



# Norfolk Southern Railway

## Crisis Communications Plan

Updated: April 2023

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# Plan Overview

The purpose of this Crisis Communications Plan is to provide guidelines and procedures for Norfolk Southern Railway to effectively and promptly communicate with internal and external stakeholders during a crisis. Crisis is defined as an unplanned event or situation that has the potential to cause significant harm to the organization, its employees, customers, reputation or operations. This plan is designed to help manage the flow of accurate information, address concerns and restore trust and credibility.

## **Objectives**

1. Protect the safety and well-being of employees, customers and the public
2. Ensure accurate and timely dissemination of information
3. Maintain and enhance the organization's reputation and credibility
4. Minimize operational disruptions and business impact
5. Facilitate coordination and collaboration among internal and external stakeholders

## **When to Use this Plan**

1. A significant accident, incident or event affecting operations, employees or customers
2. A natural or man-made disaster impacting Norfolk Southern's infrastructure or service area
3. Any event posing a potential threat to public safety or the environment
4. A legal, regulatory or public relations issue that may negatively impact the organization's reputation or credibility
5. Any situation where the organization's ability to operate and communicate effectively is compromised

## **How to Use this Plan**

1. Alert the Crisis Communications Team (CCT) and other relevant personnel
2. Assess the situation and determine the appropriate response level
3. Activate the Crisis Communications Plan and designate a spokesperson
4. Develop and implement a communication strategy, including key messages and delivery channels
5. Monitor the situation and modify the communication strategy as necessary
6. Provide regular updates and maintain communication with internal and external stakeholders
7. Assess and evaluate the effectiveness of the Crisis Communications Plan after the situation has been resolved

Note: This plan should be reviewed and updated quarterly to ensure it remains relevant and effective in addressing the organization's evolving needs and potential crises.

# Crisis Definitions

It is crucial to understand and categorize the types of crises that Norfolk Southern Railway may face to ensure that the Crisis Communications Plan can be implemented effectively. This section outlines various crisis definitions and their respective categories, providing a clear framework for identifying, assessing, and addressing each crisis.

## **Operational Crisis**

These crises directly impact the organization's operations, infrastructure, or services to include:

- Train accidents or derailments
- Infrastructure failures or disruptions
- Service disruptions due to labor strikes or disputes
- Significant delays or cancellations affecting customers

## **Safety and Environmental Crisis**

These crises pose a threat to the safety, health, or well-being of employees, customers, or the public, or have an adverse impact on the environment to include:

- HAZMAT spills or release
- Workplace accidents or injuries
- Environmental disasters or pollution incidents
- Public health crises

## **Reputational Crisis**

Any crisis that can damage the organization's reputation, credibility or public image such as:

- Allegations of misconduct or impropriety involving employees or executives
- Legal disputes or regulatory violations
- Negative media coverage or public backlash
- Cybersecurity breaches or data privacy incidents

## **External Crisis**

These crises arise from external factors beyond the organization's control, which can have a significant impact on operations or stakeholders to include:

- Natural disasters such as floods, earthquakes, rockslides or severe weather events
- Acts of terrorism, sabotage or vandalism
- Economic downturns or market disruptions
- Political or social unrest

## **Crisis Severity Levels**

Crisis situations can be classified into three levels of severity, depending on their potential impact on the organization, its stakeholders and its operations:

<b>Level 1</b>	<b>Minor Crisis</b>	<i>A situation with limited impact on operations, reputation or stakeholders, which can be managed and resolved with existing resources and protocols</i>
<b>Level 2</b>	<b>Moderate Crisis</b>	<i>A situation that requires a coordinated response and additional resources, with the potential for significant consequences if not managed effectively</i>
<b>Level 3</b>	<b>Major Crisis</b>	<i>A situation that poses a severe threat to the organization's operations, reputation or stakeholders, requiring immediate and decisive action, as well as close coordination with external agencies and industry partners.</i>

# Likely Organizational Crises

This section identifies potential crises that Norfolk Southern Railway may face, assesses their likelihood, impact and severity, and highlights key considerations for effective crisis management. By understanding and preparing for these scenarios, the organization can improve its resilience and response capabilities.

Crisis	Likelihood	Impact	Severity	Key Considerations
Train Accidents or Derailments	Moderate	High	Level 2 or 3	<ul style="list-style-type: none"> <li>Prompt and accurate communication with emergency responders, regulatory agencies, and affected communities</li> <li>Coordination with internal teams to assess damage, conduct investigations, and restore services</li> <li>Proactive media engagement to manage public perception and provide updates</li> </ul>
Infrastructure Failure or Disruptions	Moderate	Moderate to High	Level 1 or 2	<ul style="list-style-type: none"> <li>Timely communication with affected customers and stakeholders</li> <li>Collaboration with maintenance and engineering teams to assess damage and implement repairs</li> <li>Ongoing updates on service restoration and alternative transportation options</li> </ul>
Hazardous Material Spills or Releases	Low	High	Level 3	<ul style="list-style-type: none"> <li>Immediate notification and coordination with emergency responders and environmental agencies</li> <li>Implementation of containment and remediation measures</li> <li>Transparent communication with affected communities and stakeholders</li> <li>Thorough investigation and analysis to prevent future incidents</li> </ul>
Workplace Accidents or Injuries	Moderate	Moderate	Level 1 or 2	<ul style="list-style-type: none"> <li>Swift and compassionate communication with affected employees and their families</li> <li>Coordination with internal safety and human resources teams to provide support and resources</li> <li>Transparent reporting and investigation to identify root causes and implement corrective actions</li> </ul>

Cybersecurity Breaches or Data Privacy Incidents	Moderate	Moderate to High	Level 2 or 3	<ul style="list-style-type: none"> <li>• Immediate activation of the cybersecurity response plan</li> <li>• Coordination with IT and legal teams to assess the scope and implications of the breach</li> <li>• Timely and transparent communication with affected customers, partners and regulators</li> <li>• Implementation of measures to prevent future incidents</li> </ul>
Negative Media Coverage or Public Backlash	Moderate	Moderate to High	Level 1 or 2	<ul style="list-style-type: none"> <li>• Proactive engagement with media and key stakeholders to address concerns and clarify misconceptions</li> <li>• Development of targeted messaging to reinforce the organization's commitment to safety, transparency, and accountability</li> <li>• Ongoing monitoring and assessment of public sentiment and media coverage</li> </ul>

# Current Crisis Overview

1. **Train Derailments:** Norfolk Southern, like many other railways, is facing increased public scrutiny over train derailments and other operational incidents. The recent 2023 East Palestine, OH derailment featured significant operational disruptions, severe environmental impacts and increased public safety concerns. Norfolk Southern's safety culture has been called into question by the government, media and the public.

## *Mitigating Factors:*

- Investing in autonomous track inspection technologies and equipment to minimize the risk of accidents
- Implementing advanced technologies, such as Positive Train Control (PTC), to improve the safety and efficiency of train operations
- Providing comprehensive training to employees on safety protocols and emergency response procedures
- Providing continuous health monitoring and environmental testing in communities with HAZMAT discharges to ensure safety and security of derailment sites
- Collaborating with federal and local authorities to ensure a coordinated response to derailment incidents
- Collaborate with policy makers, railway industry leaders, and other stakeholders to enhance safety measures for the railroad industry

2. **Possible Economic Downturn:** Norfolk Southern, like many companies in the transportation sector, depends on a strong economy for business to thrive. Recent financial forecasts have indicated a possible recession on the horizon which would likely severely impact Norfolk Southern's operations.

## *Mitigating Factors:*

- Implementing cost control measures to maintain financial stability during periods of economic uncertainty
- Diversifying the company's customer base and service offerings to reduce reliance on specific industries or markets
- Monitoring economic indicators and market trends to anticipate potential downturns and adjust operations accordingly
- Maintaining strong balance sheets and financial reserves to better weather economic challenges



3. **Labor Disputes:** Since 2019, an ongoing labor dispute between Norfolk Southern and railway workers has been underway. In late 2022, a bill was signed into law by the Biden administration to avert a nationwide railroad strike. With the strike averted for the time being, labor negotiations continue.

*Mitigating Factors:*

- Engaging in open communication and maintaining a healthy relationship with labor unions and employee representatives
- Negotiating fair and competitive contracts that address the concerns of employees while remaining financially viable for the company
- Offering ongoing training and development opportunities to foster employee satisfaction, engagement, and retention
- Establishing contingency plans to minimize the operational impact of potential future labor disruptions

4. **Climate Change and Extreme Weather Events:** The increasing frequency and severity of extreme weather events pose a threat to Norfolk Southern's infrastructure and operations. Additionally, climate change events may draw scrutiny on the excessive usage of diesel powered locomotives.

