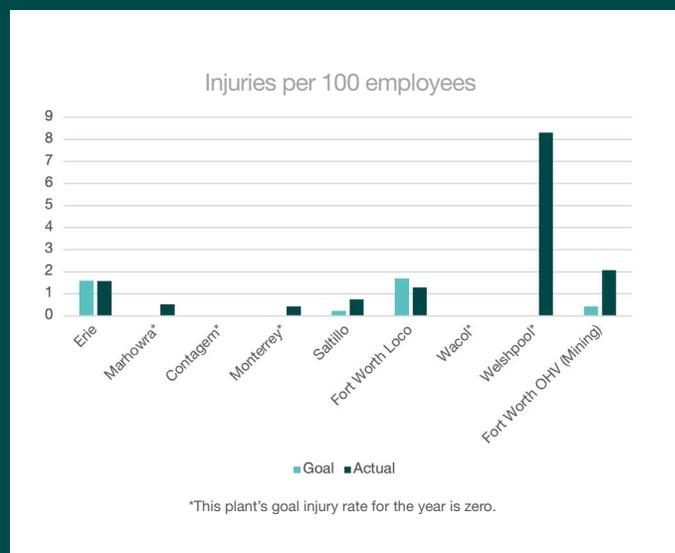
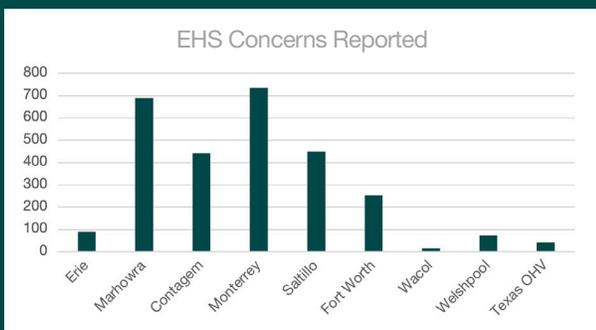
a priority, because priorities can shift. Safety is always first because it's connected to our value of people first," he says. "Because it's most important for us to know that everyone is coming in, going to work, and going back home safe." And we can all promote safety when we emphasize it from all angles. "Leadership is important, recognition is important, and it's important to have different programs and approaches to touch not only the minds, but the hearts too. It's a combination of all these levels that improves things for a team."

Safety performance this year

We've exceeded our goal injury rates for the year in several of our facilities, but Contagem and Wacol are still injury free!

Progress compared to 2022

While we're exceeding our goal rates, Equipment is performing better with safety than we were at this time last year. We've had 34 injuries (compared to 37) and 816 days lost to injury (1000 in September 2022). However, we've had more issues in mining, with four injuries and 82 days lost so far in 2023, where there were zero injuries last year.



◀ This graph shows the number of EHS concerns reported in each plant. As you'll see, Contagem and Marhowra, plants with low or no injuries this year, report a high number of EHS concerns and address them before they lead to a recordable incident. Reporting concerns ahead of time can help us prevent injuries.

Managers' Roundtable

Advancing Team Safety

Using culture to support EHS

Managers across the globe discuss innovation and continuous improvement of safety procedures.



Michel Gomes Camargos



What is a manager's role in ensuring safety for frontline employees?

Carlos: Our role as a manager is to ensure all our employees are always safe during our workday. We constantly participate in multiple activities that help safety to be the number one priority in all our heads.

Michel: We have to have a realistic view of the process, understanding that a culture of prevention starts at the top. Managers must lead by example by always putting people first – making sure people know we care about our employees.

Atul: We do a lot of critical lifting activities, so it is very important to maintain safety of employees at the site. If something goes wrong and there is an accident, it can be a direct loss for the company and the industry. So, it's very important for us to maintain employee safety at this site.



We are trying to achieve zero unsafe acts and zero unsafe conditions so we will achieve zero incidents.

— Atul



How does Wabtec make safety a priority for employees?

Carlos: At Wabtec, there's no priority above safety. All our employees know that safety is always first and then later quality and productivity.

