

SAME TRACK

THE CULTURAL NEWSLETTER FOR WABTEC EMPLOYEES

Frontline Spotlight

João Kumaira and his manager Thiago Duque discuss the potential of our Vision, Mission, and Values to unite Wabtec.



Leader's Letter

Justin Downs discusses how the Vision, Mission, and Values can help guide each of us in our everyday actions and decision-making.



Competitive Edge

John Litton shares how employees can apply the Vision, Mission, and Values in their work, and how that creates a better work experience.



Managers' Roundtable

Managers from across Wabtec share what the Vision, Mission, and Values mean to them.



Employee Excellence

Manjee Kumar and his team developed a fuel filter fitting process that's safer, easier, and requires fewer man-hours.



Leader's Letter

Putting Our Values to Work

Using the VMV to guide what we do and how

Justin Downs discusses how the Vision, Mission, and Values can help guide each of us in our everyday actions and decision-making.



Team,

One of the reasons for adopting a shared set of values, along with a collective mission and vision, is to guide all of us in our day-to-day decisions and actions. When we're all working with these same principles, we move forward much more efficiently and successfully.

For starters, we need to know where we're going. What's the end game? Our vision answers that question for us. Our vision is to revolutionize the way the world moves for future generations — and we have evidence all around us that shows we're doing that day in and day out.

We also need to know why we're here. That's our mission. We're here to unlock our customers' potential by delivering innovative and lasting transportation solutions. Again, we can see that happening throughout our organization.

While the vision and mission guide us in the long term and big picture, the values are there for everyday, in-the-moment decisions. They help us know how to handle situations we face at work with our customers, our vendors, and each other. They help push us to look for better processes and smarter solutions. They remind us to make the right decisions to keep each other safe.

We believe that firmly committing to the Vision, Mission, and Values (VMV) will not only help us to achieve our business objectives but also create a more positive work environment for all of us. These principles are based on who we already are at Wabtec, and what we want to become. I'm excited for us to bring them to life — by applying them to our work, day in and day out.

I recognize the critical role that each of you plays in Wabtec's success, and I'm committed to creating a culture that supports you and your professional development. Wabtec offers training programs, workshops, and other activities to help you grow professionally, foster teamwork, and build a sense of pride around these goals and values.

I am confident these values will guide us to become even more successful in the future, and I look forward to working together as One Wabtec to embody these values in all that we do.

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

Across Borders

Learning from the best

João Kumaira and his manager Thiago Duque discuss the potential of our Vision, Mission, and Values to unite Wabtec.



João Kumaira

João Kumaira, Process Engineering Analyst/ Diesel Engine, and his manager Thiago Duque help realize our goals for Wabtec in their work on diesel engines in Contagem, Brazil. Here, they talk about the Vision, Mission, and Values' impact on the way they conduct daily business

Commitment to curiosity

Thiago and João see the first step in inspiring their work community is through expanding their knowledge. In fact, João is always looking for ways to Expand the Possible for his team. Thiago says, "João continually seeks to know not only the process, but also our customers and their realities, in order to continuously develop better, more robust, and efficient processes."

Innovation through learning

João recently took a trip to Grove City, PA to learn the diesel technologies and practices used in Wabtec's U.S. facilities. Once João arrived, he was overwhelmed

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Your professional career is up to you. Make your ambitions clear to your managers and leaders. Make yourself available.

— João

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by the similarity of employee culture from Brazil to Grove City. "The effort and kindness I experienced spoke to the culture that Wabtec cultivates. We live by the value People First."

The work Thiago and João do is specialized to Contagem, and for that reason they must be willing to learn the processes

related directly to diesel engines. Wabtec's Grove City plant works mainly in diesel, so João works closely with them to bridge the knowledge gap. Thiago says: "This is an ongoing challenge, necessary for us to revolutionize the way the world moves for future generations. It's clear João is very committed to this."

Sharing strengths

Even across borders Wabtec remains strong in its goals. João recognizes the importance of the ability to learn from all different parts of Wabtec. "This was one of the most incredible experiences of my life. Being able to get to know the best diesel engine factory in the world has strengthened my abilities as an employee and as a leader," says Thiago.