*Mitigating Factors:*

- Investing in infrastructure upgrades to withstand extreme weather conditions
- Developing and implementing contingency plans for potential weather-related disruptions
- Investing in clean energy technologies to reduce Norfolk Southern's carbon footprint
- Collaborating with government agencies and other stakeholders to address climate change and improve resiliency.

# Crisis Communication Stakeholders

## **Internal Stakeholders**

### **Employees**

- Frontline staff, train crews, and maintenance personnel
- Management and executives
- Administrative and support staff

### **Crisis Communications Team (CCT)**

- Designated spokesperson(s)
- Public relations and media relations staff
- Social media and digital communications staff

### **Other Relevant Departments**

- Safety and operations teams
- Human resources and employee assistance teams
- Legal and regulatory compliance teams
- Information technology teams

## **External Stakeholders**

### **Customers and Partners**

- Freight and logistic customers
- Railroad industry partners

### **Local Communities and the General Public**

- Residents and businesses in affected areas
- Environmental and community advocacy groups
- Individuals concerned about the safety and well-being of affected individuals

### **Government and Regulatory Agencies**

- Federal and state transportation agencies

- Environmental protection agencies
- Workplace safety and health agencies

### **Emergency Responders**

- Police, fire, and emergency medical services
- Hazardous materials response teams
- Disaster relief and recovery agencies

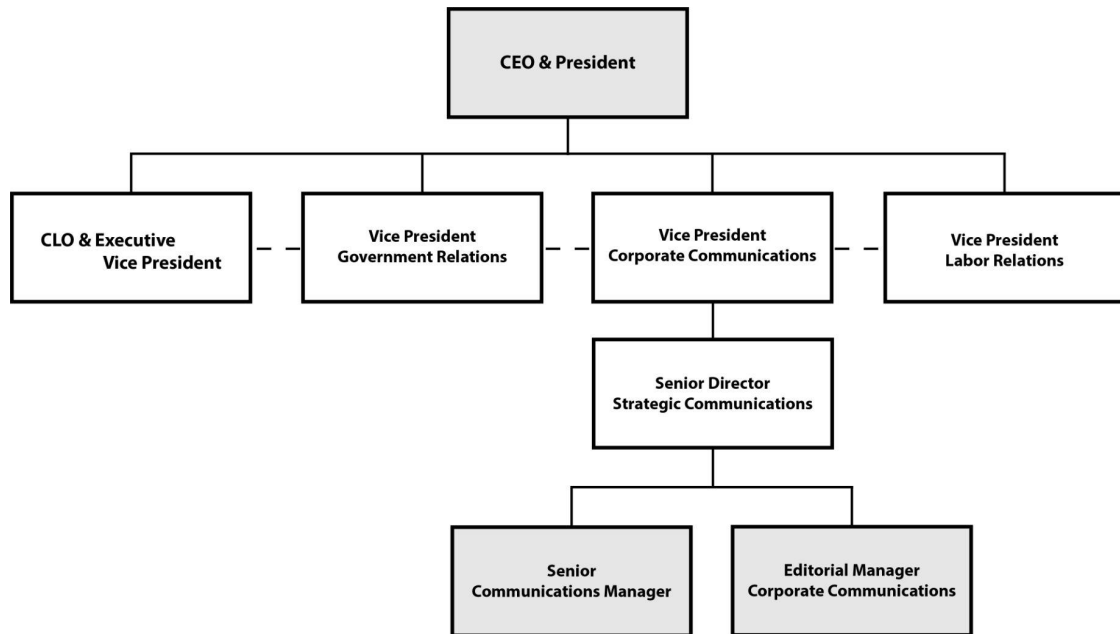
### **Media and Industry Influences**


- Local, regional, and national news outlets
- Trade publications and industry analysts
- Social media influencers and opinion leaders

### ***Stakeholder Communication Considerations***

- Providing timely and accurate information to address their specific questions and concerns
- Using appropriate communication channels and formats to reach each stakeholder group effectively
- Maintaining a consistent and transparent messaging approach across all stakeholder communications
- Ensuring that the organization's action and responses align with stakeholder expectations and priorities

# Communication Flow Chart



 Indicates spokesperson role

Current Roles - Updated April 2023

Alan H. Shaw	President & Chief Executive Officer
Nabanita Nag	Executive Vice President & Chief Legal Officer
Frank Voyack	Vice President Government Relations
John S. Hatfield	Vice President Corporate Communications
R. Wai Wong	Vice President Labor Relations
Tom Crosson	Senior Director Strategic Communications
Connor Spielmaker	Senior Communications Manager
Martin Wattenbarger	Editorial Manager Corporate Communications

# Crisis Response Guidelines & Checklist

An organization is in crisis when its stakeholders determine it is in crisis. At its core, crisis mitigation is about monitoring the landscape to anticipate a crisis before it occurs. The following response guidelines are designed to consider tactics across crisis stages.

## Pre-Crisis:

1. Monitor situations that could evolve into crisis
  - a. This includes: ongoing labor negotiations, poor media coverage and predicted economic disruptions
2. Conduct and review safety reports filed by NS employees
3. Communicate any cause for concern to the appropriate CCT member/s.
4. Ensure communication channels are operational and dark sites are prepared
5. Ensure the CCT is trained in a variety of crisis types

## Crisis:

1. Address any immediate threat to stakeholder well-being
  - a. Activate first-responder response if necessary
  - b. Activate the Incident Management Team if necessary
2. Gather the CCT
  - a. Identify stakeholders
  - b. Identify the crisis type
  - c. Begin reviewing available information
    - i. Was there loss of life?
  - d. Begin searching for unavailable information
3. Release a holding statement to NS website and NS Twitter accounts
4. Prepare a detailed press release as more information becomes available
  - a. Distribute the press release to outlets listed in the Key Media Contacts and Media Outlets (p. 15)
  - b. Distribute the press release to NS Twitter account
  - c. Communicate press release details with internal stakeholders, including next response steps
5. Prepare a press conference
  - a. Select spokesperson with the experience and composure to speak to the crisis at hand
  - b. Provide media training to the designated spokesperson
  - c. Prepare opening and closing statements
  - d. Prepare and release media kit
    - i. Media Advisory
    - ii. Press Release
    - iii. Fact Sheet
    - iv. Media Statements
6. Continue to monitor the situation

- a. Continue updating “what we know” and “what we don’t know”
- b. Keep internal stakeholders in the know - be transparent

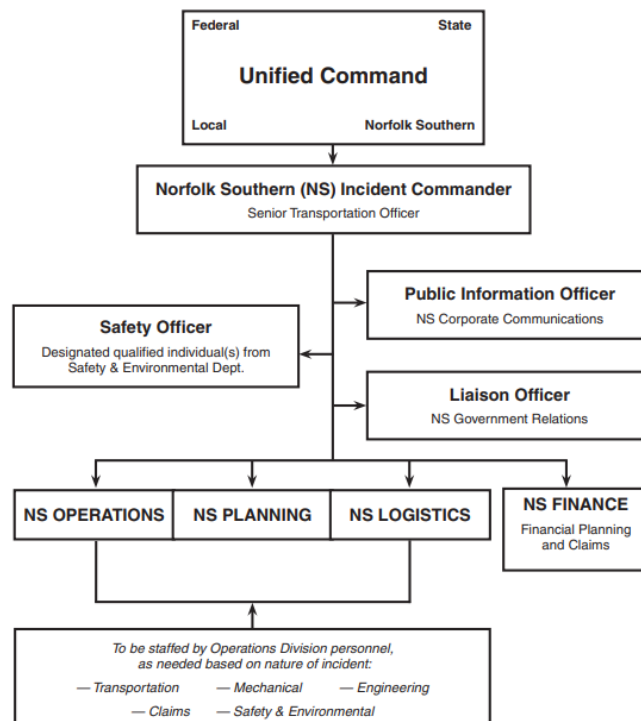
## Post-Crisis:

1. Continue monitoring the situation
2. Continue regular communication with both internal and external stakeholders
  - a. Release regular and updated press releases
  - b. Host additional press conferences as necessary
3. Cooperate with investigations and communicate existing cooperation
4. Release action plan steps to stakeholders
  - a. Engage in action plan steps
5. Evaluate crisis response and CCT performance with forms (p. 35)
6. Maintain transparency with stakeholders as investigations close
  - a. Communicate results and emphasize a commitment to the action plan

## Crisis Communication Team (CCT)

Name	Position
John S. Hatfield	Vice President Corporate Communications
Frank Voyack	Vice President Government Relations
R. Wai Wong	Vice President Labor Relations
Nabanita Nag	Executive Vice President & Chief Legal Officer
Tom Crosson	Senior Director Strategic Communications
Connor Spielmaker	Senior Communications Manager
Alan H. Shaw	President & Chief Executive Officer

## Incident Management Team



## Key Media Contacts & Media Outlets

In times of crisis, communication with internal and external stakeholders is essential. Communicating through appropriate messengers and media channels ensures that information regarding the crisis and recovery will reach stakeholders quickly and accurately. The information below should be reviewed each year.

