

SAME TRACK

THE CULTURAL NEWSLETTER FOR WABTEC EMPLOYEES

Frontline Spotlight

Pushp Raj and his manager discuss their strategies for creating a culture of transparent communication.



Leader's Letter

Justin Downs discusses the importance of two-way communication and shares some of the key channels for employees.



Competitive Edge

Joe Cavalier discusses the role communication plays in rebuilding trust at Erie post-strike.



Managers' Roundtable

Managers across the globe share how transparent communication helps Wabtec build more efficient teams.



Employee Excellence

The Erie HR Leadership team has built new CBA training initiatives to better relay important processes.



Leader's Letter

Driving Respect with Communication

Success with stronger relationships

Justin Downs discusses the importance of two-way communication and shares some of the key channels for employees.



Team,

To get the best from our organization, it's critical that employees, managers, and leaders have good lines of communication. Over a year ago, we started *Same Track* to make employees across the organization more visible. We feature stories and input from frontline employees, managers, and leaders side by side, so everyone has a voice.

One way that we encourage transparent communication from the employee side is through *Speak Up, Wabtec*, our open reporting system for safety and ethical concerns. In this issue, you'll see data about the submissions we've received this year and how those have been resolved. Remember, if you see or experience something that's unethical or unsafe, you can report it by emailing speakupwabtec@wabtec.com, or by contacting anyone on the Legal, Finance, or Internal Audit teams.

Transparent communication goes beyond bad news, too. When employees on the front lines communicate well with their leaders, they can share opportunities for more efficient processes, safety improvements, better customer engagement, and improved work experiences. We work hard to ensure there are channels for employees and managers to discuss these opportunities.

Ultimately, good communication comes back to respect. We respect our employees, so we ensure we're sharing the news that's important — and we hope you'll do the same.

Thanks for all 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

Building Bonds

Making transparent communication feel natural

Pushp Raj and his manager discuss their strategies for creating a culture of transparent communication.



Pushp Raj

Transparent communication helps us build a teaming culture of trust for our employees. At the Saran plant, Pushp Raj, Junior Engineer, takes a holistic approach to building communication channels for his team on the frontline. Here, Pushp and his manager Md Sharique Ali, Lead Operation Management Specialist, discuss the ways they maintain transparent communication on their team.

Communicating effectively

Team communication in operations can be difficult when there are so many moving parts. Pushp thinks transparency helps simplify communication avenues, so his team can minimize unclear or even hazardous communication. “Transparency has a myriad of strengths that help our team. It builds trust and, through that trust, enhances informed decision making.”

Transparency also prevents hazardous communication that may put employees at risk. Pushp says, “There are times where, if you don’t communicate clearly, it may be misunderstood by your team.” Pushp says, “This can lead to possible safety concerns or even injury. That’s why transparency is so important – it could save your teammate from a dangerous situation.”

Defining roles

Pushp often deals with obstacles when communicating with his team. “There are so many places communication can go wrong. There could be lack of clarity, a language barrier, or even just information overload.”

Pushp works with his team to set communication standards to avoid poor communication from employees or managers. “We’ve created strategies to build better communication every day.” Pushp says, “It starts with defining clear

roles and goals on our team, and we’ve built diverse communication channels which focus on clarity and support.”

Getting in the game

Pushp says transparent communication starts with awareness. “If you pay attention to the tools available, the culture of your team, and the way your team changes over time, it’s rather easy to create a transparent culture.” Pushp says, “We have so many tools at our disposal, whether it’s collaboration software like MS Teams or quality training from our HR teams.”

Md Sharique thinks employees who want to emulate Pushp and his team should focus on building strong inter-team bonds. “Employees should maintain transparent communication with their team by taking the time to build trust.” Md Sharique says, “A culture of trust plays a huge role in Wabtec’s success.”

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Our team’s transparency has benefited employee morale, motivation, engagement, productivity, and satisfaction.”

— Md Sharique

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Md Sharique thinks transparent communication allows for an essential teaming culture that all employees can enjoy. “Our team’s transparency has benefited employee morale, motivation, engagement, productivity, and satisfaction.” Md Sharique says, “It’s also essential for improving team collaboration and cooperation.”



Md Sharique Ali



Md Sharique and Pushp Raj

Competitive Edge

Teaming Up

Rebuilding trust with communication

Joe Cavalier discusses the role communication plays in rebuilding trust at Erie post-strike.



Joe Cavalier

Transparent communication is an integral part of building trust among team members. After a lengthy strike, employees in Erie are innovating their communication avenues to get operations back on track. Here, Joe Cavalier, VP Operations, talks about the ongoing process for rebuilding employee trust.

