THE CULTURAL NEWSLETTER FOR WABTEC EMPLOYEES

SAME TRACK



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The Safety Issue
September 2025

Wabtec CORPORATION

LEADER LETTER

Focusing on the Fundamentals

Team,

This edition of *Same Track* is all about safety. We talk about safety all the time, but sometimes we need to stop and take some dedicated time to focus on our responsibility to keep our coworkers and ourselves safe each day.

As we go through this issue, you'll hear about some of the exciting ways different teams are raising the bar when it comes to safety, but I also want us to be aware that we've had some unfortunate injuries so far this year. We might have been able to prevent those injuries if we'd had better execution of our most basic safety principles. Here I want to focus on the fundamentals.

We want to keep progressing with safety, finding better controls and risk mitigation, but it's important that we're always paying attention to the basics:

- **PPE:** Wear the correct protection for your area and your task
- **SOP:** Follow established standard operating procedures
- **Two-minute warnings:** Take two minutes before starting each task
- **Report:** Bring safety concerns to your manager and EHS
- **Stop work:** If you see a risk, you have the power to stop work

When it comes to staying safe on the floor, there's no replacement for these fundamental behaviors. As we continue to build our safety culture and improve the ways we measure and mitigate risk, I encourage you to keep our safety principles top of mind. If you see something that concerns you, even if it's just a coworker without the right PPE, remember that it's your responsibility to speak up. They might grumble about it, but that's nothing compared to keeping each other safe.

Ultimately, that's the kind of culture we want to build around safety. We're all safer when we look out for each other.

Thanks for all you do,

Justin Downs
Group Vice President, Operations Management
Head of Global Freight Operations Organization



Justin Downs stresses the fundamentals of safety, including wearing proper PPE and stopping work if you see a potential risk.

FRONTLINE SPOTLIGHT

Safety Solutions From the Floor

Fermin Gonzalez and David Kingsley break down the solution they designed for a suspended torque tube process, significantly reducing risk for operators.



Fermin Gonzalez

Moonshine Welder



David Kingsley

EHS Specialist

We're all responsible for safety — and often, the people working on products every day have the best ideas for addressing risks. Here, Fermin Gonzalez, Moonshine Welder, and David Kingsley, EHS Specialist at the Fort Worth Mining site, share how they worked together to address safety concerns during a routine process and dramatically reduce risk.

Over our heads

Until recently, operators at Fort Worth Mining were tasked with cleaning torque tubes, which weigh thousands of pounds, with the tubes suspended by crane over them as they cleaned. "This had been an ongoing concern with crane safety," David says. "The tubes needed to be cleaned before setting onto the CNC fixtures due to the finished dimensional tolerances, but this placed the machinists in the fall zone of the load while suspended from the hook of the crane."

"We recognized the risk, and we brought it up with the team during a startup meeting," Fermin explains. "I started working together with the other Machine Shop team members to try and develop a solution."

Though they spotted the risk, there wasn't immediately a clear way to make the process safer. "We continued to work across EHS and the team members performing the task to understand their concerns and ask about potential methods to eliminate the risk, or increase their level of safety," David says. "We see again and again that the best solutions most often come from the people performing the task every day."





Mitigating risk

After continued conversations for a few weeks, the team developed a way to lower the torque tube onto a fixture for the cleaning process, alleviating the need to have machinists work under risky suspended loads.

While the team is always thinking about safety, this improvement is getting everyone in the headspace to continue to think critically about how to make things safer in new ways. "We're all really proud of these improvements. It's even leading us to continue on with more competitive actions across each team to shift the entire collective team's safety culture," David says.

Driving improvement

This solution is a great example of the way frontline operators can help keep each other safe. "I'm glad I can rely on team members to report concerns and propose potential safety projects like this. In this case, it made me and the other people doing this task a lot safer," Fermin says. "There's always room for improvement, and we've built a culture where everyone is looking for those opportunities to make things better."

"I think it's really important for individual team members to take ownership of their own safety, and to be accountable for their team's safety," David says. "Our team members are subject-matter experts in their roles, and I want them to know that their contributions can impact those around them, and their behavior can positively influence others."

