

RAILWAY SAFETY CULTURE CAMPAIGN FOR ALSTOM

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1. BACKGROUND

With the Alstom acquisition of Bombardier Transportation in January 2021, came the need for alignment of the two legacy companies on processes, ways of working and a common mindset (shared vision) all of which are vital to ensure proper management of Railway Safety.

The acquisition created a global mobility leader committed and able to respond to the increasing need for greener and smarter transportation worldwide. Alstom provides a comprehensive product portfolio, unparalleled research and development, innovation capabilities, extensive commercial reach, leveraging the many complementarities of the two groups. With 74,000 diverse and experienced employees in 70 countries to serve clients globally.

Thanks to the commitment of all our employees, the integration of Bombardier Transportation is fully on track with increased customer satisfaction and synergies being delivered.

The Alstom organisation now in place is moving as one team, supported by new Alstom company values (Agile, Inclusive and Responsible) with a long-term culture and change roadmap.

The Alstom Management System key processes have converged, encompassing all functions and product lines, tenders and projects activities, quality, Railway Safety and supply chain. Convergence activities have been critical to reach one operating model with best-in-class company processes.

In parallel the EU Agency for Railways (ERA) launched its Safety Climate Survey. This was, in fact, the perfect time to re-evaluate how we manage Railway Safety in the new Alstom, with our ambition to be the global leader in the transportation sector.

2. OBJECTIVE

Railway is the first public mode of transportation in terms of number of transported passengers (considering trains, metro and tramway users). It is important to put the passengers and third parties at the heart of our preoccupation in term of health and Railway Safety. Alstom has publicly declared his commitment towards this corporate and social responsibility and places Railway Safety has a key element in sustaining and developing a strong business.

In the context of Alstom following the integration of Bombardier Transportation, the existing Quality & Railway Safety policy has been split into two dedicated policies, giving more importance and visibility to the Alstom Railway Safety policy, issued in May 2021. It reinforces and highlights the strong commitment of Alstom in this area to all employees.

The engagement of the top management has supported and influenced the update of our Safety Management System, which improves the Railway Safety governance and nurtures the Railway Safety culture within the organization. Applicable requirements for Quality and Railway Safety are also included in the Alstom Management System. It is regularly audited and certified following ISO 9001 and ISO/TS22163 (IRIS) standards.

The Railway Safety policy is deployed, through:

- the processes and ways of working put in place at Alstom level and in the different businesses and deployed in the Regions
- dedicated annual action plans to enable the continuous improvement of Railway Safety

The action plan has four axes defined taking into account the new company context and evolution:

- the acquisition of Bombardier and the integration phase that follows
- the size – footprint and new scope of products, systems and services
- the legacy organisations best practises and improvements already in motion.

The four axes are

1. Committed to Railway Safety and ready for growth: This refers to the completion of the integration activities, the deployment, and the monitoring of the Safety Management System through an updated reinforced governance.
2. Drive Efficient / Robust Risk Management: This covers the different actions to improve the efficiency of the Railway Safety processes, the management of safety issues and the global improvement following return of experience.
3. Contributor to innovative solutions: It covers the involvement in Standards and Regulations, the evolution of the Safety Management System considering new technologies and impact on processes, methods and tools and the activities in Research and Development and in new mobilities.
4. Skilled people promoting a positive Railway Safety culture: This aims at maintaining and growing the engagement of employees, at achieving sustainable competent resources and at implementing a positive railway safety culture.

This paper focuses on an aspect of the specific pillar of “skilled people promoting a positive Railway Safety culture”.

Our overall Railway Safety culture program objective is to continue to nurture in Alstom’s DNA a Positive Railway Safety Culture by providing active governance, training, regular communications, and Railway Safety champions to targeted populations.

The approach to build the next three years Railway Safety culture program in Alstom and its main deliverables with illustrative examples is presented in this paper.

3. METHODS

The Railway Safety culture program has been designed with people at its core but also taking into account the priorities and risks in the new Alstom in the next three years. Railway Safety experts, communication specialists and executive champions all contributed to its evolution.

Key principles to be achieved linked to the specific context of Alstom, post-acquisition of Bombardier Transportation were outlined following analysis and workshops using tools and techniques such as Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis, risk assessment, audit results, Bombardier Transportation and Alstom Railway Safety Roadmaps 2020/2021, review of external Standards and Regulations, experts and business feedbacks etc..

