



# MAKING IT RIGHT

12-Month Progress Report on East Palestine, Ohio,  
and Surrounding Communities







## ABOUT NORFOLK SOUTHERN

Since 1827, Norfolk Southern Corporation (NYSE: NSC) and its predecessor companies have safely moved the goods and materials that drive the U.S. economy. Today, it operates a customer-centric and operations-driven freight transportation network. Committed to furthering sustainability, Norfolk Southern helps its customers avoid approximately 15 million tons of yearly carbon emissions by shipping via rail. Its dedicated team members deliver more than 7 million carloads annually, from agriculture to consumer goods, and Norfolk Southern originates more automotive traffic than any other Class I Railroad.

Norfolk Southern also has the most extensive intermodal network in the eastern U.S. It serves a majority of the country's population and manufacturing base, with connections to every major container port on the Atlantic coast as well as connections to major ports in the Gulf of Mexico and Great Lakes.

Learn more by visiting [www.NorfolkSouthern.com](http://www.NorfolkSouthern.com).

## CONTENTS

### 1. Report Introduction

Letter From Our CEO Alan Shaw	4
A Message from Our Board	6
How We're Making it Right	7

### 2. Community & Economic Support

Summary of Responsive Actions	8
Economic Recovery & Business Support	8
Family Assistance Center	10
Supporting Community Vitality	11

### 3. Environmental Remediation

Summary of Responsive Actions	12
Intensive Remediation Complete	12

### 4. Governance & Safety Improvement Efforts

Summary of Responsive Actions	14
Board of Directors Updates	14
Company-wide Actions	14
Safety Enhancements	15
FRA Safety Assessment	16
Update on ANS Independent Review of Safety	16
Update on NTSB Investigation	17
Partnership with Craft Employees	17

### 5. The Work Ahead

18

**Cover photo:** Over the past 12 months, Norfolk Southern has committed over \$103 million to East Palestine and the surrounding area, including efforts to ensure the region has the economic development resources it needs to thrive for the long term.

**Photo this page:** Norfolk Southern has committed to system-wide safety improvements including new technologies, enhanced training and more – all with the goal of becoming the gold standard of safety for the railroad industry.





## INTRODUCTION

### LETTER FROM THE CEO

It’s been 12 months since we began working with East Palestine and the surrounding areas to help them recover. And every day, I am reminded of the resilience, character, and heart of the residents here. They take immense pride in their hometown—and we’re committed to helping them make it an even more vibrant, thriving place.



While we’ve made measurable progress this year—we know work remains. From the beginning, we pledged to do the right thing in East Palestine and other areas affected. But our job here is bigger than doing just one right thing. It’s about doing

the next right thing, and the next one after that. The road to recovery is just the start; we’ll be here as long as it takes for these communities to truly flourish.

Just as we did six months ago, Norfolk Southern has compiled a report detailing our efforts a full year later, to hold ourselves accountable and detail the progress made and promises kept. More importantly, the following pages outline the work that still remains and how we’re prepared to see it through.

To date, Norfolk Southern has committed more than \$103 million to East Palestine and the surrounding areas in Ohio and Pennsylvania.

In the six months since our last progress report, we have:

- Provided a \$500,000 grant for economic development
- Pledged nearly \$4.3 million to support upgrades to drinking water infrastructure
- Broke ground in East Palestine on the First Responder Training Center—which will be a regional asset.
- Completed the initial intensive phase of environmental remediation
- Announced the next phase of our community assistance program
- Began implementing changes based on the independent review by Atkins Nuclear Secured (ANS)
- Made significant progress on the “Six Point Action Plan for Safety”

Air, soil, and drinking water testing continues to show the environment around the site is safe. Even so, we are committed to enhancing the East Palestine water plant to provide upgraded treatment capabilities for the area’s drinking water.

Our work in East Palestine is pivoting from environmental remediation—the main imperative of

the first six months of recovery—to helping build up the economic resiliency of the area. This process has already begun. With our assistance, experts are working with East Palestine leaders to not only forge a path to full recovery, but to also tackle some of the ongoing challenges facing the region since before last February.

To date, Norfolk Southern has committed more than \$103 million to East Palestine and the surrounding areas in Ohio and Pennsylvania.

