

SAME TRACK

THE CULTURAL NEWSLETTER FOR WABTEC EMPLOYEES

Frontline Spotlight

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Leader's Letter

Justin Downs discusses building partnerships to strengthen the company, achieve our organizational goals, and succeed as One Wabtec.



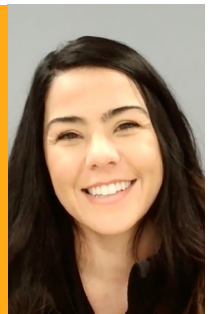
Competitive Edge

Joe Cavalier, Vice President Operations, discusses the win-win we achieve when employees and the company are both doing well.



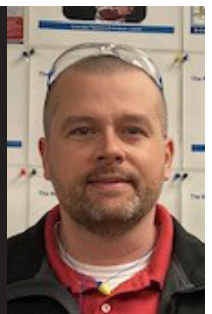
Managers' Roundtable

Managers across the globe share how employees get rewarded when they focus on the company's success first and foremost.



Employee Excellence

Thomas Okleja and the cab fabrication team get results that are great for the company, customers, and employees.



Leader's Letter

The Value of Partnership

Developing competitiveness together

Justin Downs discusses building partnerships to strengthen the company, achieve our organizational goals, and succeed as One Wabtec.



Team,

As part of **One Wabtec**, each of us has the shared responsibility to work in partnership with one another to help achieve our organizational success. To be competitive in the marketplace and succeed, we must work together to foster partnerships at all levels of the organization.

Successful partnerships can take many forms, but they share one thing in common: each of us understands our shared goals, embraces flexibility as a core competency, and commits to teamwork. When we get it right, we make Wabtec more competitive and better able to meet the needs of our people and customers.

Partnering for success within Wabtec requires flexibility to enable teams to leverage their collective resources and expertise to achieve better results. Partnering for success also benefits each employee by enabling you to understand the big picture, learn new skills, increase your knowledge, expand your capabilities, and develop professionally.

Partnering for success also means breaking down silos, freeing us to communicate with each other more effectively and solve problems more collaboratively. Each of us, every day on the job, must prioritize and encourage teamwork and collaboration, embracing team-building exercises, cross-departmental projects or events, and open communication among management and employees.

As you read through this edition of *Same Track*, I encourage you to recognize the value of partnerships in achieving our organizational goals. I ask that you join me in working together as partners in **One Wabtec** to make our company successful.

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

Paving a Way

Career growth from company success

By leading his team and helping them develop, Waldemar Reyes, Harness Shop Inspector, has created opportunities to develop his own leadership skills.



Waldemar Reyes

Waldemar Reyes, Harness Shop Inspector, and his manager, George Rogers, PTA/MTA Building 12 Harness Department, on the Harnessing team in Erie strive to get the most from themselves and their team. This ultimately helps them get the best results for the customer and the company, which could turn into an opportunity for career advancement.

Starting with the customer

When it comes to success, Waldemar defines it through customer satisfaction. "Since my efforts are to inspect productions for our customers with quality in mind, I am helping to keep customers happy," he says.

George sees the great results of Waldemar's mindset in action. "He ensures that only high-quality products leave our department," he says. "His efforts are in constant alignment with the standards of Wabtec."

Making teammates better

Waldemar views this as a collaboration

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All my problem solving comes from having great communication with my coworkers.

— Waldemar

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with his coworkers. "All my problem solving comes from having great communication with my coworkers." By supporting each other in their roles and their development, they're able to raise their output.

Waldemar strives to elevate his teammates so they can all benefit. "Waldemar is a model employee. In his role he assists and

trains employees on many components of their jobs," George says. "He never just gives an answer and walks away. He strives to help his fellow team members build the understanding of quality work within the Harness department."

Earning opportunities

Because of his excellence in his role, Waldemar is getting the chance to develop his leadership skills. "We bring Waldemar in on many discussions around planning for the department," George says. "His knowledge and dedication will continue to steer the Harness group in a positive, quality-driven, and goal-achieving direction."

And his willingness to partner with Wabtec is bringing positive results for Waldemar, too. George says, "He's earned a great amount of respect from all team members. His future with Wabtec will have many opportunities to grow and advance."



George and Waldemar



George Rogers

Competitive Edge

Partnering for Company Success

When Wabtec wins, we all win

Joe Cavalier, Vice President Operations, discusses the win-win we achieve when employees and the company are both doing well.