Bouncing back

Since the strike in Erie ended, the facility has had some difficulty getting back to their operations potential. “We’re performing roughly 10%-15% below where we were in the first quarter of the year from a production output and efficiency standpoint, so we’re clearly not where we want to be,” Joe says. So, management has left no stone unturned when designing communication avenues. “While it’s been challenging to get roughly 1,600 people at the site operating with the same priorities, we’re utilizing many mechanisms to communicate with people.”

Change is not always comfortable, though. Joe says transparent communication sometimes comes from challenging moments of self-reflection. “We need to be brutally honest with ourselves and humble enough to acknowledge where we have gaps and weaknesses.” Joe says, “We need to be committed enough to improve ourselves and make changes sustainable.” Though Erie is underperforming now, their

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We need to be brutally honest with ourselves and humble enough to acknowledge where we have gaps and weaknesses.

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future is bright. “What’s important is bringing the community together. We have personal discussions with union leaders trying to create a culture of transparency.” Joe says, “It’s really about aligning ourselves and coming together to get things done.”

Turning the page

Joe knows that employees were having a tough time adjusting to day-to-day operations after the strike. “Everybody

endured some level of hardship, whether you were out on the picket line or you were trying to get work done in the facility.” Joe says, “The strike took a toll on people. It’s a real challenge to sort through the accumulated experiences from the strike while also having all these business and customer commitments.”

At this point, Joe says leadership’s focus is on communicating a culture of support so that employees can rebuild their teams. “I think for the most part, people want to turn the page, and now more than ever, we’ve got to really keep good priorities and work together. If we don’t deliver for customers, we’ll have bigger problems.”

Following the mission

Joe thinks that by aligning the Erie community, we can start moving toward a deeper sense of continuous improvement. Employees working towards the common goal of improving Erie’s operations can benefit both employees and Wabtec as a whole.

“We need to get to a place where everybody is working towards the same mission. It’s beneficial for everyone if we

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What’s important is bringing the community together.

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can perform and execute better,” Joe says. He also believes employees become more efficient when leaders recognize and maximize their talents. “Aligning ourselves to a common goal really comes down to team design, making sure everyone is in a place where they can succeed.”

Joe thinks that if an employee has skills that aren’t being utilized, they need to be vocal about it. “We’re on a mission to drive continuous improvement. It’s a real waste if we don’t leverage the expertise and ideas of our people,” he says. “We want to continue encouraging people to share ideas and be vocal about potential new ways of doing things, because that’s what helps make us better.”

Taking accountability

Joe wants to inspire accountability on the shop floor. Each employee should recognize

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There’s a level of accountability that I think everybody has to have from top to bottom.
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the importance of the work they do and carry it out with efficiency in mind. “There’s a level of accountability that I think everybody has to have from top to bottom.” Joe says,

“We’re all responsible for the efficiency of our facility.”

While there can sometimes be obstacles out of our control, Joe thinks having a personal connection with our work can strengthen our performance overall. “While there are some things that are outside of our control, how well we do the work, how efficient we are, how safe we are – these are all things within our control.”

Transparent communication comes into play when voicing your accountability to your team. “The transparency serves as the baseline. It’s important that people understand that transparency is the starting point of progress. We need people to accept it, understand it, acknowledge it, and then act.”



Speak Up, Wabtec!

If you see or suspect unethical, illegal, or unsafe conduct of any kind – or behavior that just doesn’t seem right – report it immediately. All concerns of misconduct or violations of Wabtec policy or the law are promptly, thoroughly, and fairly investigated. Speak up when you see or suspect misconduct!



All concerns may be submitted anonymously. Scan the QR code to access the portal and online submission form, or use these channels:

- Your supervisor or manager
- Hotline (country-specific telephone lines on portal)
- Email speakupwabtec@wabtec.com
- Human Resources Manager
- Legal & Compliance, Finance, Internal Audit, and EHS teams
- Compliance Champions

Managers' Roundtable

Communicating Clearly

Building a talking culture

Managers across the globe share how transparent communication helps Wabtec build more efficient teams.



How can transparent communication help us optimize operations?

Rick: For me, transparent communication builds trust. So, I need my employees to trust me. I need to trust my supervisors as colleagues and peers. We need to be able to trust each other. Transparent communication lets everybody know what is expected of them.

When employees know the big picture and they have that trust that they're being communicated to effectively, then that allows them to forecast potential problems or issues. Instead of a problem getting discovered two or three steps too late, that problem can get identified at the earliest step possible and rectified before it gets to a critical area.