We will continue to deliver on our promises and work closely with community members and local businesses, putting their needs and concerns first. And we will keep working for as long as it takes for the East Palestine area to return to the kind of thriving community its people are truly proud to call home.

Alan Shaw  
President & CEO, Norfolk Southern  
January 29, 2024



**Top left:** In November of 2023, Norfolk Southern helped convene an economic development roundtable at the American Legion Hall in East Palestine, bringing together local, state and federal officials to discuss the region’s long term growth. **Above:** In the past six months, we completed the intensive phase of environmental remediation in East Palestine – including the reopening of East Taggart Street.





**A MESSAGE FROM OUR BOARD**

The Board of Norfolk Southern continues to oversee management’s response to the incident, guided by the principle of making things right for East Palestine and the surrounding communities. Under the Board’s oversight we have made significant and sustained environmental remediation, community support, and safety enhancement efforts.

Safety is a core priority for the Board as we continue to focus on continuous, long-term improvement. We have a highly engaged and data-driven Board Safety Committee, that has met frequently in the year following the incident. The committee receives detailed updates from the new Vice President of Safety on the progress of our various programs and initiatives, providing insight and accountability to make sure these efforts are being prioritized and implemented.

The chair of the Safety Committee has been heavily engaged with our strategy and safety programs,

including the technology pathways that will help us make Norfolk Southern the gold standard for railroad safety.

→ Please see the Governance and Safety Efforts section of this report on page 15 for more details on how we’re enhancing safety across our operations.

*Above: Becoming the gold standard for railroad safety remains Norfolk Southern’s top priority.*

**HIGHLIGHTS**

Some of the notable actions and accomplishments we have achieved to date.



**\$300K** to district academics, athletics, and extra curriculars



**\$220K** to East Palestine fire department for SCBA air packs



**\$103M+** donated to support the East Palestine community



**\$500K** committed to East Palestine’s economic development



**11,690+** family visits to our Family Assistance Center



**\$9.1M** to Pennsylvania community support



**Testing** shows no air quality concerns, impacts to public drinking water or private wells



**Traffic** has been restored to East Taggart Street



**Aquatic life** has returned to the area streams and work continues to address remaining impact



**\$4.3M** fund established to protect drinking water

**HOW WE’RE MAKING IT RIGHT**

In the 12 months since the incident, we have worked tirelessly with local, state, and federal authorities to help bring normalcy back to East Palestine and the surrounding region, ease the burdens of those affected, and instill hope for a brighter future.

Now that a significant portion of the environmental remediation work is complete, we’re refocusing our efforts to help restore the economic strength and well-being of the affected communities. We’ll be here

for the long haul, making resources available to help businesses recover lost income, compensate homeowners for any lost property value, and empower the community with investments to help it thrive.

**PHASE 2**

The next phase of our commitment, announced in late 2023, includes:

**\$500,000** for an economic development agency to work with East Palestine community leaders

**CONSTRUCTION** of Norfolk Southern’s permanent East Palestine field office

**AN INTERIM HOME VALUE ASSURANCE PROGRAM** to compensate any reduction in value of eligible residential properties located in East Palestine and some surrounding communities





## COMMUNITY & ECONOMIC SUPPORT

“I’d like East Palestine residents to rest assured that we will be staying by their side for as long as they need, and will continue to strive to support them on the road to recovery.”

—Nabanita Nag, EVP & Chief Legal Officer

### SUMMARY OF RESPONSIVE ACTIONS

The next phase of our work in East Palestine will focus on continued community support—long-term, meaningful assistance that makes this unique community even stronger and more successful. Families and local businesses are the heart of any community, and Norfolk Southern is dedicated to listening to their concerns and providing assistance to help them build a foundation for success today and well into the future.

### ECONOMIC RECOVERY & BUSINESS SUPPORT

In November, Norfolk Southern helped convene an economic development planning session to plot a path for the East Palestine region’s economic recovery, guided by the expert recommendations of Ohio-based Bricker Graydon, a law firm that specializes in supporting public sector clients on environmental law and economic development. The discussion brought together Village leaders, local and state officials, and representatives from major government entities like

the Federal Emergency Management Agency to formulate a revitalization plan for overcoming the impacts of the incident, as well as to tackle broader economic challenges.

In November, Norfolk Southern helped convene an economic development planning session to plot a path for the East Palestine region’s economic recovery.