At Wabtec, the opportunities for the company and employees are aligned, so good news for one is usually good for both. Here, Joe Cavalier, Vice President Operations, talks through some of the ways the company and employees can help each other succeed.

The circle of success

Joe describes partnering for company success as “a circular concept.” Employee success feeds company success — which feeds employee success.

“For instance, as an employee, I know that if I’m dependable, collaborative, and flexible, then there’s a higher likelihood that our team will safely deliver quality products on time to our customers at a competitive price.” Joe says that helps us be the supplier of choice, and that results in more work for Wabtec. “As employees, we want customers to be placing more orders with Wabtec.”

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We have a company-wide talent management process to help employees achieve their goals.

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Helping employees win

Just as employees put concerted effort into helping Wabtec win, Wabtec invests in employees’ career success. “We have a company-wide talent management process to help employees achieve their goals,” Joe explains. Leaders work with their teams to understand their individual career interests

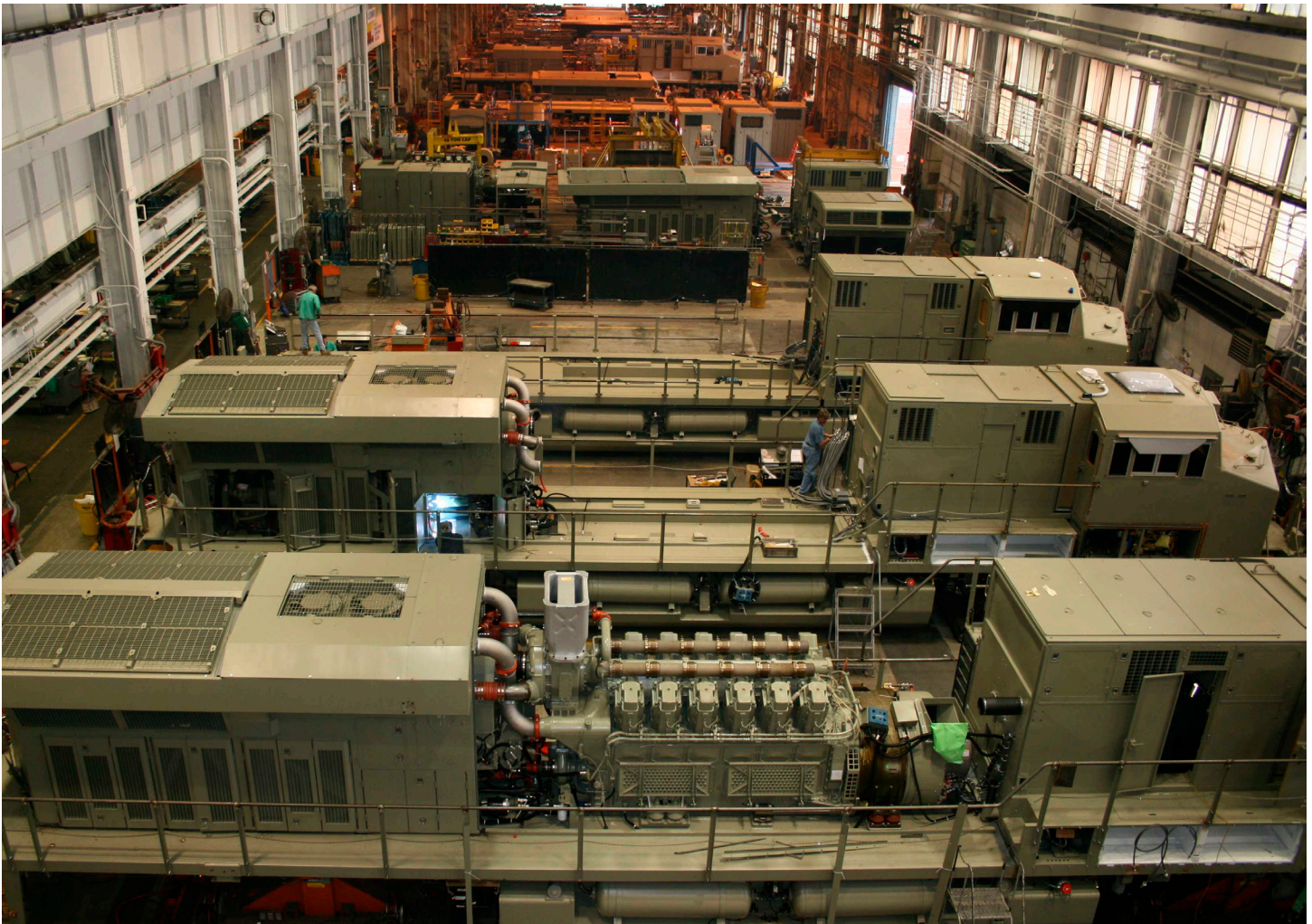
and help them with development plans to get them to the next step.