COMPETITIVE EDGE

Proactive Safety

Jeremy Rowlette explains the company-wide shift to a more proactive approach to safety and risk mitigation, with tools like the Gensuite Risk Registry.



Jeremy Rowlette

Director, Environmental Health and Safety

Across Wabtec, we're striving every day to drive safer operations. Here, Jeremy Rowlette, Director, Environmental Health and Safety for Freight Equipment, shares how a proactive approach to safety, with new tools like the Gensuite Risk Registry, can help us identify and control risks before safety incidents take place.

A focus on prevention

Historically, EHS teams have focused on addressing the safety concerns they know have caused issues in the past, and on reducing total injury counts. While those are still important goals, Wabtec EHS is more focused today on addressing risk earlier in the process, to eliminate more injuries.

"We've been shifting to more leading EHS indicators, such as safety-concern reporting and near-miss reporting, as opposed to lagging indicators like injuries," Jeremy says. "The intent is to ensure our Operations teams are engaging with all employees to identify hazards, reduce the risks, and simply make jobs better."

What does the proactive approach look like in practice? "This year, we've implemented specific goals for concern reports, as well as indicators to help us understand how we're managing the concerns once they've been reported," says Jeremy.

Freight Operations safety performance
Check out this month's Picture This infographic for our most up-to-date safety stats.

Taking steps forward

With a focus on leading indicators, we've had significant increases in the total number of concerns reported, and average concerns reported per employee, with an accompanying reduction in injury rates.

But Jeremy still wants to see us raise the bar further. "On a positive note, our recordable injury rate in Freight Operations has decreased from 1.13 at this time last year to 0.98," he says. "But this still means that approximately one out of every 100 employees has had a work-related injury that required medical treatment so far this year."

> "In some cases, with activities like these, we don't get the warning of a near miss before a serious outcome occurs."

Jeremy continues: "In terms of people, that means we've had 47 people who were injured, and of those, 13 people had an injury that resulted in a laceration or a broken bone. There's still a lot of room to improve."

Thinking risk first

Just like every other area in Operations, we're focused on continuous improvement. In addition to concern reports, we've taking the proactive step to have employees and managers look at the activities and spaces in their sites with a critical lens to spot potential dangers. "There are high-risk activities throughout Wabtec and Freight Operations sites, from crane operations to VPI to work at height," he says. "In some cases, with activities like these, we don't get the warning of a near miss before a serious outcome occurs."

Jeremy and other EHS leaders want to see employees across Wabtec looking for risk throughout their daily tasks, and then working on ways to mitigate those risks. "We need to proactively identify our risks and understand how we manage them, even before we have a near miss or an employee raises a concern," he says.

Taking action

One way we're implementing a risk-focused approach is with the new Gensuite Risk Registry tool. The application has already rolled out in some sites, and will be available to more sites and more employees soon. Ultimately, the application should serve







as a central system to help leaders and operators identify risks in our operations, quantify the levels of risk, and bring in controls to reduce risk.

The tool sits in the same platform as our existing safety reporting tools, so we're able to have a more comprehensive data set. "By having a common tool within the same platform and inputs we also use for injuries, concerns, and near misses (Gensuite), we'll be able to get much more useful and meaningful data," Jeremy says.

But unlike other tools, the Risk Registry guides users actively through different ways they can control the risk, encouraging overlapping controls that dramatically reduce risk for operators. "One of the big goals of this tool is to look at risk, not just site-by-site, but department-by-department. And ultimately to have the employees and their business leaders, team leaders, coaches, and supervisors understand the risks specific to their area and understand how they manage the risks," Jeremy says.

You're responsible for safety

In the meantime, whether the Risk Registry tool is available at your site already or not, Jeremy thinks it's important to take a risk-focused approach. "We absolutely want to continue our trend of reporting more concerns and near misses, because fixing these problems have proven to be effective in making our jobs safer," he says.

But once we have the right tools, let's use them, and spend time learning how to use them as well as possible. Jeremy says, "As the Risk Registry application becomes available, please get involved and learn how to use it."