These principles can be summarised as:

- Reenforce and communicate the RSA policy - commitment of Alstom internally and externally
 - ▮ Policy & Road Map – Supporting a flexible, high performing and resilient organisation
 - ▮ ERA safety culture declaration, signed by Alstom’s Chairman and CEO in 2018.
- Support the transition period post Bombardier Transportation acquisition, not only from a process perspective but also from a people and behaviours point of view.
- Ensure that during the periods of change people stay focused on Railway Safety
For example, it was consciously decided only to perform a Railway Safety culture survey once the company is stabilised to avoid distraction and provide focus to the implementation of the changes post Bombardier Transportation integration.
- Ensure that best practises from legacy organisations have been harvested and enhanced in Alstom to make the most of the acquisition, taking “the best of the best”.
- Continue to apply our safety management system to control safety risk in the organisation and ensure that each project team
 - ▮ carry out a safety analysis and ensure that the demonstration of safety is traceable
 - ▮ carry out an independent safety Assessment (led or supervised by the Quality Department) and internal – external audits
 - ▮ ensure that safety is demonstrated at key stages through a Development for Quality (DFQ) process
 - ▮ follow up the resolution of Railway Safety potential threats to ensure those are continuously handled as a matter of priority and that the progress of related action plans is monitored and supported by General Management
- Address high priority return of experience captured from the implementation of the SMS
- Ensure that the program received Management buy-in and funding to ensure its successful results
- Take into account Railway Safety Culture information from external organisation such as The European Union Agency for Railways (like the Railway Safety Culture Model and climate survey) but also results from published reports including those from National Investigation Bodies and National Authorities reports

As a result, four target populations are identified – prioritised:

1. Leadership and Management
2. All employees
3. Safety network of professionals

4. External stakeholders (customers, suppliers, etc)

For each, Alstom team therefore chose to build on initiatives/activities that existed already and add or improve specific elements to align with the principles set above.

The following section highlights the ongoing and future activities to reach our Railway Safety Culture Program objective to continue to nurture in Alstom's DNA a positive culture by providing active governance, training, regular communication and Railway Safety champions to the targeted populations mentioned earlier.

4. RESULTS

4.1 Railway Safety Governance

Alstom aims to sustain a regular, strong and active governance following the principles of plan-do-check-act for the Railway Safety Management System. The commitment of leaders and all internal stakeholders' participation is a key element to a successful governance. The goals are for each responsible areas (business operating areas as well as transversal functions) to monitor their performance, drive improvement programs, share learning and promote the positive behaviours needed for a positive Railway Safety culture.

The governance principles have multiple facets that not only support the first pillar of the action plan by clearly ensuring that the leaders of the organisations and employees as part of their regular activities display clear commitment to Railway Safety but also support the Railway Safety culture program.

The governance structure and associated agenda-objectives-participants are defined to align to the Railway Safety responsibilities in the organization but also to ensure Railway Safety topics sharing across metiers, products, regions, up and down the organisation etc, is promoted for common understanding, efficiency and continuous improvement benefits.

The Railway Safety governance is done through three loops converged into? a global Alstom Railway Safety Board chaired by the Alstom Chairman and CEO or the Chief Operation Officer and held twice a year. The three loops cover:

- Follow up of railway safety events and operational Railway Safety Key Performance Indicators (KPIs) at site, region, and global Alstom level (monthly)
- Follow up of the implementation of the Railway Safety Management System locally (e.g site or country) (at least every quarter) and region level (twice a year)
- Railway Safety "métiers" meetings including Network at Product Lines level, Product Lines reviews (Quarterly), Independent Safety Assessment Board (Twice a year) and Alstom Railway Safety assurance committee (Monthly)

The main objectives are to:

- review and monitor the performance of the implementation of the Railway Safety Management System
- drive the improvements programmes at various levels across the Alstom organisation
- share Return of Experience
- promote the positive behaviours needed for a positive Railway Safety culture.

The governance at Alstom level, of safety events and at "métier" level was quickly sustained and/or improved in 2021. Its early focus and key role being in facilitating,

leading and controlling the integration changes. The improved governance at local level is implemented according to a roadmap including three phases being piloted (one site done in November 2021), sampling (25 sites in place by March 2022) and full-scale deployment in 2022/23).