Name of Outlet	Name of Media Contact	Position	Phone Number	Email
Associated Press	Josh Funk	Business Writer		<a href="mailto:jfunk@ap.org">jfunk@ap.org</a>
NPR	David Schaper	Reporter, National Desk	(773)-205-9950	<a href="mailto:dschaper@npr.org">dschaper@npr.org</a>
CNN Business	Chris Isidore	Senior Writer		<a href="mailto:chris.isidore@gmail.com">chris.isidore@gmail.com</a>
Fox News	Greg Norman-Diamond	Reporter		<a href="mailto:gregnorman@foxnews.com">gregnorman@foxnews.com</a>
The New York Times	Niraj Chokshi	Business Reporter		<a href="mailto:niraj.chokshi@nytimes.com">niraj.chokshi@nytimes.com</a>
The Washington Post	Luz Lazo	Transportation Reporter		<a href="mailto:luz.lazo@washpost.com">luz.lazo@washpost.com</a>
The Atlanta Journal-Constitution	Kelly Yamanouchi	Business Reporter	(404)-526-5055	<a href="mailto:kelly.yamanouchi@ajc.com">kelly.yamanouchi@ajc.com</a>
FreightWaves	Joanna Marsh	Senior Reporter		<a href="mailto:jmarsh@freightwaves.com">jmarsh@freightwaves.com</a>

### Other Outlets

In addition to the media channels and messengers identified above, Norfolk Southern will distribute its crisis communication materials through the following outlets.

Name of Outlet	Link
PR Newswire	<a href="https://www.prnewswire.com/">https://www.prnewswire.com/</a>
Trains Magazine Newswire	<a href="https://www.trains.com/trn/news-reviews/news-wire/">https://www.trains.com/trn/news-reviews/news-wire/</a>

### Other Considerations

The expansiveness of Norfolk Southern's operations means crises can occur in smaller communities. Outreach to local broadcast stations and publications should not be overlooked.



Norfolk Southern Corp.  
650 W. Peachtree Street NW  
Atlanta, GA 30308



## **FACT SHEET**

FOR IMMEDIATE RELEASE - xx/xx/xxxx

### **NORFOLK SOUTHERN RAILWAY FACT SHEET**

#### **Corporate Profile**

- Norfolk Southern Corporation (NYSE: NSC) is one of the nation's premier transportation companies. Norfolk Southern Railway operates approximately 19,300 route miles in 22 states and the District of Columbia, serves every major container port in the eastern United States, and provides efficient connections to other rail carriers.
- Norfolk Southern is a major transporter of industrial products, including agriculture, forest and consumer products, chemicals and metals and construction materials.
- The railroad operates the most extensive intermodal network in the East and is a principal carrier of coal, automobiles, and automotive parts.

#### **Economy**

- Norfolk Southern continues to support local, state and federal economies and helps keep America competitive.
- Over the last decade, Norfolk Southern invested \$35.7 billion on 1,229 industrial development projects that helped create 57,964 jobs. The 13-state Crescent Corridor is a \$2.5 billion economic engine that is expected to create 122,820 jobs across the rail network by 2030 and have an economic impact of \$33 billion.
- Norfolk Southern has more than 34,000 employees in 22 states and D.C. with a payroll of over \$2.2 billion.

#### **Sustainability**

- Norfolk Southern established a science-based target to achieve a 42% reduction in scope 1 and 2 greenhouse gas intensity by 2034.

-MORE-

- By investing in technology and modernizing our locomotive fleet, we've improved fuel efficiency by more than 25% since 1987. These efforts have avoided more than 1.4 million metric tons of Greenhouse Gasses emissions in 2019 alone - equivalent to removing more than 310,800 cars from the road for a year.
- Rail is one of the greenest ways to ship freight. Norfolk Southern helps customers avoid nearly 15 million metric tons of carbon emission every year compared with shipping by highway, equivalent to saving approximately 1.5 billion gallons of truck diesel.
- Through our Trees and Trains 10,000-acre reforestation project, we've captured over 240,000 metric tons of CO2 from the atmosphere. Our 6 million trees are now capturing over 50,000 metric tons of CO2 each year.
- Rail moves 40% of freight in the U.S. but only accounts for 0.6% of greenhouse gas emissions and 8% of all freight emissions.

### **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 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 it is the largest rail shipper of auto products and metals in North America. Norfolk Southern also has the most extensive intermodal network in the eastern U.S., serving a majority of the country's population and manufacturing base, with connections to every major container port on the Atlantic coast as well as the Gulf of Mexico and Great Lakes. Learn more by visiting [www.NorfolkSouthern.com](http://www.NorfolkSouthern.com).

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# Messaging Strategies

The following section of the Crisis Communication Section includes messaging strategies for potential crisis situations.

## Operational Crisis

Key Messages	Key Audiences	Authorized Spokespeople	Preferred Communication Platforms
<ul style="list-style-type: none"> <li>• Acknowledgement of the situation and impact on operations.</li> <li>• Steps being taken to address the issue and restore normal operations</li> <li>• Commitment to keeping stakeholders informed throughout the process</li> <li>• Reassurance of the organization's dedication to safety and operational excellence</li> </ul>	<ul style="list-style-type: none"> <li>• Employees</li> <li>• Customers</li> <li>• Partners and suppliers</li> <li>• Local and national media</li> <li>• Regulatory agencies</li> </ul>	<ul style="list-style-type: none"> <li>• CEO</li> <li>• COO</li> <li>• CCT Leader</li> </ul>	<ul style="list-style-type: none"> <li>• Press release</li> <li>• Company website updates</li> <li>• Internal communications (emails, intranet, etc.)</li> <li>• Social media channels</li> </ul>

## Safety and Environmental Crisis

Key Messages	Key Audiences	Authorized Spokespeople	Preferred Communication Platforms
<ul style="list-style-type: none"> <li>• Acknowledgment of the incident and its consequences</li> <li>• Immediate actions taken to ensure the safety of employees, customers, and the public</li> <li>• Steps being taken to mitigate the environmental impact</li> <li>• Commitment to a thorough investigation and implementation of necessary corrective measures</li> </ul>	<ul style="list-style-type: none"> <li>• Employees</li> <li>• Customers</li> <li>• Local community and environmental groups</li> <li>• Local and national media</li> <li>• Regulatory agencies</li> </ul>	<ul style="list-style-type: none"> <li>• CEO</li> <li>• Chief Safety Officer or Environmental Manager</li> <li>• CCT Leader</li> </ul>	<ul style="list-style-type: none"> <li>• Press release</li> <li>• Company website updates</li> <li>• Internal communications</li> <li>• Social media channels</li> </ul>

<ul style="list-style-type: none"> <li>• Reassurance of the organization's dedication to safety and environmental responsibility</li> </ul>			
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## Reputational Crisis

Key Messages	Key Audiences	Authorized Spokespeople	Preferred Communication Platforms
<ul style="list-style-type: none"> <li>• Acknowledgement of the issue and its impact on the organization's reputation</li> <li>• Transparency about the facts and circumstances surrounding the situation</li> <li>• Steps being taken to address the issue and prevent future occurrences</li> <li>• Commitment to maintaining the trust and confidence of stakeholders</li> <li>• Reassurance of the organization's dedication to ethical conduct and corporate responsibility</li> </ul>	<ul style="list-style-type: none"> <li>• Employees</li> <li>• Customers</li> <li>• Shareholders and investors</li> <li>• Local and national media</li> <li>• Regulatory agencies</li> </ul>	<ul style="list-style-type: none"> <li>• CEO</li> <li>• CCO</li> <li>• CCT Leader</li> </ul>	<ul style="list-style-type: none"> <li>• Press release</li> <li>• Company website</li> <li>• Internal communications</li> <li>• Social media channels</li> </ul>