The gathering was just the first in a series of ongoing discussions aimed at elevating the economic activity in the region and establishing East Palestine as a thriving hub of commerce. Norfolk Southern has also hosted several open houses for local business owners, connecting entrepreneurs to resources and helping them apply for reimbursements for any losses caused by the incident.

**Above:** Norfolk Southern has worked closely with East Palestine and external consultants to shape a five-year economic development plan for the region.

“The strengths of the community are that people still want to live, work, and go to school in East Palestine because of its real quality of life.”

### BRICKER GRAYDON ON THE ECONOMIC FUTURE FOR EAST PALESTINE

Michael Jacoby is an economic development consultant with Bricker Graydon. With the help of a grant from Norfolk Southern, they were engaged by the Village in September 2023 to help create a five-year development plan for the region.

#### Q: What is your view of the region’s economic situation?

**A:** East Palestine, like most of Northeast Ohio and Western Pennsylvania, has a strong manufacturing history. Today, however, many residents commute to jobs farther away, or they are working for smaller manufacturers still in operation. Social service, healthcare, education, transportation, and utilities jobs are also common.

The strengths of the community are that people still want to live, work and go to school in East Palestine because of its real quality of life. It is safe, affordable, and close-knit. Once we start to get some momentum in the downtown, I think entrepreneurs and property owners will join with other renovations and investments.

#### Q: What is your assessment of the forum held in late November?

**A:** Everyone in this community has been through a lot. The cleanup is largely done, and people are all happy to put that phase behind us. While there is still a lot of work yet to do on the economic recovery, we’ve seen optimism about the future of the Village. Norfolk Southern has undertaken a lot of initiatives to make things right. And there is more the Village will be asking them to do, so that collaboration needs to continue. They all want to see their hometown emerge from this tragedy transformed, and this is our chance.

#### Q: What do you see as the first step toward broader economic recovery?

**A:** We are hard at work on a branded, multi-media campaign linked to the newly created East Palestine Community Improvement Corporation, a nonprofit economic development organization entity serving the Village. Going forward, the campaign is designed to serve as an online repository for factual information to help businesses, and it will also share information on living, working, visiting, and investing in East Palestine.

#### Q: What are some of the lingering economic issues facing the region and what could be a path toward solving them?

**A:** The region’s well-documented loss of industry, and loss of population, particularly of young talented people are common challenges. The good news is there are several small industries with growth potential that have found a good workforce and are committed to the area. We need to provide them support to grow—things like incentives and work force training.

Just as an example, I’d love to see some cool space for information-based companies and remote, work-from-home gig workers, like web design, programming, tech services, e-commerce, etc. East Palestine produces the talent; we just need to build the environment and support structure to keep the entrepreneurs here and nurture their growth.

#### Q: How are Norfolk Southern’s programs and financial contributions helping the recovery process?

**A:** Among the most significant, NS is making large scale upgrades to the Village’s public park. The Village has a great park that is a point of pride for the community, and it will be even better with the upgrades. Upgrades at the water plant are providing extra protection and peace of mind. The NS office and historic depot rehabs will also be a benefit. Collectively, these efforts are moving the needle forward in the Village’s recovery.



**FAMILY ASSISTANCE CENTER**

The Family Assistance Center (FAC), located at its new home in the heart of East Palestine, has hosted over 11,500 family visits, helping thousands of families in the area get access to the resources they need.

Norfolk Southern has reimbursed the state of Ohio directly for the care the patients have received at the East Liverpool City Hospital’s East Palestine Clinic, which is a new permanent health clinic that opened in April thanks to support from the Ohio Department of Health and Norfolk Southern.

**SUPPORTING COMMUNITY VITALITY**

Supporting the community means taking care of people’s long-term physical and mental health. Norfolk Southern has committed \$1.8 million in funding to a

local East Palestine clinical counseling and wellness practice to support the mental well-being of the residents of East Palestine and surrounding communities. The funding will be dispersed over the next 10 years.

**Other ways we continue to support East Palestine and surrounding communities**

**\$140K**

Raised for youth groups by working with partners.

**Paid application dues**

For local Boy Scouts applying for Order of the Eagle rank.

**Supplied**

Buses for the East Palestine High School basketball team.

**\$250K**

Donated to The Way Station, an Ohio-based nonprofit delivering aid to the East Palestine community.