Engagement at executive leadership level and local management teams with communication, training, IT tools and facilitation from Railway Safety experts via templates – guidelines and direct support in its implementation are key to successful implementation.

Local teams are empowered, engaged, informed and actively driving Railway Safety performance and improvements. Initial feedback is showing an understanding of the Railway Safety management and ownership at site, country leadership levels which impresses on local staff the importance of Railway Safety.

Some early benefits we have seen are active and visible management interventions to support sustain and improve safe performance (initiation of dedicated team-programs to address reoccurring drivers of potential safety threats following recent Return of Experience analysis), targeted Railway Safety awareness communication (via safety days on sites with active involvement of staff identifying how their activity impacts railway safety and emphasising how they can report any concerns and contribute to continuous improvements), accelerated completion of training (see section 4.2), sharing between teams driving improvement programmes (resolution of issues best management practices), strong and informed leadership behaviours for the dissemination and adaptation of Railway Safety common objectives at Alstom and local level.

Long term it is also a key element to manage ongoing changes and ensure mobilization and focus on Railway Safety.

4.2 Railway Safety Training

For training the Railway Safety internal Academy, part of Alstom University, has been designed in order to strengthen and anchor the Railway Safety Culture within the company and is part of Alstom Competence Management. In the framework of the Academy are several training courses, which are available for white collars from leadership team to operational teams. In addition, dedicated training materials for blue collars awareness exist and are made available for site customization and dissemination.

The main trainings are:

- Platinum Railway Safety training for senior managers is presented jointly by safety experts and legal counsel focusing on the Alstom Railway Safety Management System, the product liability responsibilities and leadership behaviours.
- Awareness training in Railway Safety is dedicated to Project teams and focuses on implementation in tenders, projects, and programs
- Detailed trainings called Safety for Professionals focussing on the technical aspects of the safety, and the correct application of the processes implemented by the correct competent employees achieving the desired [quality of] outcome. Those trainings are dedicated to quality and Safety teams.
- Last, but definitely not least, the shop floor staff receive safety awareness training about the potential consequences and their individual contribution to avoid railway

accidents by the correct application of processes, ways of working and behaviours (like for example encouraging a questioning attitude).

In addition, other specific trainings are made available or are in preparation to cover more technical topics as for example the management of safety events, the application of the EN50126 standard.

In all trainings, Alstom encourages and promotes the reporting of any safety concerns via direct or indirect supervisor report but also anonymously and confidentially via the Ethics & Compliance Alert procedure.

It is also foreseen to design “refresher trainings” with practical illustration reinforcing behaviours and safety performance outcomes of the relevant target populations and cementing the key training messages.

The roll out of Railway Safety Training is closely monitored at all levels of the company and is a Key Performance Indicator of the Railway Safety governance. Each manager has the responsibility to ensure their staff have completed the relevant Railway Safety Trainings. The human resources department is responsible to provide the relevant data to support the roll out of the trainings.

Following the acquisition of Bombardier Transportation in 2021, the priority has been to update and formalise our common railway safety processes and trainings at Alstom Level. Advance communications (presentation, team events, webinars etc) and training were designed and made available from March onwards using a roll out plan. Focus was given on the management of potential safety threats, ensuring that all employees are aware of the Railway Safety policy and their respective duties, and that they have a clear knowledge on which processes to apply during the transition. For example, the active and focused rolled out supported by the governance and facilitated by all stakeholders resulted in all new Managers, Engineers and Professionals induction and awareness training targets to be achieved in one year.

Together with the Alstom University, the Railway Safety academy is continuously analysing feedback and looking at most effective ways of rolling out and embedding the trainings via eLearning, interactive webinars, classroom and on-site facilitators for example. Railway Safety experts are strongly encouraged to participate in these activities and a strong community of Railway Safety Trainers is working together in designing, improving and rolling out (with Human Resources / Alstom University support) the Railway Safety training curriculum. This is animated at central Alstom Railway Safety level with relevant Railway Safety businesses representatives.

4.3 Railway Safety Communication

To be more specific, the term communications referred in the Alstom Railway Safety culture program considers scheduled interventions and initiatives on dedicated topics using various media (like team events, published articles, reports, communication campaign) to support the implementation of the Railway Safety policy, awareness and priorities highlighted in section 3. This involves Alstom employees including leaders and safety professionals, suppliers, customers and stakeholders.