## External Crisis

Key Messages	Key Audiences	Authorized Spokespeople	Preferred Communication Platforms
<ul style="list-style-type: none"> <li>• Acknowledgement of the external crisis and its potential impact on the organization</li> <li>• Description of any immediate actions taken to safeguard employees, customers, and assets</li> </ul>	<ul style="list-style-type: none"> <li>• Employees</li> <li>• Customers</li> <li>• Local and national media</li> <li>• Regulatory agencies</li> <li>• Local authorities and emergency services</li> </ul>	<ul style="list-style-type: none"> <li>• CEO</li> <li>• Chief Legal Officer</li> <li>• CCT Leader</li> </ul>	<ul style="list-style-type: none"> <li>• Press release</li> <li>• Company website updates</li> <li>• Internal communications</li> <li>• Social media channels</li> </ul>

<ul style="list-style-type: none"><li>• Steps being taken to monitor the situation and respond appropriately</li><li>• Commitment to keeping stakeholders informed as the situation evolves</li><li>• Reassurance of the organization's dedication to safety and resilience</li></ul>			
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## Potential Media Questions

Questions	Potential Response
What is Norfolk Southern doing to prevent train derailments in the future?	Norfolk Southern is focused on maintaining and upgrading our infrastructure, investing in advanced technology and providing continuous training for our employees. We regularly inspect our tracks to ensure they meet or exceed industry standards. We also collaborate with industry partners and regulatory agencies to share best practices and adopt innovative solutions to enhance the safety and reliability of our rail network.
What is the most common cause of a train derailment?	Train derailments can be caused by various factors such as track conditions, equipment issues, <u>human error</u> , or external factors like weather and terrain. At Norfolk Southern, we invest in state-of-the-art technology, employee training and infrastructure maintenance to minimize these risks and ensure the safe operation of our trains.
What is Norfolk Southern doing to reduce the environmental impact of its railway operations?	Norfolk Southern is committed to reducing the environmental impact of its operations. Shipping by rail accounts for one of the lowest greenhouse gas emission rates in the transportation industry. We are investing in fuel-efficient locomotives, implementing energy-saving technologies, and promoting sustainable practices throughout our operations. We also continually work to optimize our network and reduce greenhouse gas emissions by maximizing train efficiency and minimizing fuel consumption. We are actively exploring alternative fuel sources and technologies to further reduce our environmental footprint.

<p>Why did Norfolk Southern think it was a good idea to spend years lobbying to loosen regulations designed to prevent accidents like this?</p>	<p>Our lobbying efforts are intended to promote a balanced regulatory environment that supports both safety and efficiency in the rail industry. Our goal is to work with regulators to develop rules that are based on sound science and proven best practices. We believe that a collaborative approach between the industry and regulators can lead to more effective and sustainable safety outcomes.</p>
<p>How does Norfolk Southern plan to address the shortage of skilled labor in the railroad industry?</p>	<p>We are actively working to address this challenge. We are investing in comprehensive training and development programs for our employees to ensure they have the necessary skills to perform their jobs safely and effectively. Additionally, we engage in outreach efforts and work with educational institutions to promote careers in the railroad industry to attract new talent. We also offer competitive compensation packages and benefits to attract and retain skilled workers.</p>
<p>Why isn't Norfolk Southern properly compensating its employees as demonstrated by the frequent union strikes?</p>	<p>Norfolk Southern values its employees and is committed to providing fair compensation and benefits. We continuously evaluate and adjust our compensation packages to remain competitive within the industry. It's important to note that union strikes are a part of the negotiation process and do not necessarily reflect an ongoing dissatisfaction with compensation. We strive to maintain open lines of communication with our unions and work collaboratively to reach mutually beneficial agreements.</p>
<p>How many trains need to derail before Norfolk Southern takes safety seriously?</p>	<p>We take safety extremely seriously, and our goal is to minimize the number of train derailments. Every incident is thoroughly investigated, and we are committed to implementing improvements based on the findings. We continually invest in maintenance, technology, and training to ensure the safe operation of our trains and reduce the risk of derailments.</p>

# Media Guidelines

In the event of a crisis, the designated spokesperson(s) should adhere to the following guidelines when addressing stakeholders and media:

- Spokesperson(s) should welcome and thank those in attendance, and provide a brief introduction of themselves and the purpose of the event.
- Spokesperson(s) should have an opening statement that addresses the crisis. The statement should provide a response to the issue, the corrective action being taken to administer the crisis, and the main messaging points to prime the media's questions.
- Spokesperson(s) should open the floor to questions after the opening statement.
- Keep the information and key messages consistent and accurate.
- Keep answers concise.
- Tell the truth.
- Take control of the conference. Preemptively construct 3-5 key points and redirect questions that begin to take the conference off track back to these points.
- Remain professional, poised and speak at a steady pace.
- Frame negative news with positive information.
- After the conference, follow up with any additional information if you offered to do so.

The designated spokesperson(s) should NOT:

- Use "no comment" as an answer.
- Use any technical jargon.
- Lie, speculate or respond to any question with an answer you aren't sure is correct.
- Claim responsibility without discussing it with the legal team first. Apologizing for the circumstances or offering condolences is allowed if approved by the legal team before the press conference.
- Talk fast or have your arms folded.



# Social Media Plan

**Adhere to these guidelines when posting to social media:**

- Breaking news or recent updates should be distributed as an official news release from Norfolk Southern's media newsroom first.  
<https://nscorp.mediaroom.com/home>
- The immediate statements should be released on Norfolk Southern's Twitter account along with a link directly to the original news release. Subsequent updates should be released on all social platforms.
- The most notable, important information should be taken from the official statement and used in the body of the social media posts.
- Include any new information in an official statement prior to releasing these updates on social media.
- Include an area for any inquiries or questions. "Visit our website <https://nscorp.mediaroom.com/home> " is also acceptable.
- Only address a crisis through social media before releasing an official statement if the crisis began on social media.
- Keep all posts on social platforms consistent and accurate.



# INCIDENT REPORT FORM



**Instructions:** Complete all sections of the form to the best of your ability, providing as much detail as possible. Submit the completed form to your supervisor and the appropriate department(s) as soon as possible following the incident.

## Employee Information

**Name:** \_\_\_\_\_ **Job Title:** \_\_\_\_\_ **ID #:** \_\_\_\_\_  
**Department:** \_\_\_\_\_ **Phone:** \_\_\_\_\_ **Email:** \_\_\_\_\_  
**Supervisor:** \_\_\_\_\_

## Incident Details

**Date:** \_\_\_\_\_ **Time:** \_\_\_\_\_ **Location (City, Route, Milepost):** \_\_\_\_\_  
**Train Number:** \_\_\_\_\_ **Train Size:** \_\_\_\_\_  
**Was there an injury to an employee?** ☐ YES ☐ NO  
**If Yes, describe injury:**  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Was there an injury to a non-employee?** ☐ YES ☐ NO  
**If Yes, describe injury:**  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Type:** ☐ Employee Accident ☐ Collision  
☐ Fire ☐ Railcar/Engine Damage without derailment/collision  
☐ Explosion ☐ Runaway Railcars or Engines  
☐ Derailment involving Engine ☐ Switch in Abnormal Position  
☐ Derailment involving Railcars ☐ Other (please specify) \_\_\_\_\_

**Activity:** ☐ Inspection ☐ Runaway ☐ Car Spotting ☐ Standing  
☐ Product Transfer ☐ Maintenance ☐ Proceeding ☐ Reversing

Was HAZMAT involved? ☐ YES ☐ NO

If Yes, UN Number(s): Amount Spilled:

**Incident Description** \_\_\_\_\_

Please provide a detailed description of the incident, including events leading up to the incident, the incident itself, and any actions taken in response to the incident. Attach additional sheets or documentation if necessary:

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**Witnesses** \_\_\_\_\_

Please list any witnesses to the incident, including their contact information:

Name: Phone:

Name: Phone:

Name: Phone:

Name: Phone:

Name: Phone:

**Additional Comments** \_\_\_\_\_

Please provide any additional information or comments that may be relevant to the incident:

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Reporting Party's Name: \_\_\_\_\_

Reporting Party's Signature: \_\_\_\_\_

## Norfolk Southern Media Inquiry Log

<b>Reporter:</b>	
<b>Media Outlet:</b>	
<b>Phone:</b>	
<b>Email:</b>	
<b>Time of contact:</b>	
<b>Date of contact:</b>	
<b>Reporter's Deadline:</b>	
<b>Inquiry/Nature of call:</b>	
<b>Interview requested: (who, when, where)</b>	
<b>Other organizations interviewed for story:</b>	
<b>Action/information given:</b>	
<b>Action by:</b>	
<b>Further information needed/request sent to:</b>	
<b>Other comments:</b>	

# Press Conference Sign-In Sheet

[illegible]

# Pre-Crisis Evaluation Form

**Instructions:** Complete all sections of the form, providing as much detail as possible. Be honest and candid in your responses, as this will help the organization identify areas for improvement and develop more effective crisis communication strategies. Submit the completed form to the Crisis Communication Team Leader and/or other designated individuals for review and analysis.