**Donated**

Items to two local nursing homes and over \$3,000 to the Village toy drive.

**Provided**

Advertising of local events to help attract visitors to the area.

**Helped**

To replace the Village’s warning system for disasters such as tornadoes and fires.

**At least \$25M**

To be invested by Norfolk Southern over the next 10 years. Work has started on a new regional safety training center that will provide ongoing, free training for first responders across the region.

**Assisted**

The Chamber of Commerce with various events aimed at attracting patrons and supporting local businesses, including the Village’s annual holiday festival.



**Above:** East Palestine finds itself at the crossroads of growth and change; Norfolk Southern is heavily invested in seeing the Village continue down the right path.

*“I have had so many powerful experiences at the Family Assistance Center, so choosing a single memory is next to impossible. My involvement here is something that has grown larger than I could ever have imagined.”*



**FAC EMPLOYEE JODY SOLGOT ON THE CENTER’S ROLE IN THE COMMUNITY’S RECOVERY**

Jody Solgot is a Senior District Manager, Railway Investigations, with Norfolk Southern and has been working in the FAC to help connect members of her community to needed resources. She recently moved permanently to the East Palestine area from Michigan.

**Q: What is special about East Palestine?**

**A:** This is a tight-knit community where everyone seems to look out for everyone else. That’s a hard thing to find in today’s world and perhaps the most valuable thing that drew me to the area.

**Q: Do you have a favorite memory of your time at the FAC? Or a favorite aspect of the work that is being done?**

**A:** I have had so many powerful experiences at the FAC, so choosing a single memory is next to impossible. My involvement here is something that has grown larger than I could ever have imagined. In the early stages of the center, we were stationed at Abundant Life Church in New Waterford, where my colleagues and I spent many days and nights aiding the residents shortly after the incident. These are memories that I will reflect on for the rest of my life.

**Q: What does it mean to be able to help members of the community?**

**A:** East Palestine is small-town America at its finest: a village built around working-class people who are trying to provide a great life for their families. Immediately after the February 3 incident, Norfolk Southern made a promise to make things right. We vowed that we would be here for the long haul. A year later, there are still countless Norfolk Southern employees traveling from across our system to East Palestine to fulfill this promise. But it’s more than a matter of just keeping our word. We are doing this because we truly care about this community and the people who call it home.

**Q: What is your long-term hope for the East Palestine community?**

**A:** It’s my ambition to help the community not only return to normal, but to be a stronger, even more vibrant place than it was before the incident. From investing in the community park and building a new training facility in the heart of the Village to prepare first responders from around the tri-state area, to the renovation of the town’s beloved train depot, Norfolk Southern has been doing its best to bring this vision to life.





## ENVIRONMENTAL REMEDIATION



“Guiding the successful remediation of the land, air, and water in East Palestine was just the start. We understand that the community will continue to have concerns, and we’re prepared to stay here to help see them through to the best of our ability.”

—Chris Hunsicker, Norfolk Southern Regional Manager, Environmental Operations

### SUMMARY OF RESPONSIVE ACTIONS

A healthy community begins with a clean, healthy environment, and we’re pleased to report that soil excavation efforts are substantially complete and we have made tremendous progress in restoring the land, air, and water in East Palestine and the surrounding areas. Thanks to our comprehensive work with leading scientists and top government agencies, our systems of rigorous testing have shown that the region is a safe, healthy place for residents and their families.

### INTENSIVE REMEDIATION COMPLETE

In late October, environmental remediation effort in East Palestine reached a milestone as crews hauled out the final truckload of the more than 176,000 tons of soil that was affected by the incident. East Taggart Street was also opened to full two-way traffic.

This concluded the intensive phase of remediation, which was supervised and approved by the U.S. and Ohio Environmental Protection Agencies and Unified Command.

Crews hauled out the final truckload of the more than 176,000 tons of soil that was affected by the incident.

With this vital work complete, the remediation teams will shift their focus to ensuring the long-term health of the environment by carrying out continued sampling of the area soils and restoring the health of the nearby streams. Norfolk Southern has also committed to remaining available to the community to respond to any environmental concerns that may arise in the coming months and years.

## WHILE TESTING HAS CONTINUED TO SHOW THE AIR, DRINKING WATER, AND SOIL IN EAST PALESTINE ARE SAFE, NORFOLK SOUTHERN REMAINS COMMITTED TO LONG-TERM ENVIRONMENTAL MONITORING.