Reaching our ultimate goal of zero injuries will mean taking a more proactive approach. "To get better results, we have to ask better questions, sooner. When we do that, we will better understand our risks and what is needed to effectively manage them," Jeremy says. "Because the people on the frontline who do the work often understand the work and the inherent risks better than anyone, and they're also the ones at highest risk of injury."

Keeping Each Other Safe

Managers across Wabtec share how they've built strong safety cultures with the teams at their sites, leading to great safety records.



Richard
Smith III

Distribution Center
Plant Manager
Reno, US



Derrick
McCoy

Plant Manager
Erie, US



Gaziz
Iskakov

Senior Plant Manager
Nur-Sultan, Kazakhstan

How do you build and reinforce the safety culture on your team?

Derrick: I'm in Erie Final Assembly, so I have a pretty large team that deals with big products. We're lifting 400,000 pound locomotives in the air pretty much every day. We have welding and grinding going on. We have test operations. There are a lot of difficult, potentially risky activities. So I think the biggest thing about safety culture is living the value that we say is important to us and putting People First. Wabtec's made up of about 25,000 people — individuals who have lives outside of work. So here at work, it's important that we remind the team every day that it's all of our responsibility for the team's safety and that we practice what we preach to put our employees first.

Gaziz: As leaders, we must demonstrate leadership's commitment by prioritizing safety and promoting a culture of open communication. It's critical to provide regular and relevant safety trainings and act on the feedback you receive, to show that safety is taken seriously.

Richard: We do a lot with messaging and our daily and weekly meetings, but one of the big things we focus on is our GEMBA walks. We believe everyone is part of the safety team, so each week, we bring in a new employee from the center to join our GEMBA walk and learn from our EHS leader about what to look for. And then every Friday, that team member joins our EHS leader to lead the presentation for our safety meeting and shares any risks they've identified, any controls they've implemented, and so forth. It's really important for every employee to know their role in driving safety. And none of this is a one-time thing; it's all about continuing to drive a deeper focus on safety continuously over time.

What drives your team's positive EHS results?

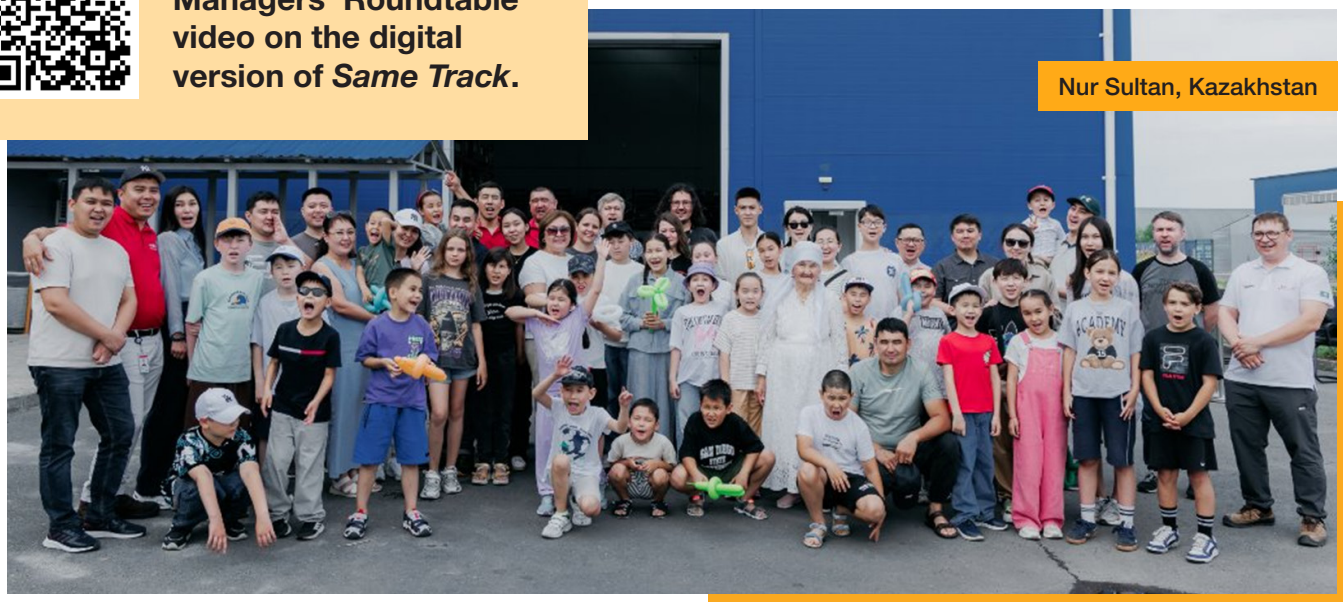
Derrick: The focus for us has been on our proactive communication and risk avoidance. We don't want to just go off of the lagging indicators after an incident has already happened. We want to look for hazards in the workplace as we go, do hazard hunts. I also have a great safety coordinator that helps keep the communication very active with the team every single day. Sometimes we think of safety as, "Let's manage the big stuff." But we also have a responsibility on a daily basis to manage anything that could get in our way or cause an injury.