## Section 1: Personal Information

**Name:** \_\_\_\_\_

**Job Title:** \_\_\_\_\_

**Department:** \_\_\_\_\_

**Role in Crisis Response:** \_\_\_\_\_

## Section 2: Crisis Communication Plan Familiarity

**How familiar are you with the organization's Crisis Communications Plan?**

☐ Very familiar

☐ Somewhat familiar

☐ Neutral

☐ Somewhat unfamiliar

☐ Very unfamiliar

**Have you participated in any crisis communication training or exercises within the organization?**

☐ Yes

☐ No

**If yes, please provide details:**

### **Section 3: Crisis Communication Resources and Support**

**In your opinion, does the organization have adequate resources and support to effectively manage crisis communication efforts?**

☐ **Strongly agree**

☐ **Somewhat agree**

☐ **Neutral**

☐ **Somewhat disagree**

☐ **Strongly disagree**

**Please explain:**

**Are there any specific resources or tools that you believe the organization needs to improve its crisis communication capabilities?**

☐ **Yes**

☐ **No**

**If yes, please provide details:**

### **Section 4: Crisis Communication Team Preparedness**

**Do you believe that the Crisis Communication Team (CCT) is adequately prepared to manage the organization's communication efforts during a crisis?**

☐ **Strongly agree**

☐ **Somewhat agree**

☐ **Neutral**

☐ **Somewhat disagree**

☐ Strongly disagree

Please explain:

Are there any areas where you believe the CCT could improve its preparedness or performance?

☐ Yes

☐ No

If yes, please provide details:

## Section 5: Suggested Improvements

Please share any suggestions or ideas for how the organization could improve its crisis communication preparedness, such as changes to processes, resources, or training programs.

Suggested improvement: \_\_\_\_\_

Proposed action(s) or change(s): \_\_\_\_\_

Suggested improvement: \_\_\_\_\_

Proposed action(s) or change(s): \_\_\_\_\_

(Attach additional sheets if necessary)

Signature: \_\_\_\_\_ Date: // \_\_\_\_\_

(Submit the completed form to the Crisis Communication Team Leader and/or other designated individuals for review and analysis)



# Crisis Evaluation Form

**Instructions:** Complete all sections of the form, providing as much detail as possible. Submit the completed form to the Crisis Communication Team Leader and/or other designated individuals for review and decision-making.

## Section 1: Crisis Information

**Crisis Description:** Briefly describe the crisis, including its nature, scope, and known impact on the organization.

**Date and Time of Crisis Occurrence:** \_\_\_\_\_

## Section 2: Crisis Severity Assessment

**Based on the information available, how severe is the crisis?**

☐ Minor

☐ Moderate

☐ Major

☐ Catastrophic

**Please explain your assessment:**

**What is the potential impact of the crisis on the organization's operations, reputation, and stakeholders?**

☐ Low

☐ Medium

☐ High

☐ Extreme

**Please explain your assessment:**

### **Section 3: Stakeholder Identification**

**List the key stakeholders affected by or involved in the crisis, along with a brief description of their role or interest.**

**Stakeholder:** \_\_\_\_\_

**Role/Interest:** \_\_\_\_\_

**Stakeholder:** \_\_\_\_\_

**Role/Interest:** \_\_\_\_\_

**(Attach additional sheets if necessary)**

### **Section 4: Communication Priorities**

**What are the most important messages to communicate during the crisis response?**

**Message 1:**

\_\_\_\_\_

**Message 2:**

\_\_\_\_\_

**Message 3:**

\_\_\_\_\_

**Are there any specific communication challenges or risks associated with the crisis? If so, please describe.**

**[ ] Yes**

**[ ] No**

**If yes, please provide details:**

## **Section 5: Resource Allocation and Response Recommendations**

**Based on the severity and impact of the crisis, what resources and actions do you recommend for the organization's response?**

**Resource/Action 1:**

---

**Resource/Action 2:**

---

**Resource/Action 3:**

---

**Are there any additional considerations or recommendations for managing the crisis?**

☐ **Yes**

☐ **No**

**If yes, please provide details:**

**Signature:** \_\_\_\_\_ **Date:** // \_\_\_\_\_

**(Submit the completed form to the Crisis Communication Team Leader and/or other designated individuals for review and decision-making)**

# Post Crisis Evaluation Form

**Instructions:** Complete all sections of the form, providing as much detail as possible. Be honest and candid in your responses, as this will help the organization learn from the experience and make necessary improvements. Submit the completed form to the Crisis Communication Team Leader and/or other designated individuals for review and analysis.

## Section 1: Personal Information

**Name:** \_\_\_\_\_

**Job Title:** \_\_\_\_\_

**Department:** \_\_\_\_\_

**Role in Crisis Response:** \_\_\_\_\_

## Section 2: Crisis Overview

**Crisis Description:** Briefly describe the crisis, including its nature, scope, and impact on the organization.

## Section 3: Communication Effectiveness

**In your opinion, were the communication efforts during the crisis effective? Please explain.**

☐ **Very effective**

☐ **Somewhat effective**

☐ **Neutral**

☐ **Somewhat ineffective**

☐ **Very ineffective**

**Explanation:**

**Were the communication channels and methods used during the crisis appropriate and effective for reaching the intended audiences? Please explain.**

**☐ Very effective**

**☐ Somewhat effective**

**☐ Neutral**

**☐ Somewhat ineffective**

**☐ Very ineffective**

**Explanation:**

#### **Section 4: Crisis Communication Team Performance**

**How well did the Crisis Communication Team (CCT) coordinate and manage the organization's communication efforts during the crisis? Please explain.**

**☐ Very well**

**☐ Somewhat well**

**☐ Neutral**

**☐ Somewhat poorly**

**☐ Very poorly**

**Explanation:**

**Was the CCT responsive and available to address your questions or concerns during the crisis? Please explain.**

☐ **Very responsive**

☐ **Somewhat responsive**

☐ **Neutral**

☐ **Somewhat unresponsive**

☐ **Very unresponsive**

**Explanation:**

#### **Section 5: Areas for Improvement**

**Please identify any areas where you believe the organization's crisis communication efforts could be improved. This may include specific actions, processes, or resources that were lacking or could be enhanced.**

**Area for improvement:** \_\_\_\_\_

**Suggested action(s) or change(s):** \_\_\_\_\_

**Area for improvement:** \_\_\_\_\_

**Suggested action(s) or change(s):** \_\_\_\_\_

**(Attach additional sheets if necessary)**

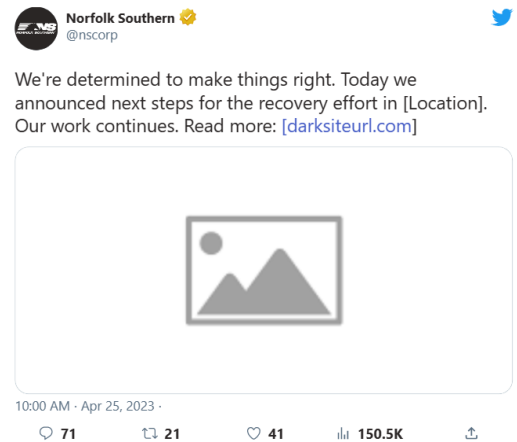
**Signature:** \_\_\_\_\_ **Date:** // \_\_\_\_\_

**(Submit the completed form to the Crisis Communication Team Leader and/or other designated individuals for review and analysis)**

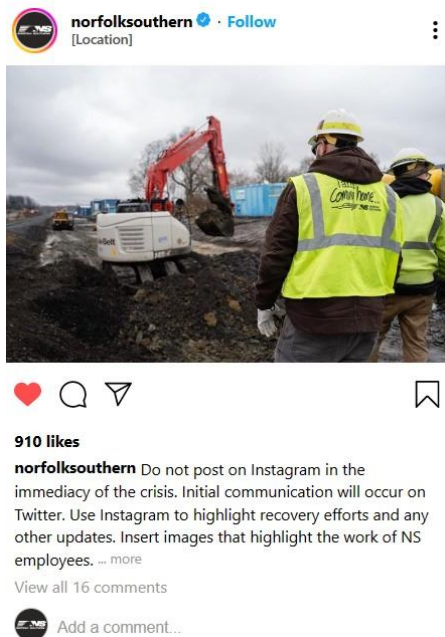
# Templates

## SOCIAL MEDIA TEMPLATES

### Twitter:



### Instagram:



## Facebook:



Norfolk Southern is in [Location]  
Today · 🌐

Norfolk Southern is on the scene in [Location]. We are to make things right. Today we announced next steps for the recovery effort in [Location]. Include any relevant details highlight recovery efforts. Thank NS employees and first responders for their efforts. Read more: [darksiteurl.com].