Michel: Encouraging people to implement programs to develop a safety culture. We also invest in areas that may have the possibility of causing personal and/or material damage. Wabtec has sought to make safety a value for people.

Atul: Here, we are pushing a behavior-based safety program, and we are getting involvement from all our employees, leaders, and the Safety Star Caps. We are involving all our employees and building a culture of care. Through our Star Caps program, we are trying to achieve zero unsafe acts and zero unsafe conditions so we will achieve zero incidents or accidents at this facility.



Carlos Ovalle
Manufacturing Manager
Arteaga, Mexico



Michel Gomes Camargos
Safety Technician
Contagem, Brazil



Atul Kumar Singh
Lead EHS Specialist
Marhowra, India



Managers must lead by example by always putting people first – making sure people know we care about our employees.

— Michel





How can our teams ensure safety every time we carry out a process?

Carlos: We use many tools to help evaluate our safety procedures. When a process is outdated, we use analytics to figure out where our improvement areas lie.

Michel: People are the solution. Our people need to be engaged and listened to. We cannot develop procedures, establish roles, or request actions from workers without truly knowing their daily challenges.

Atul: In Marhowra, we track every observation or concern which comes from the shop floor or through the team members. These tools allow us to track and manage safety issues and allocate resources towards their solution. This puts responsibility within reach.



Our role as a manager is to ensure all our employees are always safe during our workday.

— Carlos



Everyone is staying diligent and not letting issues slip through the cracks.



What can employees do to take ownership of safety in their roles?

Carlos: Employees need to know safety

is not just for ourselves – it’s for our families and that every time we need to be sure that we take care of ourselves and each other. It’s our responsibility to make sure we’re all being safe.

Michel: Employees can take ownership by feeling like they’re a part of the process, understanding what our mission is, internalizing and applying our values in everyday life, practicing genuine active caretaking, and taking care of each other.

Atul: The team members and employees are well educated about their own safety. We get them involved and they take interest in implementing safety on the shop floor. They check their tools before the start of their shift. Team members and their line leaders also maintain safety on the shop floor, and they support us to maintain zero incidents at our facility.

Contagem, Brazil



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

Employee Excellence

Resource Development

Using technology for continuous improvement

A team in Fort Worth developed the Farmout app, which saves time and energy by cutting down unnecessary receipt of goods.



The team in Fort Worth built an application which allows for better control of the shipping process between Wabtec and vendors who are giving us semi-finished materials. The app is projected to avoid between \$80k and \$120k each year in unnecessary work! Here, Giuliano Terenzi, Lead Production Engineer, shares how the team came together to make work better and safer through the app.

Old Process



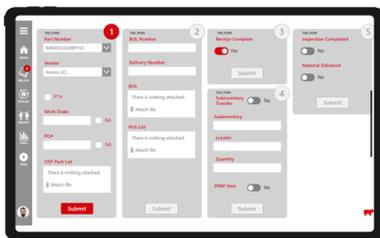
- Parts arrive at TXO
- Unloads truck
- Stores part
- Loads to truck
- Ships to TXW
- Unloads truck
- Stores part
- Loads to truck
- Ships to vendor

The challenge

“The app’s purpose is to bring control to the process of shipping raw parts from Wabtec to a vendor, who will transform those parts into a semi-finished material and ship them back to Wabtec. The current process requires us to physically receive the products and then ship them to the vendor because there’s no method of maintaining inventory controllership, and it adds time and labor cost.”

The process

“We spent time gathering the prospective users and stakeholders together to understand their real needs and the problems they’re trying to solve. We worked hard to translate those needs into features, not just focusing on making it look cool and adding a bunch of features that nobody will use.”



What the app does

“The unnecessary physical transfer of material can now be avoided with the Farmout app, as it introduces a documented workflow with unique IDs and auditable transactions. Now, we can ship directly to vendors, which also improves safety by reducing forklift touchpoints.”



Success

“The logistic and labor cost eliminated by using this app is estimated to be between \$80k to \$120k per year, depending on the volume of Farmout parts being processed, and we’re also working on an additional app for the picking process that could reduce costs by \$112k per year. I’m proud to be part of this team and to lead them, the team behind these solutions.”