Gaziz: Our positive EHS record is driven by a strong safety culture built on clear communication and employee involvement, consistent training, resource provision, diligent risk assessments and audits, and managements' commitments to safety. It's all contributing to an environment where safety is a shared responsibility and employees feel empowered to speak up about concerns.

Richard: I think it comes back to the culture we have here. We have a concept at our site of "CLR": care, listen, and respond. We care about supporting one another each day. When someone has a concern, we listen intently, and we make sure everyone knows we

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

The Nur Sultan site had families visit the facility as part of safety training, reminding us of all the people we're looking out for when we keep our coworkers safe.



Nur Sultan, Kazakhstan

always have an open ear. And the biggest one is responding. We respond to the concerns of others immediately to avoid all negative possibilities. We don't want to delay at all if there's something that could be a safety concern. And when people see that these things are taken seriously, it makes it easier to keep bringing things up as they're spotted across the site.

Q

Do you have any advice for employees on the front line?

Derrick: Safety can be anybody's responsibility. I can't wait on somebody else to speak up. I have to take that individual accountability and feel empowered that, if I say that an operation we're doing feels unsafe, that my team's going to listen, and we're going to figure out how to do it the right way.

Gaziz: I think the fundamental principle for improved safety is to prioritize awareness and to be proactive by regularly identifying potential hazards in our environment. Following proper procedures and reporting any unsafe conditions beyond just reacting to risks, taking regular breaks to maintain focus, and using appropriate equipment correctly and ensuring your workspace is ergonomic enough to prevent fatigue and accidents. Building that awareness goes a long way.

Richard: I believe that respect earns respect. If you have that, meaning the care and concern for other individuals is there, that encourages others in the area to do the same thing. So take safety seriously, and you'll build a team that takes safety seriously.



Reno, US

PICTURE THIS

Measuring Safety

2024 ..... % 2025

We're on a journey to eliminate injuries across our operations — and while we have a long way to go, we've made a lot of progress in 2025. Here's how we've improved our key indicators from the same time last year:

7,451  +6%  7,881

Total concern reports

As we find concerns and report them, we give ourselves a chance to proactively mitigate risk.

1.30  +26%  1.64

Concerns per employee

We want to see all employees take responsibility for safety. Seeing the number of concerns reported per employee go up is a great sign that more employees are looking out for potential risk.

502  -9%  459

Near misses

When we narrowly avoid an injury, we record it as a near miss. These events are scary, and it's critical that we always respond immediately to bring new safety controls in after these events occur.

1.14  -14%  0.98

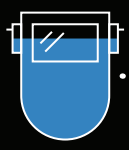
Recordable injury rate

This is our rate of injuries per 100 employees, including more serious and less serious injuries. We've had a favorable change in this rate so far this year, but we're still seeing almost one out of every 100 employees get injured.

19  -32%  13

Serious recordable injuries

These are the more severe injuries, like lacerations or broken bones. While we've had over a 30% decrease in these injuries year over year, these are serious cases that we want to eliminate completely.

65  -28%  47

Recordable cases

This is our total number of injuries across Freight Operations, including both more serious and less serious events, and we've seen a 28% decrease compared to this point last year.