Opportunities to learn more about our VMV and culture are always present. João's experience started with a desire to learn. He says: "Your professional career is up to you. Make your ambitions clear to your managers and leaders. Make yourself available."



Thiago Duque



João Kumaira

Competitive Edge

On the Journey

Making progress with the new VMV

John Litton shares how employees can apply the Vision, Mission, and Values in their work, and how that creates a better work experience.



Earlier this year, we launched the new Vision, Mission, and Values (VMV) for the company, which are designed to guide the way we work and achieve our goals. Here, John Litton, Vice President Human Resources, Global Equipment Operations, discusses the new VMV and how they can elevate the employee experience.

Seeing the big picture

For John, this new language for the company is critical to our journey. “The Vision, Mission, and Values tell us where we are going, what success looks like, and how we are going to get to that destination,” he says. “As our company grows with new business and people, it will help all of us to clearly state and live by these guiding doctrines of what the goal is and what we want our culture to be.”

John thinks there's a lot of value in employees getting a better understanding of these elements. “With a clear line of sight from their own work to the business goals,

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Each employee plays a vital part in shaping the future of transportation because of the work they do at Wabtec.

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employees gain a better understanding of their value and the role they play in the company's success.”

Making meaningful work

Of course, the new language can help us understand business objectives, but it can also help employees have a more rewarding work experience. “Compensation is a big

part of why employees work, but I believe we also want to feel like we're making a positive impact in our communities,” John says.

Working at Wabtec gives employees a chance to impact everyone who depends on the supply chains our locomotives operate within — and that's a large audience. He continues: “The VMV help us put this into perspective and give us a lens to view our jobs through that's more than just being about pay. Each employee plays a vital part in shaping the future of transportation because of the work they do at Wabtec.”

Business focus

The new VMV drive valuable decision-making for the business. “They give us a sense of purpose and show us where we want to go,” John says. “And ultimately, they help us see what we want our culture to be and guide decisions at all levels of the organization.”

VISION

Revolutionize the way the world moves for future generations.

MISSION

Unlock our customers' potential by delivering innovative and lasting transportation solutions.

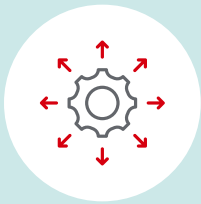
OUR VALUES



People First

We care about relationships. Whether it's for each other or our customers, we do the right thing. People, and their safety, top our list.

Means that we are: Responsible; Empathetic; Reliable



Expand the Possible

We look for ways to improve what we create and how we do it. We are lifelong learners. We are obsessed with making things better to drive exceptional results.

Means that we are: Curious; Courageous; Innovative



Embrace Diversity

We celebrate a variety of experiences, expertise, and backgrounds, and aspire to create a place where we all belong.

Means that we are: Inclusive; Accepting; Advocating



One Wabtec

We are one global community that works together to achieve our shared Mission. Wherever we go, we go there together.

Means that we are: Collaborative; Transparent; Humble

Making those decisions comes back to the values. "Each element of our vision and mission are focused through our values. They establish a purpose for our company and foster a deeper connection to the work we do daily."

Taking action

How can you get the most out of the new Vision, Mission, and Values? "It starts by knowing and understanding the VMV and making a personal decision regarding whether you want to be a part of what Wabtec is trying to accomplish," says John.



This is a great opportunity for teams to bond through shared experience as we evolve our culture and work to fulfill these objectives.



And you can broaden your impact by reaching out to others. John says: "Get involved and talk to your coworkers and leaders about this stuff. This is a great opportunity for teams to bond through shared experience as we evolve our culture and work to fulfill these objectives."

Ultimately, the VMV come back to our identity as an organization. John says, "Living this out every day will look like every employee knowing where the company is going and what kind of company we want to be, then striving to do their jobs in a way that helps us achieve our goals."

Managers' Roundtable

Values to Vision

Vision, Mission, and Values on the shop floor

Managers from across Wabtec share what the Vision, Mission, and Values mean to them.



What's exciting about changing the way the world moves?

Daniel: It's exciting to work in an organization that really takes into consideration innovation and continuous improvement. If we are always seeking for continuous improvement to improve the world, that will actually lead us to have personal growth and career growth.