### Air

Since arriving on site, Norfolk Southern teams have tested the air in East Palestine daily. To date, all air monitoring and sampling data show no short- or long-term risks to the community.

### Water Supply

In addition to continued monitoring, Norfolk Southern has committed nearly \$4.3 million to enhance East Palestine’s municipal drinking water system. The Village has used that money to fund engineering work and purchase a new carbon filtration system, bringing state of the art technology to the Village’s utilities.

Routine monitoring of the public water supply and finished water continues to show no water quality concerns and these upgrades will help safeguard the drinking water supply for the foreseeable future.

### Streams

Aquatic life has returned to the area streams and work continues to address remaining impacts. An assessment of the streams was recently completed and sediment and debris trapped in the stream culverts was removed. Additional work to address

sheening that remains in the streams will be completed over the next several months.

### Soil

In October, the excavation of soils from the impacted areas was completed, representing a major milestone for the environmental remediation work. This included soils beneath and between the tracks. New tracks were installed using clean rock and new ties and rail.

Norfolk Southern has committed nearly \$4.3 million to enhance East Palestine’s municipal drinking water system.

The excavated areas will be restored with input from impacted property owners and pursuant to an EPA-approved plan over the coming weeks.

While the excavation is complete, additional sampling of the area soils will continue to ensure all the contamination was removed. This sampling is expected to be complete in mid-2024.



**Top Left:** The removal of sediment and debris trapped in streams surrounding the Village has led to the return of aquatic life. Norfolk Southern will complete additional treatments to address the sheening that remains. **Bottom right:** Norfolk Southern completed excavating soil from impacted areas in October.





## GOVERNANCE & SAFETY IMPROVEMENT EFFORTS

“We are steadfastly committed to continuing to be the safest, most transparent and responsible railroad company we can be. In the last 12 months, we’ve made commitments to put that promise into action.”

—Amy E. Miles, Chair of the Board

### SUMMARY OF RESPONSIVE ACTIONS

In the year since the incident, Norfolk Southern has made changes to our organization further enhancing our safety culture, with the aim of preventing incidents like the one in East Palestine from ever happening again.

### BOARD OF DIRECTORS UPDATES

The Norfolk Southern Board of Directors continues to oversee management’s response to the East Palestine derailment guided by the principle of making things right for East Palestine and the surrounding communities.

Key actions taken by the Board include:

- Holding weekly Board meetings to oversee management’s responsive efforts following the incident.

- Continuing to support the function of the Safety Committee, including by promoting a bi-monthly meeting cadence and its oversight of several key safety initiatives, with progress on the “Six Point Action Plan for Safety” and ANS (Atkins Nuclear Secured) and FRA (Federal Railroad Administration) responsive activities addressed at each meeting.
- Commissioning an enhanced suite of safety metrics and new dashboards providing greater, real-time visibility of safety performance across the organization.
- Having the Safety Committee report to the full Board on responsive safety initiatives.

### COMPANY-WIDE ACTIONS

Since the incident, in addition to the previously announced Vice President of Safety, we have

now formed a new role focused on Field Engagement. This individual is working across organizational boundaries, conducting conversations with our front-line railroaders for ideas on how to make Norfolk Southern better.

### SAFETY ENHANCEMENTS

Safety has always been our top priority at Norfolk Southern, and in the past 12 months, we’ve taken extensive steps to elevate our practices, seeking recommendations from eminent authorities outside the industry. We have also introduced new cutting-edge technologies to ensure the integrity of our rail cars. With our strengthened resolve and firmer systems, we’ve already seen a significant reduction in safety incidents. The entire Norfolk Southern team is committed to being the gold standard for safety in the railroad industry.

IN 2023, NORFOLK SOUTHERN’S MAINLINE ACCIDENT RATE DECREASED DRAMATICALLY—BY AROUND 40%.



**Top left:** Norfolk Southern completed a broad review and overhaul of safety protocol in the past year, resulting in a significantly decreased mainline accident rate in 2023. **Bottom right:** Norfolk Southern’s new digital train inspection portals in Leetonia, OH, have produced positive safety results.