👍👤 100k

21 Comments 10 Shares



Like



Share

View more 16 Comments



Write a comment...





Norfolk Southern Corp.  
650 W. Peachtree St. NW  
Atlanta, GA 30308



## **NEWS RELEASE**

CONTACT: [NS Media Rep Full Name]  
Norfolk Southern Media Relations  
(000)-000-0000  
[EMAIL ADDRESS]

FOR IMMEDIATE RELEASE-00/00/0000

HEADLINE STARTS HERE - ALL CAPS - NO MORE THAN TWO LINES - FIRST  
ADDRESS OF THE CRISIS

ATLANTA — Norfolk Southern Corporation team members are on the scene in [include the location of the crisis]. Continue with the most important information first by including the officials, agencies and first responders that responded to the crisis.

The second paragraph will address the initial steps that Norfolk Southern is taking to address the situation. This can include the establishment of assistance centers, financial compensation or negotiation talks. Be sure to address the community that was harmed. Direct stakeholders with questions about the crisis and recovery efforts to dark sites and/or the Norfolk Southern Newsroom page.

-MORE-

Oftentimes, early news releases addressing the crisis will not exceed one page in length. News releases two pages in length or longer should adhere to formatting here. The page above should direct the reader to continue with -MORE- at the bottom of the page. On subsequent pages, headline slugs appear in the upper left corner alongside page numbers. Indicate the end of the release with three pound symbols at the bottom of the last page.

In follow-up news releases that address the crisis, include at least one quote from NS CEO. Be sure to include the boilerplate below in any news release that is distributed to media contacts.

#### **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 emissions by shipping via rail. Its dedicated team members deliver more than 7 million carloads annually, from agriculture to consumer goods, and is the largest rail shipper of auto products and metals in North America. Norfolk Southern also has the most extensive intermodal network in the eastern U.S., serving a majority of the country's population and manufacturing base, with connections to every major container port on the Atlantic coast as well as the Gulf of Mexico and Great Lakes. Learn more by visiting [www.NorfolkSouthern.com](http://www.NorfolkSouthern.com).

# # #

Norfolk Southern Corp.  
650 W. Peachtree Street NW  
Atlanta, GA 30308



## **MEDIA ADVISORY**

CONTACT: [NS Media Rep Full Name]  
Norfolk Southern Media Relations  
(000)-000-0000  
[EMAIL ADDRESS]

FOR IMMEDIATE RELEASE-00/00/0000

### **NORFOLK SOUTHERN TO HOST PRESS CONFERENCE ON [INSERT CRISIS] RECOVERY EFFORTS**

**WHO:** Norfolk Southern media relations representatives [insert name],  
[insert name] and [insert name]

**WHAT:** To host a press conference providing updates on [crisis]  
response and recovery efforts

**WHEN:** [Day of the week], Month 00, 0000

**Scheduled activities:**

10 a.m. Press conference begins

Noon Press conference ends

**WHERE:** Norfolk Southern Headquarters  
Freight Train Conference Center, Room 305  
Atlanta, GA 30308

Provide step by step directions to the physical location of the press conference. This includes referencing landmarks, streets, and buildings that allow reporters and press conference attendees to find the press conference location easily. Include cardinal directions when referencing the position of one building to another. Write out numbered floor locations.

**NOTE:** Include any other details that enable reporters and journalists to easily access the press conference. This can include any helpful parking instructions or registration information. Include a link at which to register.

# # #

Norfolk Southern Corp.  
650 W. Peachtree Street NW  
Atlanta, GA 30308



## **HOLDING STATEMENT**

CONTACT: [NS Media Rep Full Name]  
Norfolk Southern Media Relations  
(000)-000-0000  
[EMAIL ADDRESS]

FOR IMMEDIATE RELEASE-00/00/0000

### **HOLDING STATEMENT EXAMPLE – GENERIC**

At approximately [time] there was what is currently being investigated as a [incident] at [location]. We are working to determine [damage, injuries, etc.]. At this time, we have confirmed that [General information that is for certain. Delete if no confirmed info is available.]

The safety and well-being of our employees, contractors, and neighbors are our first priority. [Expression of compassion/concern if appropriate]. As more information is available we will be providing updates through [web site address] and regular media briefings.

Note for Media: Media briefings will be held at [location] at [time – specific time, or general, i.e., every hour on the hour, etc.].

### **HOLDING STATEMENT EXAMPLE – DELAY, DAMAGE, OR RECALL**

Yesterday, we learned that several shipments of our [product] have been [contaminated/damaged/delayed/etc.] due to [specify reason if there is one].

We are working around-the-clock with our [producers/distributors/quality control team/safety inspectors/ transportation providers] and internal teams to ensure your orders/shipments are fulfilled in the coming [provide timeline if possible].

We sincerely apologize for any inconvenience this may have caused you, and are working tirelessly to ensure this issue doesn't happen again.

Should you have any questions, feel free to contact Norfolk Southern at [contact method].

## HOLDING STATEMENT EXAMPLE – TECHNICAL ISSUE/OUTAGE

This [morning, afternoon, evening] we were made aware of a technical issue/outage that is affecting our [specify which service or product].

This [issue] took place [date and time] and affected [this group of individuals]. We apologize that we are not able to provide you with [service or product] at the moment. Our technicians are working diligently to get our operations to full functionality as soon as possible.

We will continue to update you on our progress in resolving this matter at [website] and on Twitter. We have created a dedicated customer service line to address any inquiries related to this issue. We ask that you please be patient with our customer support team as they work to help address your concerns/needs. The support team can be reached at [phone number].

We sincerely apologize for any inconvenience this may have caused you, and are working tirelessly to ensure this issue doesn't happen again.

## HOLDING STATEMENT EXAMPLE – OFFENSIVE STATEMENT OR ACTION BY EMPLOYEE

Accusation only:

We are saddened by the recent allegations surrounding the [incident/accusation] with/against [employee]. [Company] is committed to being a safe and inclusive workplace for all. We're still assessing the situation and these accusations. We want to understand what happened, and our next step will be to work with our [people operations/human resources/executive/legal] team(s) to determine the best course of action. In the meantime, we would like to offer our sincerest apologies to all of those affected or upset by these accusations.

Confirmed evidence:

The viewpoints expressed by this employee do not represent [company's] values at all, and we empathize with those hurt, upset, and disturbed by the employee's [words/actions]. We emphatically denounce what [employee] has [said/done], and as a result, have made the decision that we can no longer [represent/employ/collaborate/partner with] [employee]. We are determined to provide a safe and inclusive work environment at [company] and are working with our [people operations/human resources/executive/legal] team(s) to determine the best course of action. Again, we wholeheartedly apologize to [person/people] affected.

## HOLDING STATEMENT EXAMPLE – LAWSUIT

We cannot comment on ongoing litigation, but [company] is committed to [statement that does not divulge information or opinion about lawsuit].

## HOLDING STATEMENT EXAMPLE – WORKPLACE INJURY

We are deeply saddened to confirm that [either individual’s name, or just “one of our colleagues/clients/customers/crew”] was injured at [location] in [city/town] earlier this morning. They are currently at [hospital location] receiving medical treatment. We are in contact with their family and are doing everything we can to support them during this difficult time.

An investigation has been launched and we are fully cooperating with authorities. As of [time], we have determined that we have / will / are going to [ postpone/shut down/limit/maintain] the [site/business/factory/office] until the conclusion of the investigation.

Over our [\_\_\_\_]-year history, we have maintained an excellent safety record. We will be reviewing our procedures and will put in place any recommendations from the authorities to ensure this does not happen again. We will share more information as it is released to us and provide an update about this incident on our website and social media channels at [date and time].

## HOLDING STATEMENT EXAMPLE – ACCIDENTAL DEATH

We are heartbroken and devastated by the passing of our treasured colleague, [Individual’s name], after an accident which occurred at [location] in [city/region] during the [short description of circumstance].