Joseph: Transparent communication helps us understand one another. We get to understand where each other is coming from. That goes across the board with everybody that we work with. Communication is critical to everything that we do. It's really the foundation of building trust among everyone that we work with, whether that's our peers, managers, employees, or even our customers.

When you have all the information up front, you don't have to go asking a bunch of questions trying to get what you need. You're not spending any extra time tracking things down.

Ignacio: Communication is crucial in any organization – communicating with transparency is Wabtec's differentiator. Communication is especially important in an operations environment. Our metrics we use to objectively gauge and share information help bring clarity to our teams. They help us discover what we need to do to correct negative trends.



What kinds of strategies does Wabtec employ to ensure clear, consistent communication?

Rick: Well, it starts with the management team. We get together every day to go over our priorities and safety concerns. We want to really map out the day, so we're on the same page as the management team. We then take that roadmap back to our respective work areas and make sure that trickles down to our teams.

Joseph: Here in Fort Worth, we use Star Points which are like ambassadors from each one of the teams that go to a meeting. They all get the same message and then they're able to take that message back to their teams out on the shop floors.

Ignacio: We have roundtables with both salaried and hourly people where they can raise any concern about our operation. It allows everyone an opportunity to talk about how we are doing and where we are going.



My employees need to know that they can come and talk to me at any point throughout the day with any of their quality, safety, or production concerns.

— Rick



Rick Fails
Production Supervisor
Erie, PA



Joseph Jones
Human Resources
Generalist
Fort Worth, TX



Ignacio Espinoza
Senior Director,
Operations Manager
Monterrey, Mexico



What can employees do to improve their communication with their team and managers?

Rick: I think the first step is to always be looking at ourselves. A lot of times when we identify communication issues, we're always looking at where that issue may be up or down, separate from ourselves. So,

if I'm thinking that there's a communication problem or breakdown somewhere, I really try to start with myself. Where did I not communicate?

I check those blocks first before I start looking outside of myself, whether that's going down to the employees or going up to my own supervisors. In many cases, though, it probably starts with me somewhere.

Ignacio: My advice is to use the tools around you. Use the avenues Wabtec invests in to stay on top of new information. I also tell my teams to keep it simple. I love bullet points or talking points. So, I always try to condense this information in a couple talking points to condense the information. I believe that when you put attention to these key messages, you can make a huge difference for your organization.



It's really the foundation of building trust among everyone that we work with, whether that's our peers, managers, employees, or even our customers.

— Joseph



An open-door policy is a critical aspect of this. My employees need to know that they can come and talk to me at any point throughout the day with any of their quality, safety, or production concerns. They need to know that it's never a bother and that it's something that I take seriously. It's as simple as just being out and available to get ahead of potential issues a lot faster.

Joseph: I think one of the key things that employees can do to improve in communication is just simply being open. You need to make sure that you get all the details out there and provide all the information. Whoever's involved in a project, managers, fellow team members, you've really got to have all that information up front to make good decisions.



Communicating with transparency is Wabtec's differentiator. Communication is especially important in an operations environment.

— Ignacio



Fort Worth, Texas



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

Employee Excellence

Streamlined

Designing more efficient training

The Erie HR Leadership team has built new CBA training initiatives to better relay important processes.



The HR Leadership team in Erie created new CBA training initiatives to help rebuild employee trust after the recent strike. These trainings help support new employees as well as streamline processes for existing employees. Here's what the team said about how they got it done.



The objective

“We wanted to make these trainings helpful and streamlined. So, we covered general language changes, such as new employees having earlier access to paid holidays and personal time. We included extra break time for employees working 10 or more hours and increased reimbursements for safety shoes. We also provided in-depth training on the new grievance process and defined how different levels of operations management will be involved at each step with the goal of solving grievances at the lowest step.”



The process

“We focused on providing our salaried team with more information on how to assist and work with the hourly workforce. Providing open communication on the front end of a new CBA will enhance our managers' ability to provide leadership to the bargaining unit workforce.”



The training

“These trainings were designed and led by HR leaders John Zaczyk and John Litton, along with the site leader, Joe Cavalier. We also had Joanna Rodriguez, a member of our legal team, there in person to work through any questions and concerns the audience needed to discuss. It was a very open forum and participation was tremendous in all three sessions.”



Success

“Language changes in the CBA affect all levels of employees in operations, so it's important to have transparent communication in the trainings. The changes impact everyone from the hourly workforce all the way up to the site leader and beyond. In providing this training not only to our frontline leaders but also our business leaders and plant managers, all levels of management are hearing the same message and can use that message to ensure the CBA is being followed. When that happens, working as a team comes easier and our employees, at every level, can be successful on a day in and day out basis.”