### Update on the Six Point Action Plan for Safety

In response to the incident, we established the “Six Point Action Plan for Safety” to reduce the likelihood of future accidents, and we’re pleased to report substantial progress has been made:

**115 new hot bearing detectors** were installed at 83 unique sites across the network, reducing our average spacing on key routes from 13.9 miles when this initiative began to approximately 12.4 miles.

**The first of two next generation hot bearing detector sites** was installed, with the second planned for the first half of 2024.

**Two significant industry best practices** were implemented at NS according to plan in 2023. The first was lowering the critical alarm threshold for hot bearing detectors from 200 degrees to 170. The second was a new bearing temperature trending algorithm that has successfully detected several defective bearings. Our vision is that data from this program will eventually be shared across the industry.

**17 new acoustic bearing detectors** were installed at 12 unique sites according to plan in Q3 2023.

**The first two digital train inspection portals** were placed in service at Leetonia, Ohio, along with numerous machine vision algorithms that have had positive results in the first few months. Deployed at key points across our network, the portals feature machine learning vision inspection technology that analyzes 360-degree, ultra-high-resolution images of passing rail cars for potential defects with very high accuracy.

**Norfolk Southern successfully reached an agreement** with FRA and labor organizations to develop a Confidential Close Call Reporting System pilot program at several major locations in 2024.

We’ve formed an internal “Safety Implementation Task Force.” The Task Force regularly reports directly to our CEO, COO, and CLO as projects progress and has the full scope and authority to make meaningful change. With these protocols in place, we are solidifying our commitment to enhancing the Norfolk Southern safety culture.



**FRA SAFETY ASSESSMENT**

We are also working closely with the FRA, which delivered a Safety Assessment to Norfolk Southern in August of 2023. We shared it with Atkins Nuclear Secured (ANS) and asked them to incorporate FRA's recommendations into their own work.

These efforts have yielded significant safety enhancements to our railroad, including:

- Enhanced communication protocols among dispatchers, our wayside help desk, and field personnel in the event of a wayside alert. We have also added "pop up" functionality to give dispatchers greater visibility into wayside detector alerts.

**UPDATE ON ANS INDEPENDENT REVIEW OF SAFETY**

Last year, Norfolk Southern retained Atkins Nuclear Secured (ANS), a consultant headed by a retired admiral from the nuclear Navy, to conduct an independent review of the company.

The first two phases of what will be a 2- to 3-year engagement with ANS—an independent assessment and development of an action plan to implement—are complete. In its initial findings, ANS noted Norfolk Southern's dedication to safety and described the company as being on the "right path," but offered a few recommendations for improvement. **We have already begun to act on this guidance, including:**

- **Analysis of the effectiveness of the procedural improvements, standards, and rigor associated with our Wayside Detector Help Desk and associated response processes.** By enhancing our wayside detectors, we will be better able to identify and address poorly performing equipment before accidents occur.
- **Undertaking a formal rewrite of the Event Management Process** detailing the manner by which we handle accidents, incidents, injuries, and other "unexpected conditions." When complete, this will enhance

- Replacing our former discipline-focused rules checks with what we have termed Performance Standard Engagements. This new approach to rules compliance places greater emphasis on coaching and teaching and is aimed at building greater trust with our employees.
- Enhancing our conductor training program. In addition to adding a week of in-person training at our facility in McDonough, Georgia, we have strengthened our training process, including by implementing a bilateral feedback mechanism, enhanced training materials, and more formalized knowledge assessments.
- Completing training for more than 1,000 employees with less than one year of experience.

our approach to fact finding, root cause analysis, and prioritization of corrective actions.

- **An internal assessment and strengthening of our FRA Risk Reduction Program.** These updates integrate elements found in OSHA Voluntary Protection Programs in which management, workers, and labor unions work together to prevent fatalities, injuries, and illnesses.
- **The development of a comprehensive training matrix** for all field-based employee operations, including role-specific training and broader leadership and development.

We are collaborating with ANS on the third phase of the engagement, implementing a 2–3 year roadmap for continuing to build a gold-standard safety culture and operation, focused on quality of life for our employees, processes, and systems in place around safety, and the development of our teams as individuals and as managers. The enhanced governance structure we have established to oversee ANS' plan will keep us on track to achieve the planned outcomes.

As one example, we have launched a multi-year capital program to upgrade many of the reporting facilities used by our railroaders throughout our 22-state network. In fact, 169 field locations have already been improved as a result of this initiative.