“[Individual’s name] is beloved by all who worked with him/her during an impressive [\_\_\_\_]-year career. I, along with [Individual’s name]’s coworkers and the entire [Company] team, wish to express our deepest condolences and our heartfelt love and support to [Individual’s name]’s family and friends at this incredibly difficult time.

We have no further details but are working closely with investigators as they review the incident. We will not rest until the investigation is concluded and preventative measures can be put into place, if needed. We will be providing updates as they are released to us.

We ask that you please respect the highly sensitive nature of this incident for our employees and the family of [Individual’s name] and refer any queries directly to our media relations team.

## Sample Media Kit

Norfolk Southern Corp.  
650 W. Peachtree St. NW  
Atlanta, GA 30308



## NEWS RELEASE

CONTACT: Megan Missey  
Norfolk Southern Student Team  
(919) 770-5937  
mmissey@live.unc.edu

FOR IMMEDIATE RELEASE-04/14/2023

### NORFOLK SOUTHERN CONTINUES WORKING TOWARD FUNDS AND PROGRAMS TO BENEFIT EAST PALESTINE

ATLANTA — Norfolk Southern Corporation (NYSE: NSC) issued the following statement Friday.

—

Norfolk Southern promised to make things right following the derailment in East Palestine, OH on Feb. 3. Norfolk Southern is making progress every day cleaning the derailment site, providing financial assistance to affected residents and businesses, investing in East Palestine, and listening closely to the concerns of the community.

Alan Shaw, President and CEO for Norfolk Southern, said: “I am deeply sorry for the impact this derailment has had on the people in the region, and I am determined to make it right. We will continue to invest in the affected communities for as long as it takes to help people in the area to recover and thrive.”

-MORE-



To date, Norfolk Southern has transported over 22,000 metric tons of soil and over 11 million metric gallons of water from the derailment site to hazardous waste facilities. Every day, teams are testing air quality, soil samples, and water samples across East Palestine. Environmental monitoring in partnership with the EPA continues to show that air and drinking water are safe. To provide additional assurance, Norfolk Southern is working in conjunction with Ohio Attorney General Dave Yost to develop additional long-term testing programs.

Many residents are worried about health impacts related to the derailment. Norfolk Southern is committed to a solution that addresses long-term health risks through the creation of a long-term medical compensation fund.

Norfolk Southern knows that residents are worried about their home values and understand these concerns. The company is committed to working with the community to provide tailored protection for home sellers if their property loses value due to the impact of the derailment.

Norfolk Southern is committed to helping the community of East Palestine thrive. To date, reimbursements and investments in the community total more than \$28 million. In addition, the Family Assistance Center remains open, providing financial support to more than 7,000 families in East Palestine.

Financial assistance is just a down payment. Norfolk Southern is also committed to learning from this accident.

-MORE-

Norfolk Southern is listening to community leaders, business owners and residents to identify ways we can invest in their futures. Norfolk Southern personnel arrived in East Palestine shortly after the accident, and we will remain until things are made right. Residents of East Palestine and the surrounding communities are encouraged to visit the community website [NSMakingItRight.com](http://NSMakingItRight.com) for the latest information.

### **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 emissions by shipping via rail. Its dedicated team members deliver more than 7 million carloads annually, from agriculture to consumer goods, and is the largest rail shipper of auto products and metals in North America. Norfolk Southern also has the most extensive intermodal network in the eastern U.S., serving a majority of the country's population and manufacturing base, with connections to every major container port on the Atlantic coast as well as the Gulf of Mexico and Great Lakes. Learn more by visiting [www.NorfolkSouthern.com](http://www.NorfolkSouthern.com).

# # #

Norfolk Southern Corp.  
650 W. Peachtree Street NW  
Atlanta, GA 30308



## **MEDIA ADVISORY**

CONTACT: Megan Missey  
Norfolk Southern Media Relations  
(919) 770-5937  
mmissey@live.unc.edu

FOR IMMEDIATE RELEASE-04/14/2023

### **NORFOLK SOUTHERN TO HOST PRESS CONFERENCE ON DERAILMENT CLEANUP EFFORTS**

**WHO:** Norfolk Southern media relations representatives Megan Missey, Jahrell Hammonds and Blake Bonifas

**WHAT:** To host a press conference providing updates on East Palestine derailment response and cleanup efforts

**WHEN:** Friday, April 21, 2022

**Scheduled activities:**

10 a.m. Press conference begins

Noon Press conference ends

**WHERE:** Carroll Hall  
Freedom Forum Conference Center, Room 305  
Chapel Hill, NC 27514

Carroll Hall is located at the eastern center of the University of North Carolina at Chapel Hill's campus between Hanes Hall and Gardner Hall. The Freedom Forum Conference Center is located on the third floor of Carroll Hall. To reach the Freedom Forum, turn right after entering the lobby of Carroll Hall, taking the staircase up to the third floor and turning right after exiting the stairwell.

**NOTE:** Registration is required to attend the press conference. Please RSVP at the following link:  
<https://unc.zoom.us/meeting/register/tJcuc-2ppz4iHdEaaSBk2iqNHL8vRSyhc4E>

# # #

Norfolk Southern Corp.  
650 W. Peachtree Street NW  
Atlanta, GA 30308



## **FACT SHEET**

CONTACT: Blake Bonifas

Norfolk Southern Media Relations  
(586) 206-1159  
bbonifas@unc.edu

FOR IMMEDIATE RELEASE-04/14/2023

### **NORFOLK SOUTHERN RAILWAY TRAIN DERAILMENT IN EAST PALESTINE, OHIO**

This fact sheet provides information on the train derailment incident involving a Norfolk Southern Railway (NS) train in East Palestine, Ohio. The purpose is to ensure accurate and up-to-date information is available to the public, media and other stakeholders.

#### **Incident Details**

- On Feb. 3, 2023, at about 8:54 p.m. local time, eastbound Norfolk Southern Railway (NS) general merchandise freight train 32N derailed 38 railcars on main track one of NS Fort Wayne Line of the Keystone Division in East Palestine, Ohio.
- The derailment included 11 tank cars carrying hazardous materials that subsequently ignited, fueling fires that damaged an additional 12 non-derailed railcars.
- First responders implemented a 1-mile evacuation zone surrounding the derailment site which affected approximately 2,000 residents. There were no reported fatalities or injuries.

#### **Cause**

- The cause of the derailment is currently under investigation by the National Transportation Safety Board (NTSB) and Norfolk Southern Railway. Initial findings suggest that an overheated wheel bearing on the 23rd railcar caused a catastrophic failure that may have caused the derailment.

#### **Response Efforts**

- Completed more than 600 in-home air tests in conjunction with the Environmental Protection Agency (EPA) and other governmental agencies. In-home air monitoring has not detected substances related to the incident and does not indicate health risks.

-MORE-

## NORFOLK SOUTHERN FACT SHEET/Page 2

- Implemented an extensive outdoor air monitoring program in the community. Thousands of data points have been collected, which continue to indicate no risk to health from incident-related substances.
- Actively sampling East Palestine's drinking water supply wells, drinking water system and private wells in areas potentially impacted by the incident.
- Distributed over \$11 million in direct financial assistance to more than 7,000 families and businesses to cover costs related to the evacuation. Those include reimbursements and cash advancements for lodging, travel, food, clothes and other related items. The Legal Claims team completed 50 in-home visits with residents unable to make it into the Family Assistance Center.
- Norfolk Southern's Family Assistance Center is located in Abundant Life Church at 46469 state Route 56, New Waterford, OH 44445.
- Established a \$1 million fund available immediately to the community.
- After a further review of areas affected by the evacuation orders and at the request of East Palestine Mayor Trent Conaway and other public officials, Norfolk Southern announced it is expanding the geographic area eligible for reimbursements for costs and inconvenience related to evacuating the region on Feb. 15. All East Palestine residents in the 44413 ZIP code are eligible. Residents should bring proof of residency with them to the Family Assistance Center.
- Reimbursing the East Palestine Fire Department \$220,000 to replace Self-Contained Breathing Apparatus (SCBA) air packs, which allow firefighters to breathe compressed air when responding to fires.
- Providing more than 100 air purifiers for residents to use in their homes. Air purifiers purchased for the East Palestine Municipal Building in coordination with the city manager.
- Coordinating and funding cleaning and air monitoring services for East Palestine elementary and high schools.
- Over 11 million metric gallons of impacted water/sludge have been removed for final disposal.
- Ohio Department of Health officials established an emergency clinic in East Palestine with the help of the U.S. Department of Health and Human Services.