It’s important to the company that employees can develop their skill sets while working here. “Wabtec also offers nomination-based leadership courses to help employees acquire the skills necessary to advance their careers,” Joe says. If their goals require certain degrees, the tuition reimbursement program can help them with higher education expenses.

Accelerating careers with cross-pollination

“One of the ways Wabtec helps accelerate employees’ careers is cross-pollination within different business units, geographic sites, and even within departments,” Joe says. “That cross-pollination opportunity applies to every employee, whether they’re salaried or hourly.”





As an example, Joe says, “For instance, if you’re a production tech doing introductory level assembly work, you might decide you want to upskill and become a welder. You can move to a different job in another building working on other products. You can learn a different skill set.”

Joe says upskilling allows employees to do something new, which can be energizing, but it “also allows them to potentially earn more money, which is one of the main reasons people come to work in the first place.”

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That cross-pollination opportunity applies to every employee, whether they’re salary or hourly.

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Individual employees have an impact

Wabtec wins when employees work together across departments, business units, and geography, but the company’s success is also dependent on the individual efforts of each employee.

“I walk the shop every day because that’s where our products are made, and it becomes visible where employees make an impact,” Joe says. “There are lots of examples of employees using their high level of expertise to make an impact. They don’t stop and wait when they see something. They’ll voice a concern with a safety risk or a quality issue. They not only share their ideas, but they’ll take action and help implement change.”

Joe also describes a willingness to go beyond traditional job scopes in individual efforts to support the team’s success, like a welder who finishes welding a pipe and “recognizes that assembly work on the other end of the locomotive is behind and pitches in to help.”

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I walk the shop every day because that’s where our products are made, and it becomes visible where employees make an impact.

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Widening the circle of success

Joe explains that the reciprocal process of company success feeding employee success (and vice versa) ripples beyond just those of us inside Wabtec. “It starts with an understanding that when the company wins, we all win. But the reality is that’s not applicable to just employees. It includes customers, suppliers, shareholders, and the communities we live and work in,” he says. “Wabtec’s success is everybody’s success.”

Managers' Roundtable

A Winning Team

Benefiting from buying in

Managers across the globe share how employees get rewarded when they focus on the company's success first and foremost.



How can it benefit employees to partner with the company?

Alok: It creates a positive and healthy working relationship. When employees partner with the company, they run it like their own company. And that gives them a growth mindset, so they look for the better results and outcomes. Those results help the company and individuals grow.

Any organization grows when it has success. When the company grows, people automatically grow. It builds opportunities for long-term employees to climb the ladder. This results in employee satisfaction and retention.

Mary: Wabtec's success is a direct reflection of the contributions from each and every one of us. We all have the ability to make an impact, and it's through the choices and actions that we make each day that ultimately determine the result and the success of Wabtec. We're here to work together as one team.

In order to be successful and get where you want to go, you have to understand the goals that the team is trying to achieve. And not just your specific goals for your function or your organization, but having a bigger picture, a One Wabtec

view of things and how you can help other teams grow as well will help get you to the next level.

There are many advantages for us working together as a team toward one common goal, including creating a respectful environment, a safe space, and the ability to grow and work together. It's also just nice to work with a group of people who you like.

Eder: When employees partner with the company, we can all work together. When employees understand the business goals, the company helps them to work on those goals, by training them, preparing them, and helping them, so both employees and the company can be aligned.

If the company is doing well, it will reflect for all of us in terms of opportunities for growth. For instance, right now, Saltillo is expanding 100% in space, and that really represents opportunities for employees. It's important for us that everyone here, salaried and hourly, understands what are we doing and where are we going.