To nurture a positive Railway Safety Culture, it is established that we need to keep the communication flowing and constant. As the company has grown, it is key that the

communication on Railway Safety policy and commitments stays coherent in the company and that the same time, the safety information flows and is shared across the organisation. It is also key to cement on a continuous basis that Railway Safety is a priority and commitment for Alstom and that all employees live this commitment every day not only by their message but also by their actions.

The governance defined above is one of the vehicles to disseminate and receive Railway Safety information Communications but also set the tone and drive actions. Other media like leadership team talks, team debriefs, articles on the company intranet and emails are prepared by the metiers and used by leaders, managers and other stakeholders to disseminate the messages across the company. An example of this is the creation of a new dedicated Railway Safety communications SharePoint accessible to all employees with information and stories relevant to them but also specifically to leaders, safety professionals and other specific functions.

The communication elements provided become a support for the local team to expand, customise, illustrate and reenforce the key messages with the local teams' needs.

An all-employee awareness campaign is also planned in 2023-24 to reinforce key messages and boost discussions at team levels. The main objectives are to reenforce and anchor people's understanding of the topic, of the consequences of safety incidents and stress that each Alstom employee together with the collaboration of customers, suppliers and stakeholders can contribute by their actions and behaviours to deliver safe products and services. The campaign will be designed to touch people's feelings and make it real, relevant to them, again using local teams and recent relevant testimony examples. The aim being that every single employee can then follow up with what they can contribute to deliver safe high-quality products and services.

Alstom Railway Safety central team will also use past experiences and elements from legacy companies and other Environment Health & Safety campaigns to ensure a continuity and complementary message.

We also continue to engage and communicate externally. A couple of examples are shared below:

Via regular customer satisfaction surveys Alstom ensure pertinent feedbacks are taken into consideration. The surveys encompass several aspects of customer satisfaction of which Railway Safety is a component. The results and subsequent actions are managed by the local team owning the relationship with the customer with possible dedicated follow up and safety information sharing with the customer. At central Railway Safety level any trends shared via the governance is considered in yearly action plan, helping prioritised and target specific internal and external communication.

Our suppliers play a key part in contributing to the safety of the railways. Selection, qualification and monitoring of suppliers is a Quality function task. One element of that is development and partnerships. Supplier days are often convened at our main sites and, whilst sometimes Railway Safety is discussed, there is now more opportunity to embed specific topics for discussion and feedback in support of our safety culture objectives.

In summary our communication plan over the next 3 years is targeted at both internal and external stakeholders and forms an important part of the roll out of the Railway Safety Culture in Alstom

4.4 Railway Safety culture champions

To create momentum, we plan to develop Railway Safety culture champions. Their role is to challenge, mentor and encourage others with practical ways to implement a positive Railway Safety culture.

These Safety Culture Champions will be volunteers who want to be in that role, not just selected based on position of seniority or their position as safety professionals. They will come from all levels in the organisation from shop floor to top management. They will possess a unique set of soft skills to be able to enthuse others and bring everyone along on our journey of continuous improvement. Support in the way of training, resources and banded communication materials will be provided centrally to ensure consistency in the key messages or areas of specific focus. However, they will be flexible enough to understand how that can be implemented locally with their country, business site, projects and customer expectations.

Involving the external stakeholders, Customer testimonies will be sought to solicit the views and expectations of our customers, and their end users, on what Railway Safety means to them.

5. CONCLUSION

In conclusion, Alstom has targeted a three-year programme to continue to promote the positive Railway Safety culture in the organisation. This culminates in a survey planned in 2025, which, when combined with lessons learnt from the wider industry, will help the company to identify what areas to reinforce beyond this point.

The survey is a key part of the program as it will establish where the organisation Railway Safety culture has evolved following the integration of Bombardier Transportation. This coupled with return of experience from

- Railway Safety governance
- Regular training and communication,
- Processes including the management of safety issues,
- Railway Safety performance,
- Direct champions, safety professional and management feedback
- Evolution of Standards and Regulations
- Industry best practises

will enable Alstom Railway Safety Teams to establish its next priorities to fulfil Alstom commitment of being a sustainable organisation responsible for the safety of its product, systems and services supporting the overall company mission to “lead the way to a greener and smarter mobility solutions worldwide”

Keywords: safety culture; governance; training; communication; satisfaction survey