-MORE-

### **Environmental Impact**

- Air monitoring has not shown any detections of substances related to the incident and does not indicate a health risk
- Water quality testing of the East Palestine municipal well has shown no water quality concerns.
- To date, officials have not seen any impact on the livestock community that causes concern.
- Water quality in Sulfur Run was impacted due to spillage. This resulted in the loss of fish. No endangered species perished, and the contamination is contained and being remediated.
- Officials have not detected any vinyl chloride in any downgradient waterways. Low level contaminants were originally detected along the Ohio River, however proactive treatments have eliminated the risk to date.

### **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 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 it is the largest rail shipper of auto products and metals in North America. Norfolk Southern also has the most extensive intermodal network in the eastern U.S., serving a majority of the country's population and manufacturing base, with connections to every major container port on the Atlantic coast as well as the Gulf of Mexico and Great Lakes. Learn more by visiting [www.NorfolkSouthern.com](http://www.NorfolkSouthern.com).

# # #

Norfolk Southern Corp.  
650 W. Peachtree Street NW  
Atlanta, GA 30308



## **BACKGROUNDER**

CONTACT: Blake Bonifas

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FOR IMMEDIATE RELEASE-04/14/2023

### **NORFOLK SOUTHERN RAILWAY TRAIN DERAILMENT IN EAST PALESTINE, OH**

Norfolk Southern Railway is a major Class I railroad in the United States, operating 19,500 route miles in 22 eastern states and serving every major container port in the eastern United States. The Railway is a subsidiary of Norfolk Southern Corporation, which was formed after the merger of Southern Railway and Norfolk and Western Railway in 1982. Norfolk Southern provides a range of services, including coal, intermodal and general merchandise freight transportation.

Despite a strong interest in safety, Norfolk Southern recently experienced a train derailment in East Palestine, Ohio, which has brought the company's safety measures into focus. On Feb. 3, 2023, at about 8:54 p.m. local time, eastbound Norfolk Southern Railway (NS) general merchandise freight train 32N derailed 38 railcars on main track one of NS Fort Wayne Line of the Keystone Division in East Palestine, Ohio. The derailment included 11 tank cars carrying hazardous materials that subsequently ignited, fueling fires that damaged an additional 12 non-derailed railcars. First responders implemented a 1-mile evacuation zone surrounding the derailment site which affected up to 2,000 residents. There were no reported fatalities or injuries.

Norfolk Southern immediately deployed an emergency response team to the scene, which coordinated closely with local authorities. Norfolk Southern is working closely with federal investigators from the National Transportation Safety Board (NTSB) to determine the cause of the derailment. Temporary rerouting measures have been implemented to minimize disruptions to cleanup operations. While the investigation is ongoing, initial findings by the NTSB suggest that an overheated wheel bearing on the 23rd railcar caused a catastrophic failure that may have caused the derailment. Norfolk Southern places a strong emphasis on safety and invests more than \$1 billion annually in safety measures such as track maintenance and inspection, employee/first responder training and advanced technology.

As the NTSB investigation continues, Norfolk Southern will work tirelessly to make things right in the community of East Palestine, Ohio. Through the environmental cleanup, continuous health monitoring and preemptive safety enhancements, Norfolk Southern will not stop its efforts until the community is made whole again.

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## EXECUTIVE BIOS

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**Alan H. Shaw | President & Chief Executive Officer**

Alan Shaw is President and Chief Executive Officer at Norfolk Southern Corporation. In his current role, Shaw oversees all areas of the company's business, building a customer-centric and operations-driven organization. With 28 years of achievement at Norfolk Southern, he is one of the most respected leaders in the industry. Shaw has helped the company build the strongest intermodal franchise in the eastern U.S., positioning the railroad for growth in consumer-oriented, service-sensitive markets. He has also led support for numerous innovations in customer-facing technology, sustainability and new product offerings.



**Ann A. Adams | Executive Vice President & Chief Transformation Officer**

Appointed EVP & Chief Transformation Officer in 2019, Adams has been driving transformation initiatives across Norfolk Southern, overseeing Information Technology, Human Resources, Labor Relations, Corporate Communications, Corporate Giving and Sustainability. She also led the cross-functional team tasked with relocating Norfolk Southern's corporate headquarters to Atlanta, including the design and construction of its state-of-the-art \$575 million campus, designed to boost collaboration and innovation.



**Paul B. Duncan | Executive Vice President & Chief Operating Officer**

Appointed EVP & Chief Operating Officer in 2022, Duncan previously served as Vice President of Service Design and Performance for BNSF Railway. He is responsible for formulating service plans for the company's bulk, intermodal and merchandise operations. Before his current role, Duncan served as Assistant Vice President for Capacity Planning, where he oversaw the company's physical infrastructure capital planning and led the network strategy team. He has more than 19 years of experience across the company's operations and transportation segments.

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**Claude E. "Ed" Elkins | Executive Vice President & Chief Marketing Officer**

Appointed Chief Marketing Officer in 2021, Elkins leads the company's Intermodal, Automotive and Industrial Products business divisions. He also manages the Real Estate, Industrial Development, Short Line Marketing, Field Sales and Customer Logistics business groups. Currently, Elkins serves on the Georgia Chamber of Commerce Executive Committee and the boards of directors of the National Association of Manufacturers and TTX Company. He also represents Norfolk Southern as an active member of the Traffic Clubs of Chicago, New York and Pittsburgh and the North American Rail Shippers Association.



**Mark R. George | Executive Vice President & Chief Financial Officer**

Appointed Chief Financial Officer in 2019, George is responsible for overseeing the company's Finance teams as well as Investor Relations, Sourcing, and Corporate Strategy teams. During his time at Norfolk Southern, he has enhanced the company's focus on productivity and cost control – utilizing his expertise across multiple industrial segments to drive even greater financial success. George has more than 30 years of experience in financial management, strategy and business development.



**Nabanita C. Nag | Executive Vice President & Chief Legal Officer**

Appointed Chief Legal Officer in 2022, Nag is responsible for the company's Audit and Compliance, Government Relations and Legal departments. She first joined Norfolk Southern in 2020 as General Counsel Corporate, where her responsibilities included SEC reporting and compliance, corporate finance, corporate and board governance, shareholder engagement, labor and employment and oversight for cybersecurity and data privacy matters.

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**Michael R. McClellan | Senior Vice President & Chief Strategy Officer**

Michael has over 25 years of experience in management consulting and logistics optimization. Before joining Norfolk Southern, Michael was a management consultant focused on supply chain cost reduction, network optimization, third-party logistics implantation and supply chain software implementation. Their major clients included Ford Motor Company, Farmland and Weirton Steel. In this role, they managed and supported multiple client engagements across the U.S. focused on supply chain improvement across a diverse portfolio of industries.

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## **MEDIA STATEMENT**

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Since 1827, Norfolk Southern has safely moved the goods and materials that drive the U.S. economy. Our dedicated team members deliver more than 7 million carloads annually, from agriculture to consumer goods, and are the largest rail shipper of auto products and metals in North America. Today, we are determined to make the railroad industry safer through our initiatives, collaboration with others in the industry, and engagement with lawmakers and other stakeholders. Norfolk Southern is deeply sorry for the impact the East Palestine derailment has had on the people in the region and is determined to make it right.

Working now under the U.S. Environmental Protection Agency's Unilateral Administrative Order, we have submitted a long-term plan that will guide our comprehensive testing program for the community's water, air and soil. That testing is informed by science and regulatory standards, and we will continue to transparently share the results of our ongoing testing. Agencies at the state and federal level—including the U.S. Environmental Protection Agency, the Ohio Environmental Protection Agency and the Pennsylvania Department of Environmental Protection (DEP)—are continually monitoring the air and water quality in the impacted region. We are encouraged that they have reported to date that the air and drinking water are safe.

To date, we have committed to reimbursements and investments of more than \$28 million in total, including by helping more than 7,000 families through our Family Assistance Center. This financial assistance is just a down payment. We are currently working with the relevant stakeholders to establish three new funds to address healthcare, property values and water testing in East Palestine and the surrounding communities. We also have launched a community website, NSMakingItRight.com, to provide the latest information to residents of East Palestine and the surrounding communities. We will continue to invest in the affected communities for as long as it takes to help people in the area to recover and thrive.

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In the meantime, we have already launched a series of immediate steps to enhance safety, based on the facts in the National Transportation Safety Board's (NTSB) preliminary report. We look forward to cooperating with the NTSB as it continues its investigation into the root cause of the accident as well as its wider investigation.

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