**UPDATE ON NTSB INVESTIGATION**

Last summer, the National Transportation Safety Board (NTSB) held a field hearing in East Palestine so that the community could see first-hand how the incident is being investigated by the agency. Norfolk Southern has been cooperating as a party to the NTSB's investigation, welcomes the transparency, and considers this an important part of the process toward gaining a full understanding of facts behind the East Palestine incident.

Our current understanding is that the NTSB will issue a final report on the incident mid-year. We expect some additional reports from the NTSB regarding Norfolk Southern's broader safety culture.

Crucially, we are not waiting for the final report to act—we are already addressing many of the issues that have been raised during the hearings.

**PARTNERSHIP WITH CRAFT EMPLOYEES**

Collaborating with our craft employees is key in improving rail safety across our company.

In the last year, we have listened to their concerns as we strive to make Norfolk Southern a safer workplace. In May 2023, our CEO and 12 Norfolk Southern labor unions sent a joint letter emphasizing our shared goal to make continuous safety improvements across the company. This was followed by a companywide town hall meeting where our CEO and labor union leaders discussed the importance of safety, leading to enhancements in our safety culture. We've continued to prioritize enhancing safety, with input from our

employees and craft colleagues at every level over the months since we issued our six-month report, including:

- **Partnership with the Brotherhood of Railroad Signalmen (BRS):** With input from the FRA, we created a one-year pilot program called the Signal Safety Collaboration. This will establish a collaborative process—including joint inspections, information sharing, and training—to identify further improvements and best practices that enhance signal safety.
- **Collaboration with SMART-TD:** We worked with SMART-TD to launch several new initiatives to further enhance the training program for conductor trainees and increase compensation for conductors who help provide this important training.
- **Walk with a Purpose launch:** This new employee boot program provides a periodic stipend to all NS employees to cover the cost of job-specific safety footwear, ensuring employees have access to the highest quality personal protective equipment at little to no direct cost to the employee.

While we are proud of the progress we've made in the last year, we have many more initiatives underway throughout 2024. Additionally, as part of the ANS-supported safety roadmap mentioned previously, we plan on meeting with our labor leaders again this year to get insight into their experiences and to further refine our safety programs. We look forward to continuing our strong relationship with our craft employees as we demonstrate our collective commitment to safety.



**Above:** Norfolk Southern sought out ANS to conduct an independent review of the company's safety policies and have already taken actionable steps to retrofit policies and procedures.





## THE WORK AHEAD



“Norfolk Southern has stepped up to the plate when it comes to investing in East Palestine and doing what’s right to ensure the community continues to thrive well into the future. Alan Shaw and his team have been extremely responsive and eager to have difficult conversations about the health and safety of the residents and the economic recovery process. I look forward to continuing to work with the NS team in their commitment to the residents of East Palestine and surrounding Ohio communities.”

— *Monica Robb Blasdel, Ohio State Representative*

We’ve now spent a year in East Palestine living out our commitment to making it right, day in and day out. In the past six months, we’ve completed a significant portion of environmental remediation, and continue to ramp up community support to help the area thrive long term.

We’re also working tirelessly to enhance our company system-wide, incorporating some of the lessons we’ve learned in East Palestine over the past 12 months. We’ve launched two new grant programs, increased training for first responders in our partner communities, and have worked to build a workplace culture of trust and transparency.

A core focus of these efforts is safety. Our business starts with safety, and in 2023 we enhanced safety

across every level of our operations. From innovative solutions like our digital train inspection portals to continued governance efforts, to enhanced training for employees, we are committed to setting the gold standard for safety in our industry. We know a safe railroad is a better railroad, and we’re striving to be the best we can be—in East Palestine and beyond.

We will continue to update [nsmakingitright.com](https://nsmakingitright.com) on our progress and continued efforts to keep our promise to make things right for East Palestine and the surrounding communities. Please continue to check for the latest information.

**Top:** Norfolk Southern will continue to invest in East Palestine and be driven by doing what’s right. **Above:** Monica Robb Blasdel, East Palestine Mayor Trent Conaway, Alan Shaw, and East Palestine Fire Chief Keith Drabick break ground on first responder training facility.





[norfolksouthern.com](http://norfolksouthern.com)