We recently received a communication that Wabtec is one of the top companies for 2023. I'm convinced that all the people leaders who we have in the company are the ones who make this something we want to be a part of.



What kinds of opportunities does the company give to employees to help them succeed?

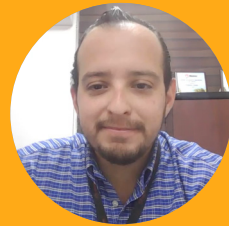
Alok: There are several ways the company does this. We help employees to make their individual development plan. We encourage professional development, like people are encouraged to go for degree certification, on-the-job training, ALP programs, management programs, and leadership trainings. We have lots of



Alok Kumar
Senior Material Planning
and Execution Manager
Marhowrah, India



Mary Bresnahan
EHS Team
Fort Worth, Texas



Eder Campos
Senior Plant Manager
Saltillo, Mexico



Any organization grows when it has success. When the company grows, people automatically grow. — Alok



coaching and mentoring, and we help them build their networks.

Mary: At Wabtec, we can all provide feedback on how the process is done when there's a concern or an improvement suggestion. We're only going to be as successful as the input given, so I encourage everybody to raise a concern or give feedback whenever they have ideas for improvement.

employees have been studying, we've adjusted their schedule to work with their classes. We're also always open to mentoring and coaching so we can help on the personal and professional side.

When we detect that someone in our organization has a lot of talent and potential, we try to align that talent to a senior leader in our organization so we can boost their knowledge and prepare them for a bigger role in the future.

Mary: There are a few things you can do to shift to more of a partnership. The first is being creative, flexible, and open-minded to others' perspectives. Coming at things with an open mind and a willingness to have vulnerable conversations with differing perspectives creates a space to generate new thoughts and alternative ways of approaching things.

Another thing that we can focus on is our attitude. When we have a positive attitude toward the work we do and the inevitable challenges that we're going to face as a team, we will perform better and display positive behaviors. Last is embracing change. Knowing that there's always room or options to reevaluate or improve something helps us determine the best alternative options for performance and output.

Eder: One great way is to focus on teaming, where we split the employees by department on EHS, quality, and deliveries, so they can be part of the different strategies of the company.

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Wabtec's success is a direct reflection of the contributions from each and every one of us. — Mary
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Q How can employees on the shop floor show a partnership mindset?

Alok: Employees working on the shop floor should feel connected with the broader goals and objectives of the organization. They should think holistically and do things beyond their conventional roles and responsibility. In my opinion, they should focus on five things: strategic alignment with the broader goals and objectives of the company, collaboration with different functions, psychological safety, work on reducing waste, and celebrate differences.

Eder: There are some opportunities that Wabtec offers to employees. We try to give them flexible schedules on their daily jobs to support their development. When



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

Employee Excellence

A One Wabtec Approach

Collaborating to win together

Thomas Okleja and the cab fabrication team in Erie, Building 7, work with other business units for results that are great for the company, customers, and employees.



Thomas Okleja

Thomas Okleja, Business Leader in Erie, works with his team in cab fabrication on projects including New York City Transit and two different FLXdrive units. Here, he describes how his team comes together to win for themselves and the company.



Focused on the finished product

“We are in constant communication with our internal customers. By understanding each individual customer’s needs, we can usually pivot our build schedule to satisfy their requirements. Through this communication, we also get a look at our customers’ struggles, which allows us to adjust to make things more efficient for them. A simple process step change for fabrication might mean a substantial labor savings in assembly elsewhere.”



Solving problems as a team

“We are always working through obstacles, and working with the hourly workforce provides useful insight as to how we can move past them. One of our biggest challenges is training employees in new areas or on new builds. As a team, we try to talk through cross-training opportunities with the hourly operators. By involving key employees, we can better understand the strengths and weaknesses of individuals and where they might be best suited to work. Our team has become very good at figuring out a path forward during challenging times.”



Success as One Wabtec

“Our team partners with multiple areas within the business to ensure our success. With the number of different production units coming through the shop, we have open lines of communication between the fabrication team, engineering, NPI, program management, and other locomotive areas to help resolve any obstacles quickly.

“When we focus on operating as one cohesive unit, the company as a whole becomes more effective and efficient. Operating a successful business allows us to bring orders in, which in turn keeps everyone gainfully employed. The company’s success is our team’s success, just as our team’s success is also the company’s success.”