Vivek: The world is hungry for sustainable and eco-friendly solutions, and Wabtec takes pride in leading the way to achieve them.

Michael: When you look at the statistics of the role that locomotive freight plays in the world, it's staggering how big of an impact we have. Coming to work every day, I think people can lose sight of that. But when you take a step back and look at everything that we accomplish on a daily basis, it's pretty amazing.



As we fully realize these values, nothing can stop us from achieving the company's vision.

— Vivek



How can living our values help us achieve the vision?

Daniel: Taking care of people, being empathetic, and being inclusive to others

are the best ways that we can revolutionize the world. When we create safe places within the organization where everyone can share their ideas, we open the door to innovation. When our teams bring their all, we can get their full potential.



It's exciting to work in an organization who really takes into consideration innovation and continuous improvement.

— Daniel



Vivek: Three out of four values are focused on people. This leads to tremendous amount of empowerment and engagement to people who are committed to doing the right things for company success. As we fully realize these values, nothing can stop us from achieving the company's vision.

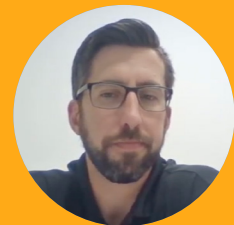
Michael: You need to have a reason to get out of bed in the morning. Everyone needs to both individually and collectively understand the role that they're playing and the meaning behind what they're doing. That's why people go the extra mile, and that's why people work hard and stay motivated. The values are kind of how we get there. And I think everyone being on the same page and knowing what the expectations are, what the company stands for, all that kind of stuff points people in the right direction.



Daniel Treviño
Master Scheduler
Monterrey, Mexico



Vivek Kaushal
Site HR Leader
Marhowrah, India



Michael Neuenswander
Manufacturing Engineer
Fort Worth, Texas



How can frontline employees connect with the vision in their everyday work?

Daniel: We should let everyone know that their ideas are valuable, and we must create an inclusive environment. Here we have our Kaizen programs, our safety dialogues, and our quality moments to make sure that we are all aligned to the same vision. It's not about having a place or having a seat in a company. It's about being heard and creating communication channels with our production line team.

Vivek: The Wabtec values foster the inherent sense of ownership and



When you take a step back and look at everything that we accomplish on a daily basis, it's pretty amazing.

— Michael



empowerment. Living these values is like building relationships. Whether for each other or our customers, we have already aligned ourselves with the company's vision.

Michael: Employees don't just need to be told what to do, they need to be told why they're doing it and why the business has made that decision. That will help them understand the larger picture and help them to stay motivated or just provide a general understanding of what's going on at the time. Overcommunicate those decisions and the why behind what we're doing so that the employees and everybody else can have that understanding and stay motivated.



Fort Worth, Texas



Marhowrah, India



Monterrey, Mexico



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

Employee Excellence

Expanding the Possible

A commitment to continuous improvement

Manjee Kumar and his team developed a fuel filter fitting process that's safer, easier, and requires fewer man-hours.



Manjee Kumar

One of our values, Expand the Possible, is all about looking for ways to improve what we create and how we do things. When Manjee Kumar joined the RAD Cab Assembly (subassembly) area in October 2022, after several years in Final Assembly, he began looking for continuous improvement opportunities in his new tasks. One of the biggest growth opportunities he saw was with the fuel filter assembly process.



The old process

"The fuel filter is a big, bulky part that needs to be fitted to the RAD cab. The whole process requires five team members to be actively engaged, along with the overhead crane. The suspended load of 450 kg needs to be manually pushed and positioned, with two additional people to work beside this suspended load to fit with the main frame."



Risk evaluation

"The suspension point and the actual fitment point are not in a linear path, so the connecting belt or chain must be flexible enough to carry out the proper positioning. During the process, the hanging belt repeatedly touches the sharp edges of the main frame – causing a big safety risk of a cut and fall."



Solution

"We're working a mobile hydraulic cart that can move the fuel filter horizontally on the ground. This eliminates the risk of a cut and fall, and it minimizes the need for a crane. These are two significant safety improvements. Additionally, we've cut the man-hour cycle time by 1.5 hours because we only need three employees to complete the task instead of five."